STATEMENT OF AFFAIRS 2009
(as at 30 June 2009)
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1. Structure and functions of The University of Queensland

1.1 Establishment
The University of Queensland was established by an Act of the Queensland Parliament in 1909. The Act has been amended from time to time and the University is now governed by The University of Queensland Act 1998.

The University’s St Lucia campus is located in the Brisbane metropolitan area. The Gatton campus at Lawes, the former Queensland Agricultural College which amalgamated with the University in 1990, is the University’s second-largest campus. The Ipswich campus commenced operations in early 1999. The Herston Campus is a major medical, teaching and research campus. The Herston Campus operates partially within the Royal Brisbane Hospital, Royal Children’s Hospital, Royal Women’s Hospital and Queensland Radium Institute. Herston Campus is also the location of the Mayne Medical School. Other teaching and research facilities include the Dental School in the city, and a range of research centres, units and stations throughout the State.

1.2 The University’s Strategic Plan
The mission of The University of Queensland is to enable students and staff to positively influence the society in which they live by creating a Learning and Discovery environment in which they can develop and fulfill their aspirations, that rewards excellence, openness and innovation and encourages widespread Engagement with our state, national and international communities.

1.2.1 Direction
The University will focus on building strategic partnerships with other universities, industry, the professions and all levels of government and on consolidating broader relationships with our alumni and with the wider community, in Australia and internationally.

The University will also build on the unique interrelationship of our faculties and major research institutes to create a synergy between advanced enquiry and the student learning experience as a distinctive feature of the education offered at UQ. The University aims to distinguish itself from its peers by the strength of the UQ experience which it offers.

The University will enhance the existing supportive and socially inclusive environment provided for students and staff. It will be guided by frank assessments of quality and will recognise and reward innovation and prominent achievement.

The University will work to improve the productive use of all of our operational sites and financial and other capital assets, whilst seeking external funding support for existing areas of excellence and for new developments that are aligned with strategic objectives.

The University’s activities will be guided by a desire to increase our international engagement, to improve social inclusion, to ensure the environmental sustainability of our campuses and to attract, support and retain high achieving students and staff.

1.2.2 Priorities
The University has the following strategic objectives in key areas of activity:

- **Learning**: The University aims to achieve the highest levels of excellence in all aspects of learning and teaching, and to secure its position as a genuinely world-class higher education institution that is the destination of choice for the very best domestic and international students.

- **Discovery**: The University aims to achieve internationally acknowledged excellence in all forms of research and research training from fundamental, curiosity driven work that adds to the stock of knowledge through to applied research that results in the transfer of University generated knowledge and expertise to business, industry and the wider community, within Australia and internationally.

- **Engagement**: The University aims to develop, enhance and sustain mutually supportive relationships with the wider community, industry, commerce and government through the application of research and through the quality and focus of its teaching and its commitment to social inclusion.

The UQ Strategic Plan 2009–2013 was adopted in July 2008. Other parts of the University’s planning framework include:

- **Operational Agenda** – reviewed annually to report recent performance and to set near term (1–3 year) whole of University targets across the broad range of the University’s activities;

- **Portfolio Plans** – developed to guide and direct enabling operational plans, these plans are reviewed periodically according to portfolio requirements, normally at least every three years. Established Portfolio Plans include the Teaching
and Learning Enhancement Plan, the Research and Research Training Plan, the Internationalisation Plan, the Engagement Plan, the Equity and Diversity Plan and the Infrastructure and Support Plan; and

- **Enabling Operational Plans** – The faculties and major research institutes, as well as the University Library, Central Administration and the Ipswich Campus, each produce annual enabling operational plans to identify the highest priority initiatives for the year ahead and to set near term targets as performance benchmarks to be achieved.

### 1.3 Organisational Structure

The University's organisational structure, as at January 2009, is described in Figure 1 on page 20.

### 1.4 Governance and Management

#### 1.4.1 Chancellor and Deputy Chancellor

The Chancellor, along with the Deputy Chancellor, is elected by the Senate.

#### 1.4.2 Senate

The Senate is the governing body of the University. It has the power to manage and control the University's affairs and property, appoint the University's staff and manage and control the University's finances.

The Senate produces an annual report of the University's proceedings, including a detailed audited account of income and expenditure.

The 22-member Senate is constituted by Official, Appointed and Elected Members. The membership ensures that the University serves the interests of two broad groups – the community, and the University's staff, students, and graduates. The Senate elects its Chairperson, being the Chancellor, for a term of office of up to five years. The Chancellor is elected by Senate from either outside or from existing external members of Senate. The Deputy Chancellor is elected by Senate from amongst its members.

The names of members of the Senate as at 30 June 2009, and the membership of the principal Senate committees, are published annually in The University Yearbook.

#### 1.4.3 Vice-Chancellor

The Vice-Chancellor is the chief executive officer of the University, responsible to Senate for the overall direction of strategic planning, financial activities, and external relations of the University. The Vice-Chancellor has overall responsibility for the management and supervision of the academic, administrative, financial and other activities of the University. The Vice-Chancellor is advised by an Executive and a number of boards and committees.

#### 1.4.4 Vice Chancellor's Executive

The Vice-Chancellor is supported by an Executive to whom most of the University's organisational units report. The Executive comprises:

- **The Senior Deputy Vice-Chancellor** who is responsible for the broad oversight of academic matters, including academic and workforce planning; overall strategic direction and general superintendence of the seven Faculties, the University Library and their budgets; and, with the Vice-Chancellor, has responsibility for professorial appointments, promotions and continuing appointments. The Senior Deputy Vice-Chancellor also has responsibility for overseeing capital asset planning and planning generally. Areas under his direct management include the University Library, the Aboriginal and Torres Strait Islander Studies Unit, The Equity Office and the UQ Art Museum.

- **The Deputy Vice-Chancellor (Academic)** is responsible for preserving the University's commitment to providing high-quality learning. This involves promoting a culture of excellence in teaching and learning, providing a distinctive student experience enriched by UQ's research capacity and the regular review of strategies, policies and practices.

- **The Deputy Vice-Chancellor (External Relations)** who, as the chief external affairs officer for the University, is responsible for directing and executing an ambitious fundraising agenda, and an integrated external relations program including communications, community engagement, and public affairs.

- **The Deputy Vice-Chancellor (International)** who is responsible for matters relating to international development, policy and strategy. The Deputy Vice-Chancellor (International) is advised by the Directors of UQ International and the Institute of Continuing and TESOL Education.

- **The Deputy Vice-Chancellor (Research)** who is responsible for the enhancement of the University's research and research training profile and the development of research collaborations.

- **The Pro-Vice-Chancellor** who is responsible for academic and administrative leadership and general superintendence of the Ipswich Campus and the programs delivered there. This includes management and oversight of the continuing development of the Campus, and its representation to the external community. The Pro-Vice-Chancellor is also responsible for strategic development of academic staff, and industrial and employee relations issues as they relate to academic staff.

- **The Pro-Vice-Chancellor (Research and International)** who supports the Deputy Vice-Chancellor (Research) in improving the University's research performance and has specific responsibility for the oversight and policy direction of the University's programs of funding, training and professional development for early career researchers. The Pro-Vice Chancellor (Research and International) works with the Deputy Vice-Chancellor (International) to develop links with overseas agencies and universities with potential to partner with UQ, especially in the training of early career researchers, including PhD students.
The Executive Director (Operations) who is responsible for co-ordinating the management of the University’s financial, physical, human, management information and information technology services. The Executive Director (Operations) also assists the Vice-Chancellor in regard to strategic planning and direction and the framework of the University’s highly successful research commercialisation and technology transfer activities.

The University Secretary and General Counsel is Secretary to the University Senate and acts as the University’s public officer. The University Secretary and General Counsel’s other responsibilities include:

- Governance, compliance and regulation
- University legislation
- Provision of legal advice
- Supervision of the operations of Assurance and Risk Management Services

The President of the Academic Board who is responsible for the business of the Academic Board and its committees.

Each member of the Vice-Chancellor’s Executive provides advice on policy and administrative matters relating to his or her area of responsibility (see Organisational Chart on page 20).

1.4.5 Academic Board

The Academic Board is the University’s principal academic advisory body providing independent authoritative advice to the Senate and the Vice-Chancellor on all matters relating to and affecting the University’s teaching, research and educational programs. The matters with which the Board may deal include those related to the enrolment for, or entry to, programs of study within the University; the promotion and extension of University teaching, research and related matters; proposals for new, and changes to existing, programs of study; matters concerning the promotion and development of teaching and research staff of the University; and the regular review of the University’s schools/academic disciplines; University Centres; Institutes and programs. The President of the Academic Board is elected annually from amongst the membership of the Board for a maximum of three consecutive terms.

1.4.6 University Principal Officers

The University’s principal officers as at 30 June 2009 were:

Chancellor
Mr John Story, BA Qld., LLB Qld., FAICD

Deputy Chancellor
The Honourable Justice Dr Margaret J. White, LLB Adel., Hon. LLD Qld

Vice-Chancellor
Professor Paul Greenfield AO, BEcon Qld., BE(Hons) NSW, PhD NSW, FTSE, FIEAust, FICChE, MAICD, MAIChE

Senior Deputy Vice-Chancellor
Professor M. Keniger AADip Lond., LFRAI, FTSE, RIBA, FQA, LMAA

Deputy Vice-Chancellor(Academic)
Professor Deborah Terry BA ANU, PhD ANU, FASSA, FAPS

Deputy Vice-Chancellor (External Relations)
Professor Ian Zimmer BBus SwinburneIT, MCom Liv., PhD, DSc UNSW, FCA, FASSA

Deputy Vice-Chancellor (International) (Acting)
Professor Mick McManus BPharm W Aust IT, PhD UWA, MPS

Deputy Vice-Chancellor (Research)
Professor Max Lu BE, ME Northwestern, PhD Qld, FTSE, FICChE

Pro-Vice Chancellor
Professor Alan Rix BA ANU, PhD ANU, GAICD

Pro-Vice-Chancellor (Research and International)
Professor Alan Lawson BA (Hons) Newcastle (NSW), MA ANU, PhD Qld

Executive Director (Operations)
Mr Maurie McNarn AO BA(Hons) NSW, MBA S Qld, MDefStuds Deakin, GDipTSM Swinburne UT, GDipManSt Defence

University Secretary and General Counsel
Ms Dorothy Collins BJuris UWA, LLB UWA MAICD

President of the Academic Board
Professor Susan Hamilton BSc Qld, PhD Qld

1.4.7 Academic Organisation

Faculties and Executive Deans

The University’s academic structure consists of seven Faculties: Health Sciences; Arts; Science; Natural Resources, Agriculture and Veterinary Science; Social and Behavioural Sciences; Engineering, Architecture and Information Technology; and Business, Economics and Law. Each Faculty is headed by an Executive Dean. The role of the Executive Dean is to provide academic and administrative leadership to the Schools and Centres within the Faculty. The Executive Dean is responsible for strategic planning of the Faculty, for the academic programs offered by the Faculty, for the staffing and resourcing of these programs and for ensuring that quality research is carried out within the Faculty or in collaboration with staff of other Faculties and the research institutes. The Executive Dean is a key representative of the University to the external community, particularly to the professions and disciplines represented in the Faculty. A Faculty Executive Committee reports to the Executive Dean, and may consider academic, resource and strategic planning issues for the Faculty.
Faculty Boards
For each Faculty, there is a Faculty Board. The Boards of Faculties are deliberative bodies which provide advice to the relevant Executive Dean on academic policy matters and the strategic direction of the Faculty. Faculty Boards may thus advise on matters such as significant curriculum developments, teaching and learning and research policy and development.

The composition of each Faculty Board includes Heads of Schools and discipline groups in the Faculty, student representatives, and appointed members of the University Senate.

The Faculties have Boards of Studies which report to the Faculty Boards on matters associated with particular degree programs for which the Faculty has responsibility. Boards of Studies will generally include representatives of the staff teaching the degree concerned, the students and relevant external professional or employer groups.

Schools
The basic academic units of the University are the Schools. Their function is to provide the teaching and other services for courses within the degree programs that fall within each School’s competence.

The University has 36 Schools to which its teaching and research staff are attached. One member of the School is appointed its Head by the Vice-Chancellor for a term of three to five years.

The list of University Schools and their staff is published annually in the University Yearbook.

Institutes
The University has established the following Institutes to co-ordinate and pursue research in their respective areas:

- Institute for Molecular Bioscience (IMB)
- Australian Institute for Bioengineering & Nanotechnology (AIBN)
- Sustainable Minerals Institute (SMI)
- Queensland Brain Institute (QBI)
- UQ Diamantina Institute for Cancer, Immunology and Metabolic Medicine
- Institute for Social Science Research

Centres
A number of Centres have been established to provide a focus of research expertise and a commitment to the development of a focused research program. However, the establishment of some Centres is based on other criteria such as community-based activity, interdisciplinary teaching, the development and delivery of postgraduate or extension programs, or the provision of consultancy services. Centres may be established as School, Faculty, Institute or University Centres. The various Centres that have been created within the University are contained in the University Yearbook.

1.4.8 Administrative Organisation
The Central Administration comprises the following:

(i) The **Vice Chancellor** has the role and responsibilities identified in section 1.4.3 above.

(ii) The **Senior Deputy Vice-Chancellor** has the role and responsibilities identified in section 1.4.4 above. The Senior Deputy Vice-Chancellor oversees:
- the seven **Faculties** of the University;
- the UQ Art Museum;
- the Equity Office;
- the UQ Library; and
- the Aboriginal and Torres Strait Islander Studies Unit.

(iii) The **Deputy Vice-Chancellor (Academic)** has the responsibilities identified in section 1.4.4 above. The Deputy Vice-Chancellor (Academic) oversees:
- the UQ Graduate School;
- Student and Administrative Services Division;
- Office of Undergraduate Education;
- Office of Prospective Students and Scholarships;
- the Teaching and Educational Development Institute (TEDI)
- the Centre for Educational Innovation and Technology;
- the Centre for Innovation and Professional Learning; and
- six research institutes.

(iv) The **Deputy Vice-Chancellor (External Relations)** has the responsibilities identified in section 1.4.4. The Deputy Vice-Chancellor (External Relations) oversees the following:
- the Advancement Office;
- the Office of Marketing and Communications;
- the Office of Protocol; and
- Customs House.

(v) The **Deputy Vice-Chancellor (International)** has the responsibilities identified in section 1.4.4 and oversees:
- The Institute of Continuing and TESOL Education; and
- UQ International.

(vi) The **Deputy Vice-Chancellor (Research)** has the responsibilities identified in section 1.4.4 and oversees:
- the Research and Research Training Division;
- UQ Biological Resources;
- Two Centres; and
- Trust and Foundation Relations.

(vii) The **Pro Vice-Chancellor** has the role set out in section 1.4.4 above.

The Pro-Vice Chancellor reports to the Senior Deputy Vice-Chancellor.

(viii) The **Pro Vice-Chancellor (Research and International)** has the role set out in section 1.4.4.
The Executive Director (Operations) has the role set out in section 1.4.4. The Executive Director (Operations) has responsibility for the following:

- Finance and Business Services
- Human Resources Division
- Information Technology Services
- Planning and Management Information
- Property and Facilities

The University Secretary and General Counsel has the role set out in section 1.4.4. The University Secretary and General Counsel has responsibility for:

- the Legal Office
- the Assurance and Risk Management Services

### 1.4.9 Advancement Office

The Advancement Office is responsible for leading, managing and coordinating activities and services that engage The University of Queensland with the wider community. The office works closely with alumni, benefactors, donors, staff, faculties, schools, institutes, and corporate and industry stakeholders to achieve collegial and community engagement.

The Advancement Office is divided into three key teams – alumni and community relations, fundraising and advancement services.

### 1.4.10 Assurance and Risk Management Services

The Assurance and Risk Management Services is responsible for reviewing the adequacy and effectiveness of the systems and controls established to achieve the University’s objectives, and to ensure that the resources available to the University are being utilised efficiently and effectively.

### 1.4.11 Finance and Business Services

Under the leadership of the Chief Financial Officer, Finance and Business Services provides professional, timely, financial advice and systems to support the management of the University’s resources to satisfy both internal and external accountabilities and needs. Its responsibilities include collection of University revenues, payment for all goods and services, investment portfolio management, financial reporting, and budget management.

Finance and Business Services consists of the following functional units:

- Accounts Payable
- Accounts Receivable
- Administration (Business Services Division)
- Contracts and Grants Accounting
- Corporate Financial Systems
- Financial Accounting
- Management Accounting Group

### 1.4.12 Graduate School

The UQ Graduate School caters specifically for the needs of the growing community of research higher degree candidates. The UQ Graduate School has academic responsibility for the Doctor of Philosophy (PhD) and Master of Philosophy (MPhil) programs, provides research scholarships to candidates in those programs, and maintains various initiatives to enhance the postgraduate experience at UQ.

### 1.4.13 Human Resources Division

Human Resources Division provides a range of services to managers, organisational units and staff across the University including: policy development, reflecting changes in legislation, Industrial Relations Commission decisions and outcomes of enterprise bargaining; ongoing human resource administration; recruitment and staffing shared with faculty human resource units; managing academic continuing appointment and promotion; and supporting organisational units in planning and managing change while maintaining effective relationships with staff.

### 1.4.14 Information Technology Services

Information Technology Services manages core networks and IT infrastructure for the whole University. Internet access to the National University Network (AARNet), which connects most universities and CSIRO in Queensland, is managed by ITS on behalf of the Queensland Regional Network Organisation (QRNO).

UQ’s Supercomputer and many of its largest servers are also operated by ITS. ITS also manages the University’s own Internet Service Provider (ISP), UQconnect, which provides both retail and corporate services to a growing customer base. ITS administers UQ’s extensive telephone network and has its own video production house which produces video for teaching and research, offers videoconferencing, maintains audio-visual services for all centrally controlled lecture theatres, and offers a range of audio-visual equipment hire services.

Information Technology Services is divided into seven sections headed by Executive Management:

- AusCERT;
- Architecture and Development;
- Infrastructure & Operations;
- Strategy, Planning and Client Relations;
- Internet Services;
- Research and Teaching Support; and
- Corporate Services.

### 1.4.15 UQ International

UQ International operates under the direction of the Deputy-Vice Chancellor (International). It consists of the following functional units:

- International Admissions Section;
- International Relations Section; and
- International Recruitment and Marketing.
1.4.16 Legal Office
The Legal Office provides professional legal advice to the University and its officers. The University’s General Counsel has direct access to the Vice-Chancellor whenever it is necessary for the proper discharge of the responsibilities of that Office.

1.4.17 UQ Library
The University of Queensland Library comprises 14 branch libraries located on the St Lucia, Gatton, Ipswich and Herston campuses and in several teaching hospitals.

It has one of the largest collections amongst academic libraries in Australia and by far the largest in Queensland.

UQ Library is an important element in the culture of research excellence and innovation at the University, providing access to quality information and first-class learning and research infrastructure.

The Library has, in recent years, enhanced its extensive print collections by the provision of a vast range of digital materials. These include substantial archives of journals, archival material and electronic books.

1.4.18 Office of Marketing and Communications
The Office of Marketing and Communications is responsible for providing marketing and communications leadership and direction across the University through giving high-level advice on:

- information dissemination;
- media relations;
- branding and corporate standards;
- marketing and advertising;
- major corporate publications;
- website development;
- design and publishing;
- internal communications; and
- related UQ communications activity.

1.4.19 Planning and Information Management
Planning and Information Management operates under the direction of the Executive Director (Operations). It consists of the following functional Units which report to the Director Planning:

- Management Information Section; and
- Statistics Unit.

1.4.20 Property and Facilities
The Property and Facilities Division is responsible for the construction of new buildings, alterations to existing accommodation, maintenance of University grounds, and the security, maintenance and cleaning of buildings on the University’s campuses, sites and research sites.

The Property and Facilities Division has the following functional units:

- Operations Section
- Services Section
- Administration and IT Section
- Construction Section
- Engineering Services Section
- Planning Section
- UQ Traffic and Parking

1.4.21 Research and Research Training Division
The Research and Research Training Division is responsible for research grants administration (including animal and human ethical clearances), advice in relation to all University research, postgraduate research scholarships, and the administration of research higher degrees.

The Research and Research Training Division has the following functional units:

- Research Grants Unit;
- Research Higher Degrees Unit;
- Animal Welfare Unit;
- Human Ethics Unit;
- Research Legal Services; and
- Research Information Management Unit.

1.4.22 Student and Administrative Services Division
Under the leadership of the Academic Registrar, Student and Administrative Services Division provides a full range of services to support the University’s academic activities. Student and Administrative Services Division has the following functional units:

- Student Administration Directorate;
- Health Service Directorate;
- Academic Administration Directorate;
- Student Services Directorate.

1.4.23 Teaching and Educational Development Institute (TEDI)
The Teaching and Educational Development Institute (TEDI) provides support services and staff development to enhance teaching, learning and other aspects of educational development at The University of Queensland. The Teaching and Educational Development Institute has the following functional units:

- Evaluation Services Unit;
- Staff Development Unit;
- Educational Technologies Development Unit;
- Higher Education Research and Scholarship Unit.
1.4.24 Cultural Facilities

The University has a range of cultural facilities that are used by both the internal and wider community. Facilities include the UQ Art Museum, housed in the James and Mary Emelia Mayne Centre, the University Library, the Abel Smith and Raybould Lecture Theatres, the Noel Nickson Performance Room in the School of Music, and several museums including the Anthropology, Antiquities, Computer, Geology, Physics and Zoology Museums. The UQ Union manages the Cement Box Theatre located on campus.

The University also organises a number of public, inaugural and memorial lectures that are open to the community.

The University owns the heritage-listed Customs House in Brisbane's central business district. It includes a public art gallery, which houses the Stuartholme-Behan Collection of Australian Art on long term loan to the University, a bookshop, brasserie, reception, function and seminar rooms, and a public information point. The Director, Customs House, manages the facility.

1.5 Controlled Entities

The University of Queensland Act 1998 (Qld) authorises the University to establish companies to perform some of the functions which might otherwise be undertaken by the University itself and to facilitate the commercial exploitation of University facilities and resources.

1.5.1 UQ Holdings Pty Ltd

In 1993 the Senate decided to establish a commercial structure which would facilitate the commercialisation of University research and consultancy expertise. UQ Holdings was incorporated as a holding company for subsidiaries which had more specific and active objectives. UniQuest Pty Ltd, IMBcom Pty Ltd and JKTech Pty Ltd are the primary operating subsidiaries.

UQ Holdings has established jointly with Melbourne Ventures Limited, (the commercial arm of the University of Melbourne) UniSeed Pty Ltd, the purpose of which is to invest in the early stage commercial development of intellectual property flowing primarily from the two Universities. Westscheme (a large industry superannuation fund based in Western Australia) and the University of New South Wales became members and shareholders of UniSeed Pty Ltd in 2005.

1.5.2 Subsidiary Companies

UniQuest Pty Ltd is a subsidiary of UQ Holdings Pty Ltd. It was established in 1984 as a means of facilitating greater commercial interaction between the University and the wider business community. The functions of UniQuest Pty Ltd include:

- technology commercialization;
- the facilitation and delivery of professional services in contract research;
- the provision of advice to the University on the management and protection of intellectual property; and
- the management of the University's patent portfolio.

IMBcom Pty Ltd and JKTech Pty Ltd have been established to facilitate the commercialisation and exploitation of intellectual property generated by staff associated with the Institute for Molecular Bioscience and the Julius Kruttschnitt Mineral Research Centre. Medeserv-PrimEd is the largest provider of online professional development programs for healthcare in Australia. In 2005, Medeserv-PrimEd became an industry partner for the UQ Centre for Health Innovation and Solutions (CHIS) and was formally acquired by UQ in 2007.

1.5.3 Other Associated Bodies

The University is a founding member of the national Group of Eight, an alliance of research-strong “sandstone” universities committed to ensuring that Australia has higher education institutions which are genuinely world class. It belongs also to the global Universitas 21 alliance.

The University of Queensland is also a member of the Queensland Tertiary Admissions Centre Limited, and is a shareholder of the International Development Program for Australian Universities.

The University is a member of 36 Co-operative Research Centres either as a core or supporting partner.
2. The University and the public

This Part of the Statement describes the impact of the University’s functions, particularly its decision making functions, on the community. The impact is examined in relation to broad aims that have been established to achieve the long-term purpose of the University.

2.1 Learning

The University aims to achieve the highest levels of excellence in all aspects of learning and teaching, and to secure its position as a genuinely world-class higher education institution that is the destination of choice for the very best domestic and international students. To realise these goals, the University will

- Attract and retain the most able undergraduate and postgraduate students and act to achieve social inclusion and diversity in the student population;
- Build an understanding of and commitment to the distinctive features of the UQ student experience, the ‘UQ Advantage’, and support initiatives to enrich this experience, including the benefits that derive from the University’s diversity, its research reputation and capacity, its international links and its strong links with industry and the professions;
- Increase the number of students who gain international experiences; and support opportunities for students to develop global and inclusive perspectives;
- Support and reward teaching excellence, and raise the professionalism, visibility, and status of teaching and learning at UQ;
- Enrich all aspects of students’ learning experience with priorities on the development of state-of-the-art teaching and learning spaces and an integrated ‘blended’ learning environment; and
- Promote and support innovative teaching practices that actively engage students, enhance the quality and rigour of assessment practices, and improve retention rates.

Decisions in relation to the programs of study to be offered and the number of students to be admitted to each course are based on the University’s Educational Profile which is negotiated with the Commonwealth Department of Education, Science and Training. Specific decisions on the admission of students to programs, their progress and grading of performance are based on criteria established in the University’s Admission Rules, Fee Rules, General Award Rules and approved Policies and Guidelines.

The University has also established policies for the admission of overseas students, of students from socio-economically disadvantaged backgrounds, and Aboriginal and Torres Strait Islander students.

2.2 Discovery

The University aims to achieve internationally-acknowledged excellence in all forms of research and research training from fundamental, curiosity driven work that adds to the stock of knowledge through to applied research that results in the transfer of University generated knowledge and expertise to business, industry and the wider community, within Australia and internationally. To realise these goals, the University will:

- Focus resource allocation on strategically-important areas of research;
- Work to attract the substantial increases in research funding income required to sustain high quality research endeavours;
- Focus on the quality of the outcomes of scholarly work as measured by internationally recognised indicators and outlets;
- Achieve international recognition for leadership in a number of areas of research;
- Enhance and sustain an excellent research infrastructure capability, concentrating on the University’s existing and emerging areas of research strength;
- Foster outstanding performance from young researchers at higher degree, postdoctoral and early career levels;
- Encourage and support research collaboration with key Australian and international universities, public agencies, end users and industry; and
- Develop, in appropriate areas of strength, a number of strategically important collaborative relationships in research and research training with key international institutions.
2.3 Management and resources

The University is committed to ensuring that its academic aims are supported by the most appropriate management structures, policies and practices and that all aspects of the University are administered in a professional and client-focused manner.

The University makes decisions that aim to:

- devolve the management of its resources to the most effective level;
- ensure that the University’s funds and resources are managed optimally;
- ensure equality of opportunity;
- provide development and training opportunities to assist staff in their professional development and to improve the University’s organisational efficiency and effectiveness;
- provide an appropriate physical environment and maintain it to high aesthetic, functional and safety standards; and
- provide high quality teaching facilities with particular attention to the needs of students, and improve utilisation by better management.

2.4 Engagement

The University aims to develop, enhance and sustain mutually supportive relationships with the wider community, industry, commerce and government through the application of research and through the quality and focus of its teaching and its commitment to social inclusion. To achieve this, the University will:

- Exemplify the role of education and research in underpinning the economic and social well-being of local, state, national and international communities;
- Build on the University’s academic strengths, in strategic partnerships with external agencies, including industry, business and professional groups and with instrumentalities at city, state, national and international levels, helping to find and promote innovative and sustainable solutions to community challenges;
- Advance the University’s leading position in knowledge transfer and commercialisation;
- Foster and reward the application of expertise and knowledge to community issues and build up an infrastructure to support engagement;
- Advance and sustain the University’s interaction with the community through its libraries, museums, clinics and collections;
- Foster structured strategic relationships with specific high schools; and
- Identify, develop and reinforce collegial and supportive relationships among UQ Alumni, nationally and internationally.
3. Arrangements for public participation in policy making

3.1 Senate

The Senate is the governing body of the University. Its powers and constitution are set out in the University of Queensland Act 1998, as amended on 19 May 2005, which sets out the membership and term of office of members of Senate. The method of election of its elected members is prescribed by Statute. The 22-member body comprises of official members, appointed members, elected members and additional members. Part 2, Division 3 of the University of Queensland Act 1998 prescribes the composition of Senate as follows:

- Official Members
  - the Chancellor
  - the Vice-Chancellor
  - The President of the Academic Board
- Appointed Members (there are 8 members appointed by the Governor in Council)
- Elected Members. There are 8 elected members:
  (a) 1 member of the Academic Board; and
  (b) 1 member of the University’s full-time or part-time academic staff; and
  (c) 1 member of the University’s full-time or part-time general staff; and
  (d) 1 undergraduate student; and
  (e) 1 postgraduate student; and
  (f) 3 graduates of the university, other than persons eligible for membership under paragraph (a), (b), (c), (d) or (e) above.
- Additional members. There are 3 additional members appointed by the Senate who must not be a student or a member of the University’s academic or general staff.

The Senate is advised by the Academic Board, Senate Student Appeals Committee (on student matters), Audit Committee, Buildings and Grounds Committee, Discipline Appeals Committee, Finance Committee, Honorary Degrees Committee, Legislative Committee, Professorial Promotions Committee, Risk Management Committee, Membership and Nominations Advisory Committee, Senior Staff Salaries Committee, Standing Committee for Equity, Diversity & the Status of Women, Occupational Health and Safety Council, and ad hoc Professorial Selection Committees, on which there are representatives of Senate, University staff and students as appropriate.

3.2 Academic Board

The Academic Board is the principal policy making and advisory body to Senate and the Vice Chancellor on all matters relating to and affecting the University’s teaching, research and educational programs.

The composition of the Board provides for ex officio, elected and nominated staff and student members. Membership is representational and seeks to facilitate best practice management of teaching, research and educational matters.

Meetings of the Academic Board are held about six times each year. After each meeting the Board is required to submit a report to Senate of its proceedings, recommendations and matters to be drawn to the attention of Senate.

The Academic Board is advised by the Academic Board Standing Committee, Committee for Academic Programs Policy, Central Confirmation and Promotions Committee, Library Committee, Research Committee, Research Higher Degrees Committee, and the Teaching and Learning Committee. On each committee there are elected representatives of the University staff and students, as appropriate.

3.3 Faculty Boards

A framework for the structure and role of the Faculty Boards is set out in Rules approved by Senate. The Faculty Boards provide an avenue for University academic staff (representing Schools and Centres in the Faculty) to contribute to the academic decision making processes of the Faculty. Faculty Boards include representatives of undergraduate and postgraduate students undertaking courses within the Faculty. Faculty Boards or Boards of Studies also include representatives of professional bodies associated with the academic programs offered in the Faculty.

3.4 Bodies advising the Vice-Chancellor

A number of committees with specific terms of reference have been established under the authority of the Vice-Chancellor to advise on, and to manage, specialist activities that are part of the University’s broad teaching and research program.

These bodies include the Vice-Chancellor’s Executive, University Senior Management Committee, International Policy and Strategy Committee.
4. Documents held by the University

Records are created, received, accumulated and maintained throughout the functional units of the University’s structure. While the Central Administration divisions hold the core of the official records of the University, records are also held in all University schools, faculty offices and sections and by individual University officers. A specialised record-keeping unit, Records and Archives Management Services, is part of Central Administration.

In the day-to-day pursuit of its mission and goals, the University receives and generates a vast array of documents.

4.1 Learning and Teaching

Decisions on learning, teaching and related matters are made by the Senate, the Academic Board, the Faculties, Schools and individual academic staff and University Executive officers and other officers. A range of documents is created as part of these activities:

- Teaching and Learning Enhancement Plan and other policy documents covering major aspects of teaching and learning;
- policies and plans for the recruitment of the most able students within Queensland, and students from overseas, from socio-economically disadvantaged backgrounds and from minority groups, at both the undergraduate and postgraduate levels;
- agendas and minutes concerning: educational policy; proposals for new programs or changes to existing programs; proposals relating to the enrolment for, or entry to, programs of study within the University; the promotion and extension of University teaching and related matters;
- approved course rules and guidelines;
- course assessment criteria;
- approved rules and guidelines for scholarships, bursaries and other forms of financial assistance to students;
- personal records relating to student applications for admission to, and changes in, programs of study, enrolment, progress, evaluation, and other matters of personal concern;
- assignments and examination papers and scripts;
- policies for the employment and evaluation of teaching staff.

4.2 Research and Research Training

Decisions on research, research training and related matters are made by the Senate, the Academic Board, the Faculties, Institutes, Schools and individual academic staff, University Executive officers and other officers. A range of documents is created as part of these activities:

- Research and Research Training Management Plans and profiles;
- agendas and minutes concerning:
  - the formulation of research policy and direction;
  - the fostering of postgraduate education and the training of researchers;
  - the evaluation of research performance; and
  - the allocation of research funds.
- policies and guidelines relating to:
  - the conduct of research;
  - the training of researchers; and
  - the allocation of research funds;
- institutional bids for research funds;
- approved rules and guidelines for scholarships, bursaries and other forms of financial assistance to research students;
- research funding applications and assessments;
- research papers, articles and reports;
- bibliographic records listing publications of members of staff;
- contracts, patent documentation and similar documents relating to the conduct, transfer and exploitation of research; and
- policies relating to the employment and evaluation of research staff.
4.3 Administration, and financial and facilities management

Decisions relating to the administration and financial and facilities management of the University are made at all levels of University governance. The University’s documents include:

- agendas and minutes of the decision making bodies, and other forms of records;
- advice and recommendations of University officers involved in the decision making process;
- strategic planning documents;
- statistical reports;
- personal records relating to the employment, evaluation and careers of the University’s academic, research, administrative and technical staff;
- site development and construction plans, maps, charts, photographs;
- capital works submissions;
- tender documents;
- contracts;
- workplace safety inspection reports;
- security reports;
- budgets, accounts and audit reports;
- budget and financial analyses;
- order forms and accounts payable vouchers;
- property and investment portfolios;
- equipment and furniture registers;
- insurance agreements;
- salary, superannuation and taxation records;
- traffic and parking records; and
- stock and stationery inventories.

Many of the University’s administrative, academic and financial decisions are based on approved policies and guidelines contained in the University’s Handbook of University Policies and Procedures (HUPP), covering such subjects as:

- personnel selection, appointment, conditions of service, leave entitlements, payment of allowances, evaluation, promotion, reclassification and discipline;
- equal opportunity in employment, workplace health and safety, sexual harassment, discrimination;
- academic and research policies and procedures; and
- in its Financial Management Practice Manual (FMPM), covering such subjects as:
  - financial accountability;
  - accounting policies;
  - budgetary system; and
  - policies and practices relating to revenue, expenditure, salaries, and assets.

The HUPP and FMPM may be consulted through the University’s World Wide Web Home Page (http://www.uq.edu.au).

4.4 Interactions with the community

In its interactions with the community the University generates a variety of documents:

- brochures, handbooks, guides, prospectuses and other publications for prospective students and visitors to the campus;
- newsletters and brochures to prospective donors and benefactors;
- donor and bequest records;
- sponsorship proposals and agreements;
- newsletters, magazines and newspapers for the internal and wider community; and
- annual reports.

4.5 Documents available for inspection

In addition to the University’s policy documents, the types of documents listed above may be available for inspection under the Freedom of Information Act 1992 (Qld) as at 30 June 2009. As of 1 July 2009, the documents may be available for inspection under the Right to Information Act 2009 (Qld).

The vast majority of the minutes of the University Senate and the Academic Board are available for inspection in the University Library.

A large number of documents concerning University activities and policies, including the University’s Strategic Plan and the Code of Conduct for staff, are also available for inspection on the World Wide Web (http://www.uq.edu.au) in the University’s Handbook of University Policies and Procedures (HUPP).
4.6 Documents available for purchase

A number of the University’s documents are available for purchase:

- program rules, general University rules and program details and general information for students in the form of *The University of Queensland Program and Course Information Handbook CD*;
- details of Faculty and School programs and subject assessment criteria in the form of School publications;
- Official Statements of Academic Record, of Enrolment, of Award;
- Guides and maps for visitors can be purchased through the UQ bookshop;
- Statement of Charges paid or HECS Liability; and
- duplicate copy of Degree Certificate.

4.7 Documents available free of charge

A number of printed and bound publications are available free of charge, including:

- Admission Guidelines;
- enrolment and HECS and fee liability guidelines (in the Enrolment Guide);
- undergraduate and postgraduate brochures, handbooks, guides, prospectuses and other informational publications produced by University Faculties, Schools, Sections and Centres;
- maps for visitors to the University are available online;
- brochures outlining University policies (for example, smoking, alcohol, sexual harassment, occupational health and safety, campus parking and safety and security on campus);
- promotional brochures for prospective donors and benefactors;
- Graduate Contact magazine (the University’s graduate magazine), University News (the University’s newspaper) and a number of newsletters designed for the information of the internal community;
- the University’s Strategic Plans and Annual Reports;
- Code of Conduct for University Staff;
- Student Charter; and
- Postgraduate Research Student Charter.

4.8 Documents available by subscription or mailing list

UQ News (the University’s newspaper) is available through free subscription.

The following documents are available through free mailing lists:

- The University of Queensland Annual Report; and
- Graduate Contact.

The following material provided free to high schools:

- Undergraduate and Postgraduate Prospectus;
- Information for Students;
- program material and information;
- information on the UQ-Link Program;
- promotional material related to programs and study schools; and
- Guidance Officers Handbook.
5. Bodies that have been established to advise the University and whose meetings are open to the public or whose minutes are available for public inspection

There are a number of advisory bodies within the University that allow public participation in the University’s affairs. (Refer Part 3.) Other than minutes relating to confidential matters, the minutes of the University Senate, its Academic Board, and of the Faculty Boards are placed in the University Library and are available for public inspection.
6. Access to the University’s documents and amendment of personal affairs information

6.1 Policy on access to documents

The University of Queensland has continued to adopt a positive and open attitude to Freedom of Information and Right to Information legislation. In July 1991, the University Senate endorsed the concept of freedom of information as University policy and acknowledged an obligation to assist to achieve the object and aims of the Freedom of Information Act 1992 (Qld) (FOI) and (from 1 July 2009 onwards) the Right to Information Act 2009 (Qld) (RTI).

The University makes a variety of information and documents available to its immediate clients, its students and staff, as part of normal administrative processes, either free of charge or at a small cost. To the extent practicable, the University will continue to provide access to information and to documents without recourse to the Freedom of Information Act 1992 (Qld) or (from 1 July 2009 onwards) the Right to Information Act 2009 (Qld). Only where the inquirer is dissatisfied with existing access provisions, or where a request for information appears to have ramifications under the Act, will the inquirer be advised to lodge an FOI or RTI request.

In the case of requests by staff or students for access to documents concerning their personal affairs, it is not, in general, necessary to make an FOI or RTI application. If, however, a person wishes to obtain access to documents which the University considers exempt under the Act, then a formal application under the Act is necessary.

The University is the custodian of a large volume of personal and non-personal affairs documentation that cannot be made available as a matter of course. These documents are held principally on active official files in the Central Registry, in the University Archives, and in the offices of academic and service units and centres. Subject to privacy legislation, access to some of these documents may be available on request, for example, to bona fide researchers (by contacting the University Archives). To the extent that resources permit and subject to privacy laws, the University will continue to give access to persons with a legitimate interest, without the need to lodge an FOI or RTI application. All other persons wishing to seek access to such documents will be required to make a formal application under the Act. The University may regard a small proportion of these documents as exempt under the Act. The University will apply the FOI and RTI legislation to determine any exemptions to disclosure of these documents.

Requests for administrative access to documents should be directed to the section, school, or faculty office concerned, or alternatively to the Right to Information and Privacy Coordinator who will institute informal inquiries. Contact details for the Right to Information and Privacy Office are contained in Part 7 of this document.

While the University’s policy is to provide access to documents outside of Freedom of Information and Right to Information legislation to the extent practicable, if copies of documents are requested, or other access services need to be arranged, charges similar to those applying under the legislation will be levied (except in relation to documents held on an individual’s staff or student file) to those staff/students.

6.2 Policy on amendment of personal affairs information

The Freedom of Information Act 1992 (Qld) and (from 1 July 2009 onwards) the Information Privacy Act 2009 provide mechanisms for individuals who have had access to documents containing information relating to their personal affairs to apply for amendment of that information, through alteration or the addition of an appropriate notation, if the information is inaccurate, incomplete, out of date or misleading.

The University supports the concept that decisions about a student or staff member should be based on accurate and complete information, and that the record should not give a misleading impression. The University’s policy has been, and will continue to be, that due consideration will be given to any request to amend personal affairs information held on its files.

However, a person who is dissatisfied with these informal procedures has recourse to the provisions of the Freedom of Information Act 1992 (Qld) or (from 1 July 2009 onwards) the Information Privacy Act 2009 (Qld).

6.3 Access to policy documents

Copies of the University’s policy documents are available for inspection. Generally, policy documents relevant to the activities of a section, school or faculty of the University are available from that section, school or faculty through its main office, or alternatively, by contacting the University’s Right to Information and Privacy Office. Contact details for the Right to Information and Privacy Office are contained in Part 7 of this document.

Many policy documents are also available for inspection through the University’s Home Page on the World Wide Web (http://www.uq.edu.au).
7. Freedom of Information and Right to Information procedures

Note: the Freedom of Information Act 1992 (Qld) was repealed on 1 July 2009 and replaced with the Right to Information Act 2009 (Qld) and the Information Privacy Act 2009. Any applications for access and amendment received after 1 July 2009 are dealt with under the new legislation, rather than the Freedom of Information Act 1992 (Qld).

Persons who have been unable to obtain access to documents or who have been unable to have personal affairs information amended through the University’s normal administrative procedures may wish to make an application under the Queensland Freedom of Information Act 1992 or (from 1 July 2009 onwards) the Right to Information Act 2009 or the Information Privacy Act 2009.

Applications should be addressed to:
Right to Information and Privacy Coordinator
Right to Information and Privacy Office
Room 621, J.D. Story Administration Building
The University of Queensland 4072
Telephone: (07) 3365 2571
Facsimile: (07) 3365 1058
Email: rtip@uq.edu.au

The Right to Information and Privacy Office is located on the University’s St Lucia campus. An information brochure and application forms are available from the Right to Information and Privacy Office or online at: http://www.qld.gov.au/right-to-information/.

Office hours are 9.00 a.m. to 5.00 p.m. Monday to Friday (excluding public holidays).

7.1 Applications for access to documents

An application must:
- be in writing;
- be accompanied by an application fee if the application is not in respect of documents relating to the applicant’s own personal information;
- contain sufficient information to allow the documents of interest to the applicant to be identified; and
- should include:
  • an address and telephone number at which the applicant can be contacted in Australia;
  • an indication of the type of access being sought, i.e. inspection of the document or a copy of the document.

The Right to Information and Privacy Coordinator will:
- acknowledge the application within 14 days of its receipt;
- determine the application within 25 business days of its receipt, or 35 business days of receipt if consultations with third parties are required.
- if access to a document or part of a document is refused, give the applicant reasons for refusing access to a document or to part of a document;
- advise the applicant of the appeal rights provided under the Act and the procedures to be followed in exercising those rights if access to a document or to part of a document is refused.
7.2 Fees and charges

Under the Right to Information Regulation 2009 (Qld), the following fees and charges will apply in respect of applications for access to documents that do not relate to the applicant’s own personal affairs:

- Application Fee: $38 (includes 5 hours processing time)
- Processing charges: $5.80 per 15 minutes
- Inspection charges: $5.80 per 15 minutes
- Photocopying charges: $0.20 per page
- Reasonable costs to cover the production of a transcript of an audio recording, or material recorded in shorthand, in a foreign language, or in some codified form.

If the time taken to process an application is 5 hours or less, processing charges are not payable. Photocopying charges, however, are still payable. The applicant will be advised of the total access charges where the total processing time is expected to exceed 5 hours (excluding photocopying charges).

The Right to Information Regulation 2009 (Qld) provides an exemption from payment of processing, inspection and photocopying fees where payment of the fees would cause financial hardship. Financial hardship exemptions are generally available only to non-profit organisations and concession card holders. Please contact the Right to Information and Privacy Coordinator to determine whether you satisfy the criteria for financial hardship.

7.3 Inspection of documents

Where access has been granted to documents and the applicant chooses to inspect the documents, those documents will be made available for inspection in the Right to Information and Privacy Office at the address given above. The Right to Information and Privacy Coordinator will invite the applicant to arrange a mutually convenient inspection time during office hours.

7.4 Applications to amend personal affairs information

An application to amend personal affairs information contained in University documents that the applicant believes is inaccurate, incomplete, out of date, or misleading must:

- be in writing;
- specify an address to which the Right to Information and Privacy Coordinator may advise the applicant of the decision on the application;
- give particulars of the matters in relation to which the applicant believes the information is inaccurate, incomplete, out of date, or misleading; and
- specify the amendments the applicant wishes to make.

The Right to Information and Privacy Coordinator will:

- notify the applicant of a decision on the application within 25 business days of its receipt;
- if the requested amendment has been refused, give the applicant reasons for refusing to amend the information in the way requested;
- advise the applicant of the appeals rights and the procedures to be followed in exercising those rights if the requested amendment has been refused; and
- advise the applicant that if the decision has been to refuse to amend information the applicant may request certain notations to be added to the information.