Central Administration staff, in partnership with the faculties and Academic Services, aim for appropriate, cost-effective management structures, policies and practices University-wide. In striving for efficient and effective, client-focused, administration we are committed to:

(From left) Vice-Chancellor Professor John Hay, University Librarian Janine Schmidt, Queensland Premier Peter Beattie and Chancellor Sir Llew Edwards celebrate the opening of the $9.8 million Library Building upgrade — a refurbishment of the former Undergraduate and Central Libraries and a new underground link between the two.
RESOURCES

- development of the Central Administration as a coherent, co-ordinated whole;
- excellence and quality through continuous improvement of staff and operations;
- accountability, in all activities, both internally and externally;
- recognition of staff as individuals and equality of opportunity in all activities.

ORGANISATIONAL REVIEWS

This year we continued restructuring of organisational units, following procedures agreed during enterprise bargaining, continued in 1998.

We completed a significant reorganisation of the Faculty of Biological and Chemical Sciences into three schools and began a major reorganisation of the Faculty of Health Sciences into three clinical schools.

The Electrical Engineering Department amalgamated with the Computer Science Department. A number of academic departments, administrative divisions and the Library were restructured and a formal review of the Office of Research and Postgraduate Studies generated a favourable report (see page 33). Nine departments and schools were covered in the usual seven-year cycle of reviews.

An internal review of Academic Administration, begun in late 1997 and completed early in 1998, reduced the Division’s annual budget by almost $1 million. Sweeping changes were processed by a Change Management Committee, chaired by the Secretary and Registrar.

We transferred Archives to the Library and shifted central support for administrative computing from a section of Academic Administration to a Service Level Agreement with the Prentice Centre. Student Support Services, Chaplaincy and the University Health Service integrated to form a Division of Student and Administrative Support Services.

The Information Technology Services Policy and Planning (ITSPP) sub-committee of the Strategic Planning Committee, chaired by the Senior Deputy Vice-Chancellor, reviewed the Prentice Centre and the University’s I.T. services, policies and support.

Professor Peter Ford, Director of Information Services and head of the Cripps Computer Centre at the University of Nottingham, one of the University’s Universitas 21 partners (see page 5), assisted with the review.

The sub-committee’s report defined the core services required of a central service supported from our Operating Budget, and clarified and defined the roles of faculties and departments.

The Vice-Chancellor accepted recommendations including a name change (from Prentice Centre to Information Technology Services – ITS) and transfer of managerial responsibility to the Secretary and Registrar, who along with a new Director of ITS would be accountable to the ITSPP for implementing policies and procedures.

An agreement to increase the ITS annual operating budget, facilitated by the Vice-Chancellor’s allocation of strategic initiative funds, confirmed the importance accorded I.T. in supporting the University’s future activities.

MANAGING OUR PEOPLE

In April we launched the Recognition and development program for general staff with a series of staff presentations. Devised by a joint unions-management working party, the program involves annual appraisals to determine and recognise each general staff member’s progress through salary increments, and diagnose training needs. The program requires systematic training for all appraising officers and we held seven workshops for about 175 supervisors.

We hired the first wave of academic staff and administrative support staff to develop and deliver the new academic programs planned for UQ Ipswich (see page 22). Inauguration of the Ipswich campus and expanding activities at Gatton and the College of Tourism and Hospitality (South Brisbane) prompted negotiation and implementation of a new Transfer and travel policy to regulate movement around what is now a genuine multi-campus university. The new policy facilitates cross-campus activities by academic and general staff.

We achieved a small budget surplus of $1.856 million for the year and this, when added to balances brought forward from previous years, provided an accumulated budget surplus of $37.1 million.
The handing down of the Higher Education Contract of Employment (HECE) Award by the Australian Industrial Relations Commission in May led to a complete review of the University’s procedures for appointing fixed-term and continuing staff, and a review of all staff members on fixed-term contracts.

We gave all organisational units guidelines for implementing the Award in converting fixed-term to continuing appointments. The impact of the HECE Award means that devolved budget units will be required to plan and maintain their staffing profiles more carefully.

A full staff development program included repeats of the suite of workshops for heads of departments and career advancement courses for general staff, Levels 4-6 and 7-9.

Our workshops on staff management issues for senior academic staff proved so successful we offered two workshops for senior general staff, with follow-up activities resulting from each. We plan to extend the program to general staff at Levels 7 and 8.

**ADVANCES IN OH&S**

We restructured our Occupational Health and Safety (OH&S) Council to include direct management and staff representation from each faculty. This has proved an effective forum for developing OH&S policy and reviewing OH&S performance.

We also streamlined our workers compensation and rehabilitation procedures by comprehensively revising our procedures, training rehabilitation contact officers for each faculty and developing a close working relationship with WorkCover Queensland.

We led negotiations with the Queensland Workplace Health and Safety Division on developing a chemicals risk management program for universities. Utilising the resources of the new Chemical Store and the computer-networked Chemwatch system, OH&S Unit staff provided extensive training in implementing a chemical risk assessment program for our University.

Our occupational health nurse, working with the director, University Health Service, helped rehabilitate injured workers and informed and advised staff on a range of workplace health issues. These included health surveillance, coordination of first aid programs and noise-induced hearing loss.

Using information from hazard and accident reports, workplace audits and submissions from faculty safety committees, we continued our program of OH&S minor works to upgrade OH&S standards for workplaces (see page 38).

We also revised and published on the Web our extensive range of OH&S policies, procedures, guidelines and hazard alerts.

**FEMALE STAFF**

<table>
<thead>
<tr>
<th>% of...</th>
<th>1997</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td>all staff</td>
<td>47.9%</td>
<td>49.4%</td>
</tr>
<tr>
<td>general staff</td>
<td>58.2%</td>
<td>60.4%</td>
</tr>
<tr>
<td>academic staff</td>
<td>32.3%</td>
<td>33.2%</td>
</tr>
<tr>
<td>full-time tenured academic staff</td>
<td>20%</td>
<td>21.05%</td>
</tr>
</tbody>
</table>

**Recognition and Development**

Program for General Staff coordinator Cheri Teale introduces staff to the new appraisal system.
SUPERANNUATION

Tertiary Education Superannuation Scheme (TESS) members received 12 percent interest on their accounts for the year to June 30, 1998. TESS reported a membership of 200,000 and investments worth $850 million.

Superannuation Scheme for Australian Universities (SSAU) trustees ran seminars for members explaining their options for changing to the accumulation system from July this year.

I.T. - ENHANCED MANAGEMENT

Development and enhancement of core business systems was again a high priority.

We bought a new Aurion Human Resources Information System to replace the non-Y2K-compliant staff and payroll system, and a project team from Personnel and Business Services is preparing it to “go live” in July 1999. When completely installed in 2000, Aurion is expected to improve significantly the electronic transfer and processing of information between departments, faculties and administrative divisions.

We migrated the University’s main computerised financial system (Computer Associates MasterPiece) to a relational database platform running across the University’s Intranet, with the main access through a standard Web browser. This should give users a more reliable and user-friendly interface with the package and speed access to enhancements and updates.

The new package will continue to interface with and complement the widely-used Departmental Accountant package. This improved significantly in 1998 and is now used in more than 80 University departments and sections.

We purchased a ResearchMaster package through an arrangement with Higher Education Systems, the company established by the Australian Vice-Chancellors’ Committee (AVCC) to continue the work of UniOn and further the national CASMAC initiative. Initial use of ResearchMaster will focus on our bibliographic records, particularly as academic publications impact on the University’s share of the Research Quantum.

YEAR 2000

We have been working towards year 2000 compliance since April 1996 and a target date of June 30, 1999 has been set for Year 2000 readiness of our “business critical” systems and services.

Executive deans, the University Librarian, heads of academic support areas and the Secretary and Registrar are each responsible for the area under his or her control.

This year, we approved budgets for the next three years for central co-ordination, network infrastructure compliance, testing tools and advice (if necessary, e.g. for validity checks) from external consultants. The Internal Audit Office (IAO) also completed two reports on Year 2000 compliance progress.

A two-year position of Year 2000 co-ordinator was established, based in the IAO and filled by the IAO’s information systems audit manager. This involves overall responsibility for co-ordinating the project, University-wide, in accordance with a standard methodology. The ITSSP sub-committee, chaired by the Senior Deputy Vice-Chancellor (see page 35), monitors progress and reports every two months to the Vice-Chancellor.

I.T. - ENHANCED SERVICES

Improvements to the Student Information Network (SI-Net, found at www.studentinfo.uq.edu.au) streamlined administrative services to students and staff and we made plans to implement a new, advanced Student Information System in late 2000.

Students can now use SI-Net to enrol, change subjects, check their enrolment details, print out unofficial versions of their academic records, interrogate the timetable and print out details, and find out their semester grades and exam results.

Staff can generate class lists, check students’ academic progress and communicate examination and other formal assessment results electronically.

FREEDOM OF INFORMATION

We received 21 applications to access documents under the Queensland Freedom of Information Act 1992. Most requests came from students or staff (either present or former) but we noted a significant increase in the number of applications from members of the public seeking access to non-personal information about the University’s activities.

In accordance with our policy of openness, we continued to provide access to large numbers of documents, usually of a personal nature, in the course of routine administrative processes.

CODE OF CONDUCT

The University’s Code of Conduct, launched in 1997, is published on our home page (http://plato.jdstory.uq.edu.au/ps/conduct.htm) and was widely publicised on our campuses this year. We distributed a summary of the Code, entitled The Principles, to all staff members and we included discussions on the Code in professional development courses for staff involved in key leadership and management roles.

In 1998, SI-Net

- was used by 17,500 students for some purpose,
- recorded 300,000 transactions,
- processed 300 enrolments through the Web interface,
- was used to submit 50,000 exam results in Semester One and 90,000 (90 percent of the total) results in Semester Two, and
- communicated exam results to 5000 students in Semester One and 7300 students in Semester Two.
WHISTLEBLOWERS

We investigated five disclosures subject to the Whistleblowers Protection Act 1994 during the year. Two matters, including one relating to a complaint made in 1997, were not verified. We concluded investigations of three matters which could be classified as official misconduct, and these will be referred as required to the Criminal Justice Commission.

PROPERTY AND FACILITIES

The physical development of UQ Ipswich – i.e. the transformation of historic buildings to a modern high-tech campus – was a highlight of our year. We completed Stage One ready for teaching to begin in February 1999 (see page 22), and began plans for Stage Two. This will cycle through 1999 and be finished in time for the academic year 2000.

Stage One achieved rehabilitation of seven buildings and extensive landscaping, services and roadworks. The consulting architects, Devine Erby Mazlin, will also oversee Stage Two as the winners of a design competition for further development centred on a student village. This will involve rehabilitation of eight buildings and construction of one new building.

Other projects completed this year included:

- the $9.8 million Duhig/Central Library upgrade (see pages 21, 34);
- the $17.6 million General Purpose building in the southern precinct;
- a $445,000 Collaborative Design laboratory for Architecture and Civil Engineering;
- redevelopment of Campbell Place as part of the Campus Enhancement program;
- Stage One of the Student Centre (see page 41); and
- upgrade and construction of electrical switchboards and substations to provide reliable power to existing and planned buildings.

Health and safety projects worth $360,000 included:

- installation of a gas reticulation system in the School of Veterinary Science teaching hospital;
- upgrade of the ventilation of the pilot plant at the mine;
- flammable liquid cabinets at Gatton, Princess Alexandra Hospital and St Lucia; and
- improved access and ventilation to laboratories in the Co-operative Research Centre for Tropical Plant Pathology.

Projects initiated this year included:

- refurbishment and extensions to the Human Movement Studies building;
- planning for the $100 million joint University of Queensland/CSIRO Institute for Molecular Bioscience (see page 30);
- refurbishment of the Law School, including three new seminar rooms and construction of postgraduate work stations; and
- preliminary design for the refurbishment of the W.E.P. Harris (cricket) Pavilion.

The Deferred Maintenance program continued in 1998 with $2.7 million spent on projects to:

- improve and upgrade air-conditioning;
- modernise laboratories including fume cupboards;
- repair and replace roofs to prevent water ingress;
- replace floor coverings in teaching and administrative spaces; and
- improve electrical distribution systems and equipment.

UniSafe is licensed to the following universities:

- James Cook University of North Queensland;
- University of Canberra;
- University of Western Sydney;
- Northern Territory University;
- Central Queensland University;
- University of South Australia;
- University of Sydney; and
- Australian National University

The University of Queensland launched UniSafe in 1992 as the first personal safety program of its kind at an Australian university.
ENVIRONMENTAL MANAGEMENT

Environmental concerns rate highly on our agenda, both in terms of research (see pages 29-30, 31, 33, 44) and in managing our resources.

We hold four environmental licences, for:
- the Gatton bulk volume fermenter;
- St Lucia garage;
- Gatton sewerage treatment plant; and
- the Pinjarra Hills incinerator.

The Department of Environment and Heritage randomly selected the bulk volume fermenter for a compliance audit, indicating some changes to improve its performance. We undertook major capital works to rectify an odour issue, and are assessing the success of this work. Other activities are all proceeding according to licence conditions.

We maintained environmental certification for the St Lucia campus under the standard ISO 14001:1996 Environmental Management Systems (EMS), and in early 1998 established a new EMS faculties sub-committee comprising laboratory and departmental managers.

To promote implementation of EMS, this group has focused on raising awareness and establishing processes to improve environmental management on campus. All departments with activities likely to impact on the environment now have an EMS manual incorporating procedures for air quality, energy, noise, waste and water; and we have plans to develop EMS for all other campuses and sites (see page 41).

We conducted environmental audits on energy consumption, fume hood and cupboard emissions, and the University lakes. We found all areas were functioning well, and identified audit procedures in need of updating.

Our Heron Island Research Station (HIRS), situated on a coral cay on the Great Barrier Reef, operates in remote and environmentally delicate surroundings and during 1998 we continued to improve its environmental performance.

We show all new clients a videotape and give them EMS user manuals outlining their roles and responsibilities when conducting research on the reef. A purpose-built chemical store is now fully operational. It is used to hold bulk chemicals used for research, waste chemicals prior to return to the mainland for disposal, and solvents and paints required for maintenance.

F I N A N C E

Our 1998 financial operations resulted in a surplus of $31 million – similar to the surplus of $30.1 million achieved in the previous year.

The result was determined after the capitalisation of property, plant and equipment ($70.59 million) less depreciation ($38.277 million) and the recording of a surplus of $4.393 million in specific research funds, special purpose funds, capital works and other restricted funds. In addition, the Ipswich campus was brought to account at a valuation of $6.967 million.

Funds received by the University include government grants, contributions by students through the Higher Education Contribution Scheme, tuition fees, research grants and contracts, bequests, donations and miscellaneous revenue.

Our Operating Budget represents approximately two-thirds of our total income and is used to support major teaching and research activities and associated support services. The rest of our income derives from specific research grants and contracts, from services to the community and from funds for scholarships, prizes and other special purposes nominated by donors.

1998 CONSULTANCIES EXPENDITURE

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EXPENDITURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>$235,135</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>$12,089</td>
</tr>
<tr>
<td>Communications</td>
<td>$34,600</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>$3,394,037</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$3,675,861</td>
</tr>
</tbody>
</table>

Because of uncertainty about future levels of government funding and the need to meet unfunded salary increases in 1998, all sections of the University adopted a very conservative approach to the management of operations during the year. Restructuring of departmental operations continued in a number of areas (see page 35). Other departments did not replace departing staff and held all aspects of non-salary expenditure to the minimum possible levels.

As a result, we achieved a small budget surplus of $1,856 million for the year and this, when added to balances brought forward from previous years, provided an accumulated budget surplus of $37.1 million. Most of these funds will be required in 1999 as a large number of projects throughout the University reach fruition.

PhD student Mark Hamann takes part in a project at the University’s Heron Island Research Station, monitoring turtle populations and breeding rates. Research on Heron Island continually builds on the reservoir of knowledge about the reef, its origins and management.

Photo courtesy David Sproule, The Australian
In 1996 we received 43.5 percent of our income from sources other than the Operating Grant provided by the Commonwealth Government, and one of the Operational Priorities in our Strategic Plan calls for us to increase this to 50 percent by 2002.

Progress towards this goal continued in 1998 when income, other than Commonwealth funding of the Operating Grant, was 47.7 percent (up from 47.2 percent in 1997). Income from sources other than the Commonwealth Government amounted to 34.6 percent which compared with the 32.3 percent achieved in 1997.

Our long-term investment portfolio is managed externally and funds are allocated to the various asset classes in consultation with our Investment Committee. The fund had a market value of $62.77 million at the end of 1998 and returned 10.8 percent for the year. Although this return was similar to that achieved in the previous year, it was below the benchmark return of 13.2 percent – mainly because the Investment Managers adopted a defensive strategy in the light of the volatile market conditions applying through much of 1998.

Our investment policy is to maintain a high level of security of capital funds, to maximise the income flow commensurate with that security and to protect the portfolio against the effects of inflation. At the end of 1998, the benchmark was for 55 percent to be invested in growth assets (Australian equities 35 percent, overseas equities 12 percent, property trusts 8 percent) and for the balance to be invested in fixed interest and cash. The mandate allows the managers to change the weightings of the asset classes within ranges around the benchmark percentages.

In addition to managing effectively our grants from government, our competitively-awarded research funding and our investments and endowments, we were again active in direct fund-raising (see pages 44-45).

The eighth Annual Appeal (see page 44) raised a record $701,487. This funded a range of activities including scholarships, research, equipment, library resources and UQ-Link, which assists intellectually able students from disadvantaged backgrounds (see page 19).

Our Internal Audit Office reports to the Vice-Chancellor and Senate (through its Audit Committee) on controls over areas of potential risk. Responsibilities include advising departments and sections and promoting good financial and administrative practice.

Notes to chart, left:
1 Costs are expressed in estimated final 1999 cost levels.
2 The Teaching and Research budget includes the Aboriginal & Torres Strait Islander Studies Unit, the Teaching & Educational Development Institute and the Institute of Continuing & TESOL Education previously reported in Academic Services.
3 The Other Academic Services budget areas of Teaching & Educational Development Institute, Information Technology Services and the Institute of Continuing & TESOL Education have been transferred to other Activities.
4 The Aboriginal & Torres Strait Islander Studies Unit budget has been transferred to Teaching and Research. Health Services, Student Support Services and Chaplaincy budgets have been transferred to the General University Services budget.
5 Student Services and Information Technology Services budgets have been transferred from Academic Services.
6 Strategic Activities includes Ipswich Campus and Strategic Initiatives.
The manager, Internal Audit monitors industry best-practice in relation to the internal audit approach and participates in benchmarking with other university internal audit sections in Australia and New Zealand.

During 1998 the Internal Audit Office completed 54 reviews and three investigations. These included annual reviews of higher-risk areas and reports on areas such as Media and Information Services, the School of Veterinary Science and Animal Production, the Julius Knuttschnit Mineral Research Centre (JKMRC), Gatton College farms and the Business Services functions of rental properties and insurance.

Major I.T. reviews included application system reviews of the Superannuation System and the NetVet System, plus environmental reviews of the Office of Research and Postgraduate Studies, the Management Information Section, Property and Facilities Division and the Prentice Centre central computing facility.

Ongoing consulting on systems development and implementation was provided for major system developments including the staff system, the student system, the financial system upgrade to UNIX and research systems.

Other work included:
- two reports on Year 2000 compliance progress; and
- audit certificates verifying the University’s compliance with the requirements of superannuation schemes (SSAU and TESS) and to grantors in relation to seven research grants.

**SUPPORT FOR TEACHING**

Our new Student Centre on level one of J.D. Story Building at St Lucia began construction in August for completion by January 1999. This will be a “one-stop shop” for at least 80 percent of all student enquiries. The aim is to maximise the learning experience by minimising student time and effort spent on bureaucratic matters.

The Centre will include self-help terminals, brochures, forms and general information resources as well as PCs for SI-Net access (see page 37). Students can also personally enquire about courses, enrolments, fees, HECS liability, examinations, exclusion, prizes and scholarships, graduation, academic transcripts, and traffic and parking.

We recruited staff for the Centre, gave them three months’ comprehensive training which included placements in all areas of Student Administration, and backed this up with a comprehensive information database. This is accessible through the University’s Web site and advises staff and students on a wide range of University policies, practices, procedures and rules.

**OUTLOOK**

- We will use our membership of the Commonwealth University Management Benchmarking Club to set standards and improve our performance according to world-best management practice as identified by Club members.
- We will continue developing Environmental Management Systems for our Gatton and Ipswich campuses, Moreton Bay Research Station, and all other University sites. This project is expected to take at least 10 years to complete due to the diversity of our 50 sites (see map inside back cover).
- We will begin construction for stage two of the Ipswich campus, with completion due in time for first semester, 2000. Stage two will develop buildings in the campus centre and requires rehabilitation of eight buildings in a heritage precinct and construction of a twin block new general purpose building.

**BENCHMARKING**

In pursuit of our aims and aspirations, we are guided by a commitment to world-best practice. This involves evaluating all our activities by reference to appropriate national and international benchmarks.

We have been a member of the Commonwealth University Management Benchmarking Club for the past three years. During that time the Club, which is managed by the Commonwealth Universities Higher Education Management Service based in London, has produced 13 Statements of Good Practice in relation to core business processes in universities.

We hosted the 1998 workshop for 42 delegates from universities in Australia, Canada, the United Kingdom and Hong Kong, when the Club examined estates and facilities management, library and information services, student administration and internationalisation.

We received favourable overall external assessments of our management processes and performance, particularly for our personnel practices, research management processes, management of teaching and learning, student administration and library and information services.

**Commonwealth University Management Benchmarking Club…**

Established in 1995/96 as an international mechanism for members to compare key management processes with those of other institutions for cost effectiveness. Members include:
- University of Queensland, Victoria University of Technology, Royal Melbourne Institute of Technology, Swinburne University of Technology, University of Technology Sydney, Murdoch University, Queensland University of Technology (Australia);
- Leeds Metropolitan University, University of Liverpool, University of Manchester Institute of Science and Technology (U.K.);
- University of Calgary, Memorial University, York University (Canada);
- University of Hong Kong; and
- University of Natal (South Africa).