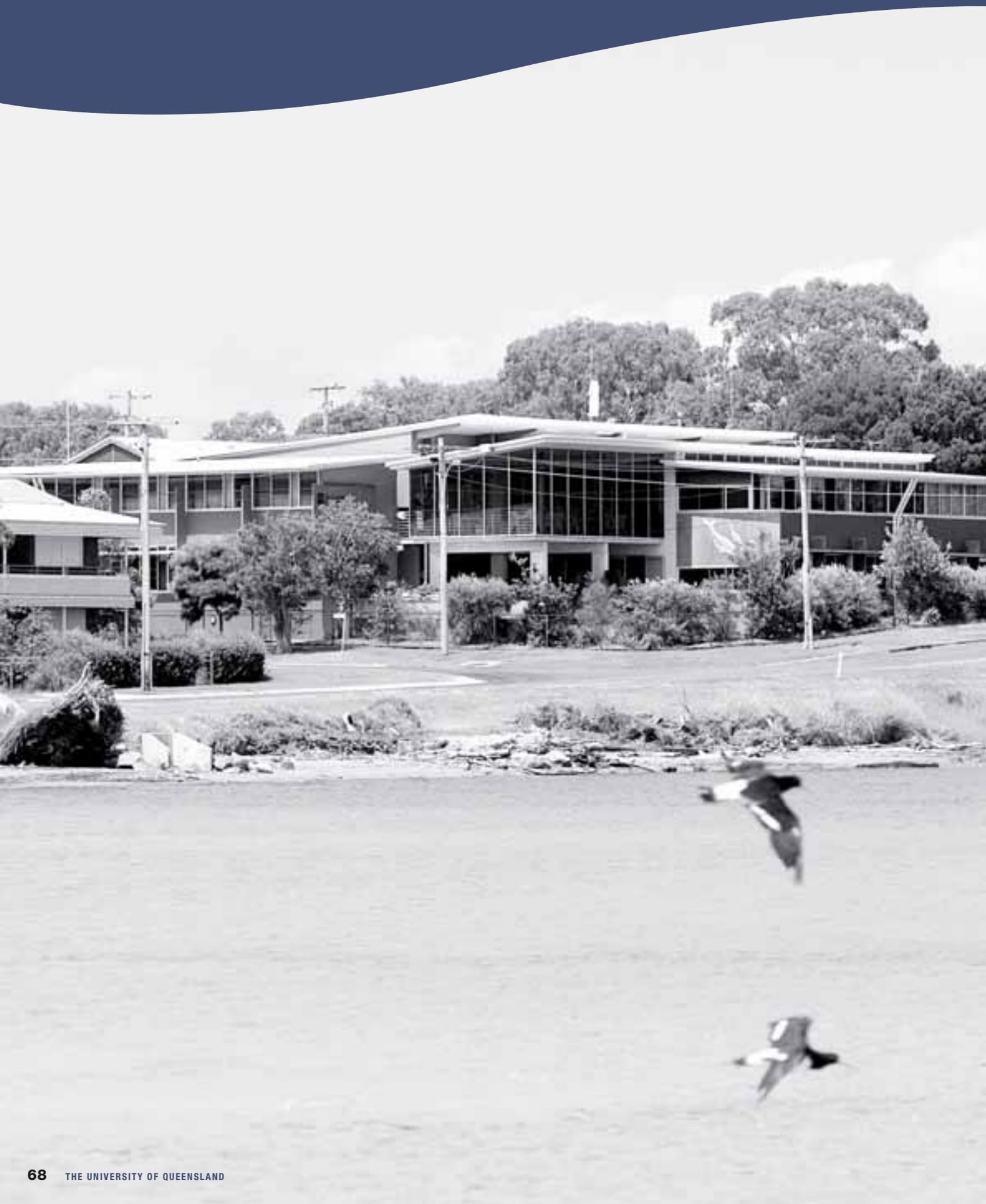# Review of activities

Management and resources

In 2005 we employed 5251 staff. Our total operating revenue was $864.71 million and our financial operations produced a surplus of $55.5 million. Our assets included 1940 hectares of land on which stood 700 buildings with an asset replacement value of $1.2 billion.

Our systems

Supporting academe

Reviews, restructures, new technology and streamlined procedures boosted administrative efficiency and supported our core activities of teaching and research.

This helped maintain our competitive edge as universities Australia-wide respond to far-reaching legislative change – Higher Education Reforms contained in the *Higher Education Support Act 2003* and the introduction of voluntary student unionism from July 1, **2006.**

This year, a host of Student and Administrative Services Division (SASD) initiatives included:

– better business processes, web displays (e.g. Senate and Academic Board websites) and University-wide information updates allied to our implementation of the Higher Education Reforms;
– an integrated, web-based electronic course profile system for developing, displaying and archiving course profiles (partnership with the Office of the Deputy Vice-Chancellor [Academic]);
– contributions to a *General retention and disposal schedule* for managing the public records of universities in this State (partnership with other Queensland universities and Queensland State Archives);
– upgrade and expansion of our Student Centre, St Lucia to improve services;
– conversion of identified entry level positions to six trainee positions, aimed at developing a pool of staff well-trained in student and academic administration able to move on to higher-level positions in SASD or other University units;
– review and report (to the Secretary and Registrar) on current and future storage space needs of Records Management Services and University Archives; and
– two major charity music concerts (page 35), organised by Chaplaincy.

IT initiatives

Redesign of and regular updates to our Senate **www.uq.edu.au/senate** and Academic Board **www.uq.edu.au/academic-board** websites boosted internal communications and ensured transparency in our operations.

Our Senate site regularly communicated outcomes of the National Governance Protocols including restructure of Senate and conduct of elections for the 31st Senate (page 12). The Academic Board site facilitated access to Board and Committee information, including minutes of meetings, policy implementation and outcomes of reviews.

Records Management Services began scanning research higher degree student documents for management through the TRIM database. We are piloting a system providing secure access to these records via the Intranet.

Our Electronic Documents Working Party reported to the Academic Registrar on management of all our electronic records including email, to ensure compliance with the *Public Records Act 2002.*

Other SASD activities included:

– implementing a new version of *Ad Astra* time-tabling software, with features including examination scheduling and electronic communication functions;
– implementing an integrated medical software program (page 36) for Health Service to network between St Lucia and UQ Gatton (UQ Ipswich will join the network in **2006**);
– developing the *Program List* database to facilitate web-based and print publication of program requirements;
– creating a Graduate Destination Survey/Course Experience Questionnaire database, for accurate and timely data collection for Graduate Careers Australia;
– rolling out access to live data on the QTAC system to key faculty/school staff, to improve decision-making and efficiency in processing admissions;

◄ Moreton Bay Research Station on North Stradbroke Island… recipient of the Green Globe Benchmarked Certificate (page 50) and venue for the 13th International Marine Biological Workshop, where 35 marine scientists from the UK, Germany, USA, China, Singapore, Taiwan and New Zealand spent three weeks gathering taxonomic, ecological and physiological data on Moreton Bay.

Objectives

– to provide professional, client-focused management structures, information services, policies and practices
– to devolve resource management, increase non-government funding and manage resources for optimal outcomes
– to recruit, retain and develop high-quality staff
– to coordinate widespread strategic planning supporting the University's overall Plan
– to provide high-quality physical, teaching and research environments
– to build effective relationships with prospective students and staff, business, government, the professions, alumni and the community

Key outcomes

– compliance with Higher Education Reforms
– compliance with Higher Education Workplace Relations Requirements
– IT advances to boost effective, efficient management
– fourth annual citation as *Employer of Choice for Women* by Equal Opportunity for Women in the Workplace Agency

Outlook for higher education sector

– more income from non-government sources and students
– continuing deregulation of higher education fees regime
– increased scrutiny by and accountability to Commonwealth Government
– increased emphasis on governance
– examination of Commonwealth and State responsibilities relating to universities
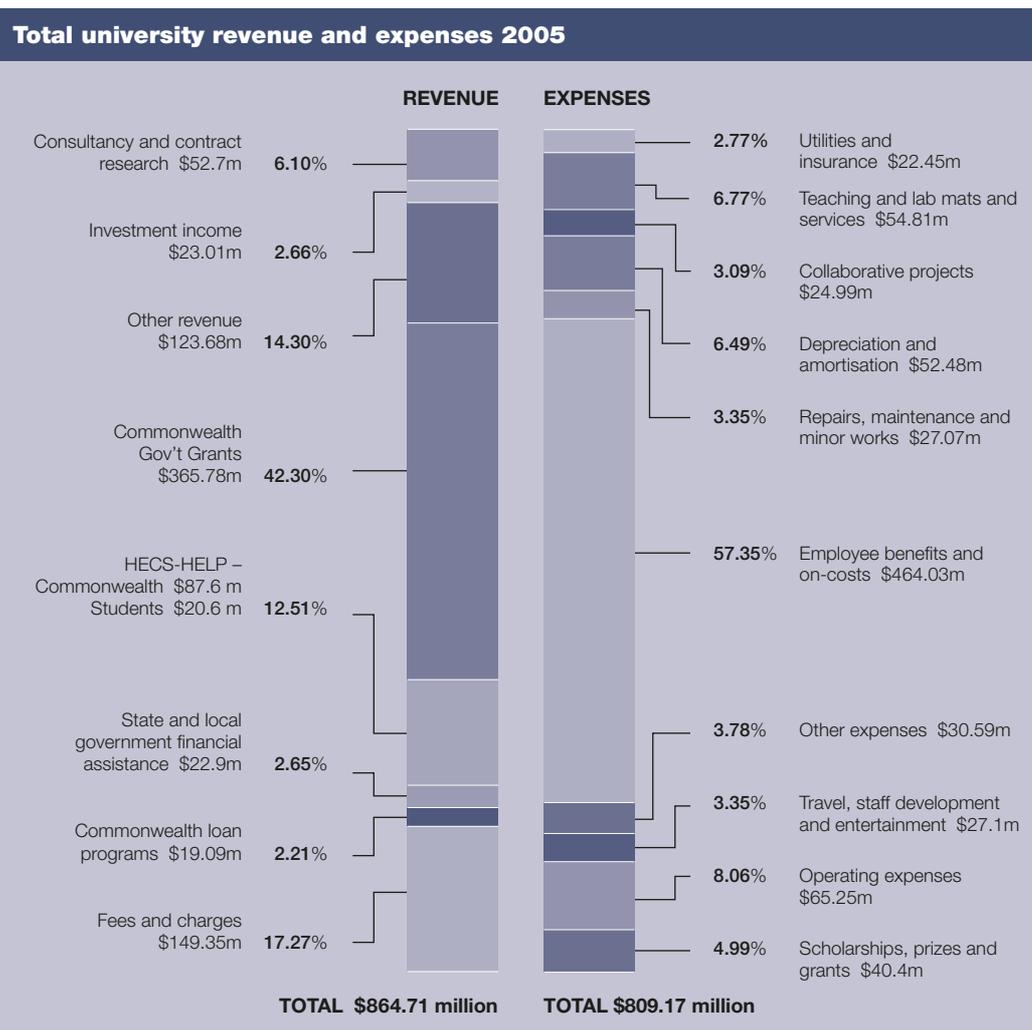
Our year ahead

– maintaining quality student services after introduction of voluntary student unionism
– improving HR information systems
– offering Australian Workplace Agreements to existing staff

2005 budget cycle

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

Total university revenue and expenses 2005

REVENUE

Consultancy and contract research $52.7m **6.10**%

Investment income $23.01m **2.66**%

Other revenue $123.68m **14.30**%

Commonwealth Gov't Grants $365.78m **42.30**%

HECS-HELP – Commonwealth $87.6 m Students $20.6 m **12.51**%

State and local government financial assistance $22.9m **2.65**%

Commonwealth loan programs $19.09m **2.21**%

Fees and charges $149.35m **17.27**%

TOTAL $864.71 million

EXPENSES

2.77% Utilities and insurance $22.45m

6.77% Teaching and lab mats and services $54.81m

3.09% Collaborative projects $24.99m

6.49% Depreciation and amortisation $52.48m

3.35% Repairs, maintenance and minor works $27.07m

57.35% Employee benefits and on-costs $464.03m

3.78% Other expenses $30.59m

3.35% Travel, staff development and entertainment $27.1m

8.06% Operating expenses $65.25m

4.99% Scholarships, prizes and grants $40.4m

TOTAL $809.17 million

– streamlining issue of academic transcripts (now ordered and paid for online, with transcripts printed on polymer stock for improved security);

– expanding the research module in the student system to facilitate management of Commonwealth Learning Scholarships (page 31), Go8 scholarships and other awards;

– creating a distance education module in the student system to improve delivery and tracking of study and assessment material for students;

– introducing a single sign-on for staff users of the student system; and

– launching *UQ rentals online* and, with the colleges, developing a protocol for online overseas applications for college accommodation.

Our finances

(Full details Appendix A, separate volume)

Our financial statements and notes (see separate volume) comply with Australian Accounting Standards. Some of these contain requirements specific to not-for-profit entities, such as our University, that are inconsistent with International Financial Reporting Standards (IFRS) requirements.

As these are the first financial statements to be prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS)*, comparatives for the year ended December 31, 2004 have been restated accordingly.

Reconciliations and descriptions of the effect of the transition from previous Australian Generally Accepted Accounting Principles (AGAAP) to AIFRS, on equity and net income, are given in Note 39 of the Annual Financial Statements (Appendix A, separate volume).

We established a project team to manage the transition to AIFRS. The team's tasks included identifying financial impacts, the effort required, changes in accounting policy and options available for the University on first-time adoption of AIFRS.

* Compliance with AIFRS is required for financial years beginning on or after January 1, 2005. Consequently, higher education providers, which operate on a calendar year ending December 31, are required to comply with AIFRS for the year ending December 31, 2005.

Income

Our 2005 financial operations (Parent Entity) produced a surplus of $55.5 million compared with the deficit of $12.5 million in 2004 (adjusted to meet AIFRS requirements). This deficit was due to several abnormal items impacting on the 2004 outcome.

Total financial assistance provided by the Australian Government amounted to $472.4 million, an increase of 8.2 percent when the 2004 reported figure is adjusted to reflect the impact of the decision made by DEST in 2004 to change the timing of regular grant payments.

Up to 2003, we received the first payment for the coming year (representing eight percent of the total recurrent funding for that year) in December of the previous year. DEST's decision resulted in our first payment for 2005 being made in January 2005 rather than (as would have occurred under the previous arrangement) in December 2004. The net effect in 2004 amounted to $25.6 million and a detailed explanation of this event is provided in Note 1(b) to the Annual Financial Statements (Appendix A, separate volume).

The impact of the changes brought about by the Australian Government's Higher Education Reform package as contained within the *Higher Education Support Act 2003* and the *Higher Education Support (Transitional Provisions and Consequential Amendments) Act 2003* is also reflected in the 2005 accounts.

The new legislation allows universities to set Student Contribution Charge (SCC) rates between zero and 25 percent above existing HECS band rates. Income

Consultancies		
Category	Expenditure $	
	2004	**2005**
Management	155,985	306,172
Human resource management	27,283	0
Information technology advice	48,015	0
Communications	37,163	78,671
Finance and accounting advice	86,480	55,194
Professional/technical*	6,798,535	9,340,038
Total	7,153,461	9,780,075

* includes fees of $8,919,869 in 2005 ($6,494,552 in 2004) relating to consultancy fees paid by Property and Facilities Division

Funding for chairs included...		
Contributor	Amount	Chair
Boeing Company	$255,000	Boeing Chair in Systems Engineering
Colgate-Palmolive Pty Ltd	$100,000	Colgate Chair in General Practice Dentistry
Department of Primary Industries and Fisheries	$100,000	Chair in Animal Welfare
Toowong Private Hospital	$179,600	Kratzmann Chair in Psychiatry
Xstrata (new)	$1.5 million	10-year agreement (page 48)
BHP Billiton Mitsubishi Alliance (new)	$1.25 million	Five-year agreement: chairs in (1) mining engineering and (2) mineral process engineering (page 48)

from the higher SCC rates, described as the Enhanced Student Contribution Charge, was $5.2 million.

The Government also introduced the Commonwealth Grants Scheme (CGS) in 2005, superseding the Operating Grant which was determined largely on a historical basis and distributed as a block grant.

The CGS provided a contribution by discipline towards the cost of an agreed number of places delivered within the year. To ensure long-term sustainability and quality of the higher education sector within an environment of limited deregulation and intensifying international competition, the Commonwealth undertook to inject further funds incrementally.

This involved increasing its contribution per student place by 2.5 percent from 2005, building to 7.5 percent by **2007**. The funding increases become available only when we comply with the National Governance Protocols and the Commonwealth's workplace relations policies.

We complied with the Higher Education Workplace Relations Requirements (HEWRRs, page 74) and the National Governance Protocols (pages 12-13) for increased assistance funding under the *Higher Education Support Act 2003*. As a result, our 2004 base Commonwealth Government funding grew by $4 million

Investment portfolio 2005

Venture capital 2.28%

Cash management funds 7.66%

Absolute return funds 4.84%

Fixed interest funds 11.82%

Listed property trusts 5.39%

Overseas share funds 27.71%

Australian share funds 40.30%

Total market value $60.055 million

(2.5 percent) in 2005. This will accelerate by $8 million (five percent) in **2006** and $12 million (7.5 percent) in **2007.**

The Queensland Government continued to support operations in our Institute for Molecular Bioscience and Sustainable Minerals Institute, with $14 million in funding this year.

Income from fees and charges, particularly tuition fees paid by international students, was $117.9 million – 19.5 percent more than in 2004. This jump flows from an increased number of enrolments and increases in the average level of course tuition fees.

Restructure of our long-term investment portfolio and the redemption of unrestricted funds held within the portfolio resulted in increased investment income arising from realised gains and the recognition of a gain on sale, as required under AIFRS.

Smart State Research Facilities Fund

We received $6.454 million this year from the Smart State Research Facilities Fund:

– $1.454m towards our $5.2 million cryo-electron microscopy facility; and

– $5m (of a pledged $20m) to help establish the Queensland Brain Institute.

The Fund, established by the Queensland Government to promote research and infrastructure for science and development, has provided $96 million to date for various projects, including pledges made this year for:

– $20m towards the $60 million UQ Centre for Clinical Research (page 56); and

– $5.035m towards the $17 million Queensland Nuclear Magnetic Resonance network (page 56).

Expenditure

Total expenditure on our continuing activities was $809.2 million in 2005. Of this, 57 percent ($464 million) was attributed to the payment of salaries to staff and the on-costs on those employee benefits.

Capital expenditure

We capitalised expenditure on property, plant and equipment amounting to $105.8 million ($72 million in 2004); and charged depreciation of $52.5 million in the accounts. Increased capital expenditure is primarily due to construction of new buildings to house three of our four institutes (page 52).

Our investments

The value of our long-term investment portfolio was $60 million at year's end, compared with $94 million in 2004.

During the year, we reviewed our long-term investment portfolio's investment objectives, asset allocation strategy, and investment manager structure. We then restructured the portfolio to achieve more diversification of asset classes and investment managers. We also
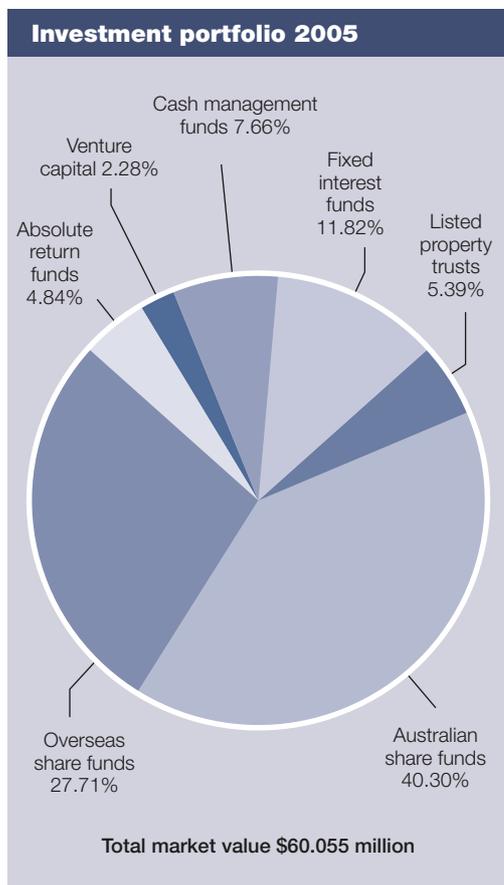
decided to draw down unrestricted funds from the portfolio to support our extensive capital works program.

At the end of 2005, our long-term investment portfolio was managed by eight (instead of the previous four) external specialist managers. They are required to operate within defined asset allocation benchmarks, and each has separate responsibilities for investments in:
– cash and fixed interest;
– listed property;
– Australian shares;
– overseas shares;
– tactical asset allocations; and
– private equity.

The combined return by all managers for the year was 16.4 percent compared with the benchmark return of 15.6 percent. Comparative returns for the previous year were 17.8 percent and 16.8 percent respectively.

Organisational change

Reviewing and restructuring

Regular and one-off review and benchmarking activities (pages 39, 45) maintained high standards.

In early 2005, consequent to a 2004 review of central services and divisions, Payroll and Superannuation sections combined to form Employee Benefits section and transferred from Business Services Division to Human Resources (HR) Division.

Various business process reviews streamlined processes and boosted efficiency; and we rolled out new services (enabling changes to payroll banking and disbursement details) via our Employee Self Service (ESS) online facility.

A review of the School of History, Philosophy, Religion and the Classics affected five academic positions and one general staff position via a combination of voluntary severances and retrenchment. This process is continuing.

A restructure of Information and Communication Technology Services, Faculty of BACS, resulted in redeployment of one staff member.

A Vice-Chancellor's Review this year of the University's interactions with its wider communities looked at our Development Office (page 66), Office of Marketing and Communications (pages 60, 77) and Office of the Dean of Students. Results are expected in **2006.**

Our staff

Training our people

Our Staff Development Policy demonstrates the value we place on staff. This year a $350,000 budget backed diverse opportunities to enhance performance and achieve personal growth. It also funded fellowships, educational opportunities and subsidies to attend workshops presented by the Australian Vice-Chancellors' Committee and the Association for Tertiary Education Management.

Academic staff opportunities for 2005 included:
– a centralised program conducted through TEDI (pages 37, 38);
– a situated development model for schools and faculties to support collaboration and participation with TEDI;
– workshops on constructing eLearning environments using the *Blackboard* Learning Management System; and
– workshops to explore varying assessment methods and encourage academic integrity.

New offerings for all staff focused on topics such as:
– the UQ Mentoring Program (mostly for academic staff);
– our Online Content Management and Publishing System, enabling staff to create, update and maintain web pages;
– *Living with change*, a module in the Better Worklife series to encourage change resilience; and
– practical, theoretical and developmental training for Security staff to enhance work skills and prepare for higher-level responsibilities.

**Staff development...
820 courses in 2005**

– new staff inductions
– leadership and management
– senior management
– human resource management
– mentoring
– equity and diversity
– finance, administration and information technology
– internationalisation
– research skills
– teaching and learning
– recognition of excellence
– academic career advancement
– occupational health and safety
– security
– pre-retirement advice

Staff full-time equivalent			
at March 31, 2005	2003	2004	2005
Academic			
Teaching and research	1263	1273	1550
Research only	716	805	656
Non-academic			
Research only	436	455	473
Other	2450	2448	2572
All staff	**4865**	**5081**	**5251**

Academic promotions 2005			
Category	Applicants	Successful candidates	%
Teaching and research (Professorial)	18	12	67
Teaching and research (Levels B-D)	53	35	66
Research academic (Professorial)	3	3	100
Research academic (Levels B-D)	18	14	78

HR data management

We concluded a cost benefit analysis of Aurion, our current Human Resource Information System (HRIS), and the Peoplesoft HR system Version 8.9.

Results included decisions to remain with Aurion in the short to medium term and enhance our HR system's capability by purchasing two additional Aurion software modules: *Query Tool*, an operational reporting module; and *Timekeeper*, a web-based time and labour module for processing the large volume of payments to casual staff. Both modules will be implemented in **2006.**

As part of our strategy to upgrade IT infrastructure for corporate systems, HR Division began migration of the HR system to new hardware (E25000 domains) while upgrading software to Version 9.02.05 of Aurion. The upgrade/migration project is due to go live in **2006**.

The new hardware will improve security for the corporate HR System and the upgraded software will boost functionality for existing modules and facilitate use of the most advanced versions of the *Timekeeper* and *Query Tool* modules.

New leave provisions in the 2005 Enterprise Agreements for Academic and General Staff prompted revised procedures in our Data Warehouse and the HRIS to help managers monitor recreation and long service leave.

Enterprise bargaining

We finalised negotiations for a new ICTE/TESOL (page 32, 64-65) Enterprise Agreement, General and Academic Staff Agreements early in 2005.

Chancellor's Place... front door to our St Lucia campus ▼

Compliance: HEWRR

We complied with Federal Higher Education Workplace Relations Requirements (HEWRR) by achieving the November 30 deadline for

– variations to the General Staff Enterprise Agreement 2005 (certified by the Commission on June 27), and

– changes to our policies and procedures relating to employee relations (in particular, a requirement to offer Australian Workplace Agreements to all new staff in 2005 and all existing staff in **2006**).

The Minister assessed us as compliant in February **2006**.

The reform requirements are tied to increases in Commonwealth Grant Scheme (CGS) funding (five percent in **2006** and 7.5 percent in **2007**).

The varied General Staff Agreement does not diminish entitlements and conditions negotiated earlier in 2005. The process simply ensured our continuing access to increased Commonwealth funding ($8 million in **2006** and more than $12 million in **2007**) and avoids large-scale University-wide restructuring.

Equity and diversity

www.uq.edu.au/equity

The Federal Equal Opportunity for Women in the Workplace Agency designated us an *Employer of Choice for Women*, for the fourth year in a row; and granted us a two-year waiver from reporting.

The Australian Breastfeeding Association reaccredited us as a breastfeeding-friendly workplace; and we revised our Special Studies Program (Appendix B, separate volume) to reduce disadvantage for staff with carer responsibilities.

Other Equity Office activities included:
– amending our audit procedures to include risk assessment for matters such as workplace harassment;
– hosting a Senior Women's Seminar on strategic cultural change;
– a *New horizons* (formerly *Career horizons*) advancement program for women general staff;
– establishing a Women Professors' Network; and
– participating in the Indigenous Employment Strategy Working Party reporting to senior executive.

Continuing appointments and promotions (academic)

Extensive revisions to teaching and research academic policies included new criteria for continuing appointment and promotion, a more structured process for considering unsatisfactory performance, and changes to comply with new government policies.

Numbers of staff undertaking mid-term or final review of their continuing appointments were the highest yet.

General staff classifications

We use the Hay Group methodology to classify general staff positions in levels ranging from Higher Education Worker HEW 1 to HEW 9. New and existing positions are assessed via a questionnaire, which is then evaluated by a computer-assisted job evaluation (CAJE) system.

Of 222 positions classified this year by the CAJE system, 54 were referred to a manual panel for further evaluation. Twenty-one of these increased from their current levels, and the rest either remained unchanged or decreased from the levels set via the computer-assisted job evaluation. One position was ultimately determined by our Review Committee.

Superannuation

UniSuper continues to provide benefits for our staff.

The Federal Government's *Choice of Fund* legislation, introduced in July 2005, exempts various categories including Defined Benefit arrangements and instances where a superannuation fund is specified in an enterprise bargaining agreement or in an Australian Workplace Agreement. Our current enterprise bargaining agreements specify our current superannuation arrangements for the life of the agreement.

In July 2005, *UniSuper* simplified its system for member accounts, replacing each member's multiple accounts with a single account. Member benefits were unaffected by the change. Benefits now accrue in the Defined Benefit Division (DBD) or within an accumulation account – Accumulation Super 2 (ACC2 previously Investment Choice Plan) or Accumulation Super 1 (ACC1 previously Award Plus Plan).

The Trustee's Report for the year ended June 30, 2005 noted:
– combined DBD/ACC 2 membership of 75,917 (up from 72,491 the previous year);
– ACC 1 membership of 174,204 (up from 160,610);
– total member accounts (including pension and spouse accounts) of 447,946; and
– total assets under management of 15.3 billion (up from $12.6 billion the previous year).

Amendments to the *UniSuper* Trust Deed will introduce the following options in **2006**:
– flexible contribution rates for the compulsory member contribution to the DBD or Accumulation Super 2 accounts;
– a *transition to retirement* option, whereby a member at preservation age may receive a complying pension from *UniSuper* while still employed;
– portability, whereby a member of an accumulation plan may transfer accrued benefits to another regulated superannuation fund; and
– contribution splitting between spouses.

Accident statistics – time-lost injuries (loss of one or more work days)					
	NUMBER OF INCIDENTS				
INCIDENT CLASS	2001	2002	2003	2004	2005
Slip/trip/fall	17	7	10	11	10
Needle or sharp	0	2	1	0	4
Muscular effort single	15	13	4	12	11
Step/struck against object	5	5	4	4	4
Chemical single contact	2	2	2	1	1
Equipment/tool non-powered	0	0	1	0	1
Struck by falling/moving object	6	0	3	7	4
Muscular effort repetitive postural	8	6	7	5	4
Equipment/tool powered	0	1	1	1	4
Other agents	8	3	4	2	0
Total incidents	**61**	**39**	**37**	**43**	**43**

Health and safety

Our Occupational Health and Safety (OH&S) Unit celebrated 20 years of operation this year.

OH&S Unit members developed and approved health surveillance guidelines and processes for users of organophosphate pesticides, plus immunisation and drug-testing policies. Policies under review include the wearing of safety glasses, fieldwork safety guidelines, and asbestos removal.

Initiatives to reduce workplace-related accidents and incidents included:
– developing an internal safety auditing system to complement the electronic risk management system;
– developing online training programs for external contractors; and
– delivering specialised training programs in OH&S issues to more than 1200 staff and students.

Our OH&S minor works funding allocation continued via the University Asset Management Plan. We spent more than $400,000 on addressing urgent issues and improving facilities and systems to reduce risk of injury and illness. Examples include:
– supplying and installing biosafety cabinets in IMB, Otto Hirschfield and Gehrmann laboratories;
– designing and supplying a specialised chemical transport vehicle for our Chemical Store; and
– providing a purpose-built facility for the Wagtail solid rocket project at Pinjarra Hills.

Self-insured workers' compensation

Our Work Injury Management Unit oversees workers' compensation operations under the regulatory provisions of the self-insurance licence granted five years ago.

Regular audits (internal, external and by the Queensland Regulatory Authority) this year confirmed full compliance with the *Workers' Compensation and Rehabilitation Act 2003,* with regulations, and with associated procedural requirements.

Data and statistics provided by the Regulator on our performance within the scheme confirms that we are exceeding industry standards and benchmarks in virtually all criteria for assessment and comparison. Independent regulatory data shows us as one of the top performers among the 26 self-insured organisations in Queensland.

Our personalised on-campus presence and a continuing emphasis on early intervention through efficient management and rehabilitation helped injured workers regain their health and return to work.

This year we managed 174 statutory workers' compensation claims and two damages claims. Claim numbers have remained stable over the past three years after an initial spike following commencement of the program in early 2001.

The total cost of operating the scheme also remained stable despite a significant increase in the medical schedule of fees and wages cost increases.

Strategic planning

Our strategic planning cycle and quality management framework is described on page 13 of this Report.

In November, Senate received a report on progress towards achievement of operational priorities in our 2005-2009 Strategic Plan. Senate also noted revised faculty and central services Operational Plans (including risk management) and approved an Asset Management Plan. These support initiatives outlined in our 2006-2010 Strategic Plan.

Our overall fundraising planning process included production of Development Plans for faculties, the Queensland Brain Institute and several centres. We also continued assembling a comprehensive list of potential advisory appointees to our committees, boards and taskforces; developed a *Volunteering Policy and Procedures* handbook; and revised our gifting/philanthropy policy.

We distributed the comprehensive Marketing and Communication Plan developed in 2004 to all executives and faculties for implementation.

These measures, together with planning initiatives in teaching and learning and research, support and extend our central Strategic Plan (pages 20-25).

Sustaining our environment... workers relocate a Moreton Bay Fig tree from a lakeside spot on the St Lucia campus, to minimise tree loss due to construction of a bridge (page 62) which from 2007 will provide a bus, bicycle and pedestrian link between Dutton Park and our St Lucia campus. ▶

Information flows

Marketing and communications

Our Office of Marketing and Communications (OMC, page 60) provided direction and leadership University-wide, strengthening the University's profile and relationships with internal and external communities.

This year's outputs focused on:
– marketing campaigns promoting our University as a premier research and teaching institution; and
– centrally-facilitated internal campaigns to encourage coordinated marketing (e.g. publicising our research at BIO 2005 and cooperative postgraduate recruitment initiatives during Research Week).

OMC Web Services coordinated updates to corporate sites such as our Handbook of Policies and Procedures, news, events, UQ Experts, programs and courses. We continued rolling out user-friendly websites for people with disabilities, and technologies driven by wireless and hand-held mobile access; and updated our main website to reflect our increasing emphasis on community engagement.

Self-review of our operations included independent market research to inform our branding and positioning strategies for 2006 and beyond. Information-gathering for the project concluded in December with analysis of results due in **2006**. The objectives of the research were:
– an in-depth analysis of our, and our local competitors', market position;
– clarification of our strengths, unique characteristics and brand values; and
– detailed data as a basis for making well-informed decisions.

Informing our staff

Internal communications included web-based publications such as
– *UQ Update* (page 60) weekly e-newsletter;
– staff portal;
– *NRAVS News*, produced at UQ Gatton (weekly);
– *EPSA Faculty News* (monthly);
– *SBS News* (monthly);
– *Health Sciences Faculty Bulletin* (fortnightly);
– *Arts Newsletter* (monthly);
– *UQ Ipswich Update* (weekly);
– *UQ Staff Bulletin* (HR-related matters, periodic);
– *International Update* (periodic);
– *Student and Administrative Services Weekly*; and
– *Research Bulletin*.

Our environment

Developing our campuses

Properties and Facilities staff managed a capital program totalling $83.3 million – $15.4 million more than in the previous year.

Increased expenditure reflects a continuing vigorous building program, including major progress at St Lucia on buildings to house three of our four world-class institutes (page 52). We
– completed the $24 million Sustainable Minerals Institute, officially opened in May and named the Sir James Foots Building (page 2),
– continued the $73 million Australian Institute for Bioengineering and Nanotechnology, due for completion in **2006,** and
– began building the $61.7 million Queensland Brain Institute, due for completion in **2007.**

We also began a $13.5 million extension to Biological Sciences Library at St Lucia (page 40) and launched the design phase of a $34.7 million General Purpose North Building, St Lucia and $28.76 million Centre for Advanced Animal Sciences, UQ Gatton.

Completions included:
– an extension to Herston Medical Research Centre ($2.9 million);
– a School of Agriculture and Horticulture plant protection laboratory ($860,000, UQ Gatton);
– a School of Life Sciences PC2 laboratory upgrade ($600,000, St Lucia); and
– a BACS Faculty diving and boating shed ($580,000, St Lucia).

Increased spending on deferred maintenance projects ($3.5 million in 2005 compared with $1.6 million in 2006) relied on our operating budget and the Asset Management Plan to fund projects such as the following at St Lucia:
– maintenance of Great Court stonework ($547,000);
– a new roof for Skerman Building ($333,000);
– Stage One of asbestos removal from Duhig Tower, St Lucia ($300,000); and
– replacement of asbestos roofing on Mansergh Shaw Building ($300,000).

The Asset Management Plan also funded air conditioning replacement ($633,000) and asbestos removal ($268,000) University-wide.

Engineering project completions included:
– Stage Two of the fire mains upgrade, UQ Gatton ($1.055 million);
– main switchboard augmentation for John Hines and Computer Science Buildings, St Lucia ($190,000); and
– infrastructure upgrades to Cooper Road precinct ($500,000) and Research Road ($150,000), St Lucia.

The year 2006

– New students will receive identification cards with *Smartcard* functionality as the start of an initiative aimed at issuing *Smartcard* ID for all students from **2007**.

– We will pilot an Electronic Course Profile system in the Schools of Information Technology and Electrical Engineering, Music, Pharmacy, and Agronomy and Horticulture during first semester, with a view to implementation University-wide in second semester.

– We aim to achieve four-star sustainability ratings for all new buildings from **2007**, in line with our Environmental Management Systems goals to reduce water and off-peak energy consumption.

Sustaining environments

Best environmental practice gained momentum this year with our most comprehensive review to date of actual and potential environmental impacts. We assessed 10 sites and campuses, identifying high-risk aspects for decisive management and continual monitoring in **2006**. Priorities include:
– asbestos removal;
– new capital works projects (major constructions);
– energy consumption for air conditioning; and
– minimising environmental impact from private vehicle use.

Major achievements included completion and opening of the UQ Gatton Environmental Precinct. Scientists from the School of Natural and Rural Systems Management, staff from Properties and Facilities division and members of the UQ Gatton Student Wildlife Association redeveloped the Lake Galletly area and former golf course as a 10-acre bushland park with boardwalks, animal shelters, birdwatching hides and revegetated native forest. The Precinct will serve as a conservation park and an educational resource for environmental programs.

Our Environmental Policy includes objectives and targets aimed at developing management systems and extending awareness of environmental principles within the University community.

A review of key performance indicators identified only five notifiable environmental incidents, none of which drew a fine from the Environmental Protection Agency (EPA).

Major environmental projects completed this year included:
– a load study on the UQ Gatton sewage treatment plant to minimise risk of harmful releases;
– a trade waste agreement with the BP/McDonalds site near UQ Gatton, reducing variations in waste volumes arriving at the processing plant (minimises shock loading of the system and boosts plant efficiency and performance);
– redevelopment of the ash unloading area at the Pinjarra Hills incinerator (reduces spillage into the environment);
– reduced energy wastage via improvements to lighting and air conditioning;
– installation of sensor flushers to reduce water consumption in toilets and basins at St Lucia; and
– stormwater and process water capture and reuse projects.

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