

Human Resources

Staffing Excellence and Proficiency

- CQU will have an organisational culture that encourages and supports collaboration throughout the University.
- CQU staff will deliver services that students and clients value and which delight them.

CQU's future success will in a substantial way depend upon the skills, energy and commitment of our staff. Attracting, developing, rewarding and retaining a workforce of the highest quality and providing a working environment that enables staff to maximise their capacity to contribute to the achievement of the University's mission and goals is vitally important to the sustainability of the institution.

The Division of Human Resources provided ongoing support and assistance to the management enterprise bargaining team during Union Collective Agreement (UCA) negotiations between management, staff and the relevant unions.

This support and assistance was critical given the requirement to comply with the Federal Government's Higher Education Workplace Relations Requirements (HEWRRs), and to draft agreements and policies compliant with the changes to the federal *Workplace Relations Act 1996* to secure ongoing Commonwealth Grant Scheme (CGS) funding. The subsequent lodging of both new agreements in April 2007, operating until 30 June 2009, provides streamlined UCAs implementing the HEWRRs to underpin the conduct of sound employment relations at CQU.

Staff in the Division continue to provide advice to managers across the University in respect to the interpretation and implementation of the relevant enterprise agreements and human resource policies and procedures. Focusing on low level resolution of workplace matters, a case management approach is employed to ensure that employee relations are managed effectively across the University.

Staff in the Health and Safety Unit, utilising the day to day operation of the Safety Management System, aim to achieve a proactive, consultative approach with the key stakeholders of the University in regard to health and safety issues. There has been a continuous decrease in the annual Workers' Compensation Insurance premium as a result of decreased numbers of claims based on the University's previous five year history. Workstation assessments were regularly conducted for University staff concerned with the configuration of their workstation or as a result of the onset of pain or discomfort in their hands/shoulder.

The formation of a University Emergency Planning Committee has resulted in the development of an Emergency Management and Crisis Response Plan. External consultants specialising in crisis management are continuing to work with University staff to inform, train and implement the University's Crisis Response Program.

The Division is a strategic partner with the faculties, divisions and campuses of the University, providing advice, training and guidance across all workplaces and campuses. The Division of Human Resources initiated the transition of the provision of HR support from a centralised model to a dedicated HR client services team providing local support to the three faculties of the University. Faculties and divisions are also able to access advice and information from centrally located professional staff in the Division who form part of the extended client service resource team. A number of milestones have been achieved by staff in the Division of Human Resources during 2007 that have addressed both Australian University Quality Agency (AUQA) issues and CQU strategic priorities, in particular the Staffing Excellence and Proficiency priority from the CQU Strategic Plan (2007 – 2011):

1. Invest in the capability of staff to be customer and client focused.

An increasing trend during the year was for staff in the Division of Human Resources to assist faculties and divisions with the planning and conduct of targeted professional development programs for staff in their work area. The Division assisted the Faculty of Arts, Humanities and Education, the Division of Student Administration and the Information Technology Division to facilitate the conduct of customer service training for their staff. Sales and marketing and cultural diversity training were also facilitated for the Division of Student Administration and team building skills for the Information Technology Division.

ORGANISATIONAL CAPABILITY

2. Integrate human resource strategy with organisational strategy via the development and implementation of a Management Plan – Human Resources.

The development of a draft Management Plan – Human Resources to guide human resource strategy across the University was concluded. This Management Plan – Human Resources outlines the human resource support, development and planning requirements over the next four years, anticipates challenges that the University will face in managing its workforce, and provides strategies to address those challenges. The consultation process and implementation strategy will be progressed during 2008.

3. Develop policies and systems to encourage and support collaboration.

The successful upgrade of the Human Resource Management Information System (HRMIS) to the latest version of the software has enabled the implementation of improved HR processes (including online payslips, capacity to update on-line personal and banking details and online leave management) and underpins the University's capacity for further development of the functionality of the system and its HR information needs.

4. Invest in the development of staff to nurture our intellectual capital.

A Professional Development Framework was developed to strengthen and support professional development and career planning across the University to provide opportunities for all staff to develop their skills and abilities. This Professional Development Framework promotes the planning and conduct of professional development activities aligned to the strategic needs of the University. It also promotes the equitable access to and participation of all staff in professional development activities across the University and reporting responsibilities for resourcing, outcomes and benefits resulting from these professional development activities.

Professional development programs were conducted by the Division of Human Resources such as regular in-house training sessions for staff including performance management training, health and safety and University inductions, manual handling, ergonomics and health and safety risk management. The Division has also developed and delivered a professional development program aimed at enhancing the capacity of Academic Heads to undertake the challenging role of supervising staff.

The Division has facilitated the development and delivery of recruitment and selection training workshops to all staff involved in interview panels as part of the organisational restructure. The purpose of this training was to ensure that staff were trained in merit based interview and selection processes, ensuring that the best people are appointed to positions within the new structures.

Additionally, a review of CQU induction and orientation processes was undertaken during the year, resulting in a new Induction and Orientation policy being developed and approved. The development of a comprehensive set of just-in-time Induction and Orientation processes and tools, utilising online resources, has been developed and implemented across the University for all cohorts of staff, including casuals.

5. Manage workload issues across the organisation.

Substantial support for the University's ongoing organisational restructure was provided by staff in the Division of Human Resources. The organisational review, assisted by external consultants undertaking process reengineering, is assisting the University to implement more efficient structures and processes and to reduce duplication. An outcome of the restructure will be more effective management of workloads across the University.

Significant progress was achieved, including the development of agreed change management and placement process to facilitate the restructure. Further support by staff in the Division has included guiding the change management and industrial relations processes and developing new or revised position descriptions and associated evaluations for general staff positions across the University.

A comprehensive review of the Performance, Review, Planning and Development policy and procedures was also undertaken to develop a more efficient and streamlined performance management process, linked to the HRMIS, that will aim to improve the University's capacity to manage performance and workloads more effectively.

Equity and Diversity Office

In 2007 Central Queensland University reviewed its Code of Conduct, confirming the University's commitment to equity, equality of opportunity and natural justice for all.

Implementing the principles contained in the Code of Conduct and meeting legislative compliance with the *Anti-Discrimination Act 1991*, the University provides ongoing dignity at work sessions. Additional training is provided to staff and students on a case by case basis.

The network of Grievance Contact Officers provides confidential and impartial information to staff and students. The university provides annual training to grievance contact officers to meet compliance requirements on institutions providing educational goods and services. The university has a number of policies that document the University's informal and formal processes for dealing with cases of inappropriate behaviour as well as support available to assist both staff and students.

In 2007 Central Queensland University introduced EO Online. EO Online is an interactive online learning program aimed at providing staff with a better understanding of equal opportunity, harassment and discrimination issues and their application in a university environment. New staff are expected to complete EO Online within three months of their appointment.

CQU's Reconciliation Statement recognises the strong partnership established with Indigenous groups in Central Queensland. Central Queensland University has established an Indigenous Employment Reference Group to develop strategies designed to increase the proportion of indigenous employees across the University. The key accountability of the Equity and Diversity Officer is to promote greater participation of Aboriginal and Torres Strait Islander people in education and employment at CQU.

The Equity and Diversity Officer (Indigenous) will design, deliver and review building blocks to increase participation of Indigenous people in education and employment at CQU. The executive support provided to the Indigenous Employment Reference Group (IERG) will enable the university to consider strategies and implement practices to increase Indigenous participation in education and training.

In line with the *Disability Discrimination Act 1992* and Disability Standards for Education 2005, Central Queensland University remains committed to providing an inclusive

environment for people with a disability to study and work. In 2007 approximately 400 students self identified with a disability and were provided assistance and resources such as reasonable examination accommodations, alternative study material and assistive technology. At the Rockhampton Campus students with a disability have access to the Disability Access Centre or the Vision Access Centre. Staff referred to the Equity and Diversity Office receive timely and quality assistance to meet the inherent requirements of their positions.

The current equity initiative to investigate the incorporation of UNIVERSAL DESIGN principles into E-Learning has the potential to enhance the inclusive learning environment for students who may have a disability, chronic medical condition or temporary incapacity.

Grounds and facilities are maintained to reduce the number of barriers and/or risks for people with a disability. Staff and students are notified in advance of potential hazards. General awareness sessions and specific disability topics such as the use of assistive technology were provided to staff and students.

The Equity and Diversity Office collaborates with students and staff to continuously improve outcomes for Commonwealth designated equity target groups. The educative role played by Equity and Diversity staff enhances individual and institutional competencies to meet legislative compliance.

Staff Awards

2007 CQU Vice-Chancellor's Awards for Teaching Excellence

The Vice-Chancellors' Awards are designed to celebrate and reward outstanding contributions to the Learning and Teaching environment at CQU. Each winner receives \$5000 for professional development.

Teacher of the Year 2007

Mrs Kerry Reid-Searl, Lecturer, Nursing and Midwifery, Rockhampton

Early Career Teachers of the Year 2007

Dr David Qian, Lecturer, Commerce, Melbourne
Elizabeth Sidiropoulos, Lecturer, Commerce, Melbourne

Awards for Teaching Excellence in 2007

were co-ordinated by the Division of Teaching and Learning Services (DTLS) for the Faculties, the Australian International Campuses and the Divisions. All recipients were eligible to be considered for the Vice-Chancellors' Awards. Each winner/team receives \$1000 for professional development.

ORGANISATIONAL CAPABILITY

Faculty of Business and Informatics

Dr Ali Yaftian, Lecturer, Commerce, Rockhampton

Faculty of Sciences, Engineering and Health

Mrs Kerry Reid-Searl, Lecturer, Nursing and Midwifery, Rockhampton

Australian International Campuses

Dr David Qian, Lecturer, Commerce, Melbourne

Ms Elizabeth Sidiropoulos, Lecturer, Commerce, Melbourne

Mr Ritesh Chugh, Lecturer, Commerce, Melbourne

Dr Michael Cowling, Lecturer, Commerce, Sydney

Divisions:

Staff and Student Services - Tertiary Preparation Skills Extended (TPSE) team: Mrs Roslyn McCarthy and Mr Ross Munro (Rockhampton), Ms Pamela Brown (Gladstone), Ms Julie Godden (Mackay) and Ms Katie Murrell (Bundaberg).

All recipients are also eligible to be nominated by CQU for the national Carrick Institute Awards for Australian University Teaching Excellence valued at \$25 000 each, as well as the Citations for Outstanding Contribution to Student Learning valued at \$10 000 each.

Dr Nasser Hossein-Zadeh received a National Carrick Institute Award for Outstanding Contributions to Student Learning through 'excellence in promoting the development of technical and professional graduate attributes among engineering students through the creation of innovative links between courses and industry'.

Dr Yang Xiang was awarded the CQU Vice-Chancellors' Award for Emerging Research 2007.

General Staff EXCEL Awards and Customer Service Awards

The Vice-Chancellor's Awards for Excellence (EXCEL Awards) were presented to the following staff in December 2007:

- Ms Jennifer Frazer, Research Administration Officer, Faculty of Arts, Humanities and Education – for outstanding personal contribution and commitment.
- The Library Research aCQUIRe Team (Mrs Debbie Orr, Ms Elke Dawson, Mr Mark Young, Mrs Sue Evans, Ms Kate Houston, Mrs Libbie Blanchard, Mr Jaron Stidiford, Mr Bruce Hart, Ms Chelsea Harper) - for the installation and implementation of aCQUIRe - CQU's institutional repository.
- The Mackay Library Team (Mrs Pauline McNee, Ms Shelley Dent, Mr John Atkinson, Ms Erin Gallant) – for outstanding contribution to community engagement and cultural endeavour.

- Mr Gary Hoare and Mr Ian Major, Technical Staff, Faculty of Sciences, Engineering and Health – for engineering machining support they provided to the PELM Corrosion Group.

Each EXCEL Award recipient received a grant of \$2 500 to be used for further professional development along with a citation of excellence.

This was the first time the Vice-Chancellor also presented general staff with the Vice-Chancellors' Customer Service Awards. The winners of these awards were recognised by their colleagues for providing continuous and excellent level of customer service.

The winners of the Customer Service Awards were:

- Ms Marlene Page, Division of Teaching and Learning Services
- Mrs Karen Chapman, Institute for Sustainable Development
- Mrs Linda Ahern, Centre for Plant and Water Science
- Mr Allan Gadsby, Information Technology Division
- Mrs Judith Jensen, Division of Facilities Management

Each Customer Service Award recipient received a grant of \$1000 to be used for further professional development.

Engineering Award

Pro Vice-Chancellor and Executive Dean Professor Elizabeth Taylor was awarded the 2007 Eric Brier Memorial Medal for her significant contribution to advancing the public status of the engineering profession, particularly in the field of sustainable development.

The Eric Brier Memorial Award is a legacy bequeathed to the Queensland Division of Engineers Australia, awarded annually to a member of Engineers Australia.

Coal Research Award

Dr Larelle Fabbro and her research team were awarded one of five prestigious national 2007 ACARP (Australian Coal Research Limited) Awards for Research Excellence. The winning project, researching mine water quality, in particular controlling the spread of blue-green algae, was undertaken with the assistance of mine sites in the Bowen basin, particularly those of BMA under the supervision of the BMA specialists Dr Bernie Kirsch and Rob Alford.

Staff Profile

Data provided represents the CQU staff profile as at 31 December 2007.
It does not reflect staff of any joint ventures or controlled entities.

STATUS	CONTRACT	CLASSIFICATION	GENDER				TOTAL	
			Female	%	Male	%		
Academic	Contract	Academic A	8.26	73.36	3	26.64	11.26	
		Academic B	22.78	54.88	18.73	45.12	41.51	
		Academic C	2.2	20.75	8.4	79.25	10.6	
		Academic D	1	20	4	80	5	
		Academic E			0.25	100	0.25	
		Academic Sal Pack	4	40	6	60	10	
		Research Fellow	1	100			1	
	Contract Total			39.24	49.49	40.38	50.71	79.62
	Continuing	Academic A	9.3	57.06	7	42.94	16.3	
		Academic B	66.9	57.97	48.5	42.03	115.4	
		Academic C	28.4	37.92	46.5	62.08	74.9	
		Academic D	5	14.71	29	85.29	34	
		Academic E	1	8.33	11	91.67	12	
		Academic Sal Pack			2	100	2	
Continuing Total			110.6	43.44	144	56.56	254.6	
Academic Staff Total			149.84	44.53	184.38	55.17	334.22	

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Idiom 23 Literary Magazine celebrates 20 years

It's 20 years since the late Professor David Myers, as Dean of Humanities and Social Sciences, suggested a group of Capricornia Institute journalism and creative writing students and staff put together a literary magazine.

The first issue in 1987 was called *Yapunya*. It was a great success.

The following year it was renamed *Idiom 23* (representing the Tropic of Capricorn at 23 degrees latitude).

Scanning the contents of Volume 2, May 1989, an impact with some very talented writers can already be seen with stories and poetry by David Myers, Ross Clark, R.G. Hay, Richard Tipping and Steve Butler, together with art work by Central Queensland renowned artist Peter Indans.

Idiom 23 is still produced by a small group of staff and students within Central Queensland University's Faculty of Arts, Humanities and Education, with a strong input from regional writers.

'This year we intend to celebrate the magazine's longevity, with a special edition commemorating our late director of CQU Press, who tragically died in March this year. We will introduce a David Myers Prize, as part of our annual Bauhinia Literary Awards,' Dr Liz Huf said.



Dr Lorna McDonald, the late Professor David Myers and Dr Liz Huf at the launch of Sin, Sweat and Sorrow back in 1993.

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STATUS	CONTRACT	CLASSIFICATION	GENDER				TOTAL	
			Female	%	Male	%		
General Staff	Contract	HEW 2			1	100	1	
		HEW 3	13.46	67.45	6.5	32.55	19.96	
		HEW 4	27.19	79.53	7	20.47	34.19	
		HEW 5	23.47	75.06	7.8	24.94	31.27	
		HEW 6	15	78.95	4	21.05	19	
		HEW 7	4.17	51.01	4	48.99	8.17	
		HEW 8	5.8	85.29	1	14.71	6.8	
		HEW 9	1.6	72.73	0.6	27.27	2.2	
		Sen HEW 10 and above	9	36	16	64	25	
	Contract Total			99.69	67.55	47.9	32.55	147.58
	Continuing	HEW 2				9.72	100	9.72
		HEW 3	27.57	66.82	13.69	33.18	41.26	
		HEW 4	65.98	84.61	12	15.39	77.98	
		HEW 5	56.72	70.66	24.55	29.34	80.27	
		HEW 6	40.98	54.65	34	45.35	74.98	
		HEW 7	44.53	63.14	26	36.86	70.53	
		HEW 8	27.6	53.49	24	46.51	51.6	
		HEW 9	15.74	46.66	18	53.34	33.74	
		Sen Manage Sal Pack	10	58.82	7	41.18	17	
		Senior Gen Staff				1	100	1
Continuing Total			289.13	62.98	169.96	37.02	459.09	
General Staff Total			388.82	64.09	217.86	35.91	606.67	
Research Staff	Contract	Principal Res Fel	2	66.67	1	33.33	3	
		Research Fel	0.4	16.67	2	83.33	2.4	
		Research Officer	4.3	24.84	13	75.16	17.3	
		Res Worker Level 3	1.72	63.29	1	36.71	2.72	
		Res Worker Level 4	5.91	83.77	1.14	16.23	7.06	
		Res Worker Level 5	2.87	74.15	1	25.85	3.87	
		Res Worker Level 6	4.06	66.97	2	33.03	6.06	
		Res Worker Level 7			2	100	2	
		Sen Res Fellow	2	34.48	3.8	65.52	5.8	
		Sen Res Of Gd 1	4.4	53.66	3.8	46.34	8.2	
	Contract Total			27.66	74.41	30.74	65	58.4
	Continuing	Academic Level D				1	100	1
		Res Worker Level 5	1	100				1
		Sen Research Fel				1	100	1
Continuing Total			1		2		3	
Research Staff Total			28.66	46.67	32.74	53.32	61.4	
Grand Total			567.32	56.60	434.98	43.39	1002.32	

ORGANISATIONAL CAPABILITY

Resource and Workplace Efficiency

To build and maintain an adequate infrastructure by:

- Establishing a public information infrastructure that meets the University's targets and is appropriate for a student-focused University.
- Creating an electronic networking infrastructure that supports staff to meet research and scholarship expectations.
- Ensuring that the University's web presence effectively presents the University brand.

The Information Technology Division (ITD) is responsible for the full range of information and communications technology (ICT) activities in support of the University's mission and core activities, including ICT planning, learning, teaching and research ICT support, information systems, infrastructure, business continuity and disaster recovery, high-performance computing, desktop support, project management, web and online systems, voice and network management, messaging and email, and information security.

Major Advancements in 2007

Major ICT Infrastructure technological advancements were successfully implemented in the areas of corporate databases, server virtualisation and enterprise data storage.

CQU's corporate database technologies transitioned to Oracle Grid, providing leading edge, highly available and high performing database services for all major corporate systems. The Oracle Grid technology runs on low-cost commodity server hardware, lowering the total cost of database services.

The same server hardware underpins the extended use of Server Virtualisation. Server virtualisation enables many systems to run across a group of physical servers, improving system availability and better utilising each server's capabilities. At the end of 2007 CQU had over 40 virtual servers running on a group of eight physical servers. The use of this technology has eliminated the need to purchase over 30 physical servers, providing substantial savings to the University. This technology provides improved hardware utilisation, increased disaster recovery and business continuity capabilities, lowering cost of ownership. The virtualisation technology (VMWare) allows several server incidents to operate on one physical server; this provides flexibility and improved redundancy for improved services to staff and students.

Each year the university-wide demand for data storage consistently increases by 30%. In 2007, CQU successfully transitioned their corporate data storage requirements to Hewlett Packard's EVA8000 Storage Area Network (SAN)

technology. This transition greatly improved data storage performance and availability, but more significantly increased overall capacity from 20 terabytes to 30 terabytes, meeting the immediate increase in demand but underpinning eventual growth to over 300 terabytes when required.

CQU continued work on the multi-year strategic program to migrate telephone services to "Voice over IP" (VoIP). VoIP utilises the existing computer network to carry telephone services, removing the need for a separate telephone network, providing new features, substantial call cost savings and lower maintenance costs. Works completed in 2007 included upgrades to central network infrastructure. Further work is expected in 2008 and 2009 to complete the rollout of VoIP.

CQU was successful in obtaining an Australian Research Council grant for the implementation of new High Performance Research Computing facilities. Silicon Graphics (SGI) were selected to provide a system consisting of 170 computer processors and 17 terabytes of data storage. The new system provides researchers with high-performance computing for research analysis.

CQU commenced the implementation of the Research-Master software system, which will provide the CQU research community with a single, central system for the efficient tracking and management of research activities and data. The system will allow CQU to more efficiently meet critical Government reporting requirements. As of end 2007 significant work had been completed on the implementation, with an expected release date of March 2008.

CQU's central video-conferencing infrastructure underwent a significant upgrade in 2007, providing increased functionality and improved transmission quality. The upgraded system now supports over 100 hours of multi-campus teaching delivery per week, as well as whole-of-CQU administrative and collaborative videoconferencing. Videoconference connectivity has been extended beyond Central Queensland campuses to the Sydney, Melbourne and Gold Coast Campuses, enhancing inter-campus communication and collaboration.

CQU hosted the QUESTnet 2007 Conference in Cairns covering technical aspects of data networking and communications in Higher Education and Research. The event attracted over 320 delegates from most universities in Australia and New Zealand. Delegates were treated to several highly respected international speakers.

The University was successful in securing more than \$1 million funding from DEST under Round 2 of the Workplace Productivity Program for the Human Resource Systems and Processes renewal project.

The project involves upgrading of the system to the latest version and underpinning Oracle technology, which provides a range of new features which will improve and enhance HR business processes efficiency at CQU.

The self service component of HRIS, known as Employee Self Service Online (ESSO), was released in June 2007. ESSO allows a high degree of online, self-service human resource management tools. Staff can now access their own staffing information and leave balances in real time. Managers approve the most common types of leave online and can manage the team calendar easily. This has resulted in the following outcomes:

- higher degree of automated processes without paper-based records;
- reduction of shadow HR systems developed in organisational units; elimination of these systems will reduce duplication, improve data quality, and reduce wasted resources; and
- better utilisation of information systems investments, allowing HR staff to focus on more strategic outcomes.

The CQU Business Intelligence project uses Cognos software to consolidate information from multiple systems into a single warehouse; complex, near 'real-time' information and predictive modelling is produced from the warehouse, and presented to key stakeholders using tools such as dashboards, scorecards and charts.

In 2007, the project delivered working pilots of enrolment trend monitoring, staffing trends and academic program performance using dashboard technology, and modelled the course evaluation data for inclusion in the Data Warehouse.

Phase 2, which identifies a range of strategic objectives for 2008, will deliver additional dashboard outputs to senior management and expand the warehouse content to include additional financial and staffing information.

In 2007, significant progress was made toward a single, consistent and comprehensively branded web presence across CQU's website. At present 48% of web traffic flows through the redeveloped web presence. With capital funding in 2008, CQU will complete development of the whole CQU website. In 2007, major web developments included key student-facing elements such as student timetabling, graduation support, student access to course evaluations and the student navigation architecture. All student promotional websites were redeveloped in 2007, with the international students' area, the student services area, and the area supporting Academic Board scheduled for 2008. A comprehensive project has been approved to complete the outstanding areas.

A significant upgrade of the University's PeopleSoft Student System from version 7.6 to version 8.9 was commenced in June 2006. It was originally anticipated that the upgraded system would go live in December 2007, however it was recognised as unsuitable to be changing systems during the peak period for program recruitment and enrolment, so the changeover date was rescheduled to April 2008.

The project provides a range of benefits to the University, including the removal of shadow systems and an opportunity to review business processes. The upgraded system will utilise fewer customized functionalities, reducing future maintenance costs and ensuring system stability. A key goal of the project is a high level of staff involvement in all stages of the project, to ensure user ownership of the new system.

Physical Infrastructure and Resources

Resource and Workplace Efficiency

- To build and maintain an adequate infrastructure by meeting the physical facility needs of a multi-campus global Australian university.

The Division of Facilities Management (DFM) maintains a Strategic Asset Management Plan capturing both capital and operational expenditure on a ten-year rolling basis. While significant changes in the financial circumstances of the University have meant that a number of planned projects have been postponed, significant improvements to infrastructure are under way or have been implemented in 2007 including:

Healthy Communities Flagship

Major upgrades to the Community Sports Centre in Rockhampton are under way to provide teaching, research and community activity in health-related disciplines. This is complemented by several completed upgrades to the gymnasium, pool, outdoor basketball and tennis courts, as well as the refurbishment of teaching spaces.

Voluntary Student Union (VSU) Transition Funding worth more than \$2 million was confirmed late in the year, and will be used at Mackay and Bundaberg Campuses to build flood-lit hard tennis courts, as well as for tennis court lighting and a synthetic running track in Rockhampton.

Noosa Hub

CQU has established a new Noosa Hub to support its students living on the Sunshine Coast. Located in the Noosaville Professional Centre in Goodchap Street, the new centre replaces CQU's previous Noosa Hub in the grounds of Cooroora Secondary College in Pomona. The Pomona site had been a valued base for CQU's learning management (teaching) students gaining classroom experience with various Sunshine Coast schools.

However, the new campus also supports students studying nursing with CQU by distance education from across Queensland and interstate.

The new Noosaville facilities include computer access (including to CQU's electronic library services), a lecture space, tutorial rooms, offices for staff based in the area and a new simulated ward for nursing, including a state of the art mannequin that allows students to practice advanced health assessment techniques and life support measures. A total of \$650 000 was spent on refurbishments and extra equipment was transported to the site.

Mackay Information and Technology Resource Centre

Work is under way on the Mackay Information and Technology Resource Centre, partially funded by DEST, which

will provide increased capacity for student and community library and information commons use. The first stage of the building will be completed in 2008.

Campus Master Plans

To provide a framework for capital investment and renewal, CQU commissioned Campus Master Plans for Rockhampton, Mackay and Bundaberg campuses. These long-term physical infrastructure plans, ratified by Council, ensure future development will include environmentally sustainable design principles, provide strong branding for the University and will increase community engagement through the use of flexible spaces and facilities.

Environmental Sustainability

In 2007, Emeritus Professor Errol Payne was commissioned to review CQU's environmental policies and practices and to make suggestions on how the University may improve in this area. Prof Payne's report on Environmental Management Planning highlighted the need for the University to develop a formal environmental management system and environmental management plan. Such an action is necessary to provide greater surety that the University is adequately managing the risks associated with environmental implications of its actions.

The recommendations in the Report were divided into two major categories – those which were necessary to ensure that the University meets its legal obligations and can demonstrate that it is doing so, and those that are beyond current compliance requirements but which are associated with the University's ability to meet its broader social responsibilities. Resourcing the recommendations in the latter category is contingent on the University's longer term financial forecast and strategic planning.

International Campuses

A comprehensive property review for the Brisbane, Gold Coast, Sydney and Melbourne campuses identified opportunities and options with respect to continuing the leases. The objective is to minimise CQU's exposure to lease commitments in the medium term whilst retaining flexibility for potential student growth and continuing business in the international student market.

At 108 Lonsdale Street in Melbourne, the former Lumiere Theatre was refurbished to give added street exposure and to provide three state-of-the-art lecture theatres.

ORGANISATIONAL CAPABILITY

Functions and Constitutions

In 1967, the University commenced operations as the Queensland Institute of Technology (Capricornia) and later became the Capricornia Institute of Advanced Education in 1971.

It was renamed the University College of Central Queensland in 1990 and gained full university status on 1 January 1992. At that time the University was known as the University of Central Queensland. The name was changed on 1 January 1994 to Central Queensland University.

The University is established and derives its functions and powers by virtue of the *Central Queensland University Act 1998* (the Act). The Act establishes the University as a body corporate, with a seal. It may sue and be sued in its corporate name.

Functions of the University

Section 5 of the *Central Queensland University Act 1998*.

The University's functions are:

- (a) to provide education at university standard; and
- (b) to provide facilities for, and encourage, study and research; and
- (c) to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
- (d) to provide courses of study or instruction (at the levels of achievement the council considers appropriate) to meet the needs of the community; and
- (e) to confer higher education awards; and
- (f) to disseminate knowledge and promote scholarship; and
- (g) to provide facilities and resources for the wellbeing of the university's staff, students and other persons undertaking courses at the university; and
- (h) to exploit commercially, for the university's benefit, a facility or resource of the university, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the university, whether alone or with someone else; and
- (i) to perform other functions given to the university under this or another Act.

Entities controlled by the University

The University has formed, according to the relevant corporations law regulations, a number of entities, which serve to further the functions of the University in accordance with the *Central Queensland University Act 1998*, Part 7, Miscellaneous, s61, Forming and taking part in corporations.

The performance of these entities is monitored by Council through the Planning and Resources Committee. The Committee receives quarterly financial statements, an annual report on progress and an annual business plan.

Each of the following controlled entities prepares a set of financial statements for audit by the Queensland Audit Office. Once certified, the financial information is combined with that of the University to produce a consolidated financial position (refer to financial summary).

CQU Travel Centre Pty Ltd—provides travel agency services and educational travel programs for University staff and students as well as the general public. The entity is 100% owned by the University and has a Board of Directors.

C_Management Services Pty Ltd—provides management services to the Australian International Campuses operated jointly with the University. The Chairman's role is fulfilled by a CQU director. As at 31 December 2007, CQU held a 50% interest in C_Management Services (CMS). CQU has subsequently bought out its joint venture partner, and now owns 100%. A new board of directors is to be appointed in 2008.

Australian International Campuses Trust—is a trust established to hold the University's shareholding in C_Management Services Pty Ltd. The entity is 100% owned by the University and has a Board of Directors.

Australian International Campuses Pty Ltd—acts as trustee of and administrators for the Australian International Campuses Trust. The entity is 100% owned by the University and has a Board of Directors.

Other bodies (not controlled entities)

HortiCal Pty Ltd – was initiated as a joint venture between CQU and Colour Vision Systems (CVS) to commercialise their respective interests in non-invasive fruit sorting technology. To this end, CQU and CVS granted HortiCal a licence on the intellectual property relating to the use of near infrared spectroscopy. HortiCal's business is to support research and development and to commercialise the intellectual property it holds.

Learning Network Queensland (LNQ) – is a government-funded project that provides distance education students and community members with assistance in reaching their learning goals. LNQ staff were previously serviced through CQU's payroll services, however this responsibility was transitioned back to Education Queensland in late 2007.

Rail Innovation Australia Pty Ltd – established to hold the Intellectual property generated by the previous CRC for Railway Engineering and Technologies, which closed in 2007. Further details are provided in the Research Report.

Internal Audit and Risk Management

The Council has established an Audit, Compliance and Risk Committee to assist Council to discharge its responsibilities prescribed in the *Financial Administration and Audit Act 1977*, the Financial Management Standard 1997 and other relevant legislation and prescribed requirements.

The role of the Audit, Compliance and Risk Committee is to:

- enhance the management and internal control framework;
- oversee and appraise the University's financial reporting processes;
- assist the Council to comply with all legislative and other obligations;
- oversee the University's risk management framework; and
- review legal advice on proposed changes to the *CQU Act*, new or revised Statutes etc.

To this end the Committee is responsible for reviewing, discussing and promptly reporting as appropriate to the Council in relation to the following areas:

- Financial Reporting
- Corporate Risk and Internal Control Environment
- Liaison with External Auditors
- Internal Audit Activities
- Corporate Governance.

Four members of Council are members of the Audit, Compliance and Risk Committee.

Their meeting attendance in 2007 is listed below.

Audit, Compliance and Risk Committee 2007	Meetings Present	Meetings Eligible
Mr J Tolhurst (Chair)	5	5
Dr V Mason	3	3
Mr T Rosier – via teleconference	4	5
Mr C Ware	5	5

Several representatives of Senior Management regularly attend the Committee to provide members with the necessary reports and briefings. These include:

- Vice-Chancellor
- Deputy Vice-Chancellor
- Executive Director (Resources)
- Executive Director (Corporate Services)
- Director (Financial Services Division)
- Manager (Internal Audit and Risk)

A standing invitation is extended to the QAO-appointed external auditors to discuss any matters with the committee regarding their ongoing auditing of CQU's financial activities.

The Committee liaises closely with the Planning and Resources Committee of Council, to ensure that there is a frank and meaningful exchange of information between the groups where this is necessary or desirable. The Planning and Resources Committee recommends the strategic directions of the University to Council, in the context of development of the University's plans and their resourcing strategies. The key areas of concern to the Planning and Resources Committee are Planning and Strategy, Financial Resources, Commercial Undertakings, Asset Management (including Information Technology), and Human Resources.



Engineering buildings mid-1970s

Internal Audit

Internal Audit staff completed 29 reports on audits of financial, compliance, operational and information technology matters, and two special investigation reports. Some significant outcomes in 2007 included:

- Completion of the 2007 Internal Audit Plan (after approved revisions);
- Contribution towards enhancing the University's policies, procedures, internal controls and business process improvements through audits and reviews resulting in improved accountability and governance;
- Provision of independent advice and assistance through participation in the Student System Upgrade Project (SSUP) steering committee, ad-hoc advice and reviews;
- Provision of Senior Auditor (IT) on secondment to manage the Human Resources Information System (HRIS) Project for six months;
- Certification (through the Institute of Internal Auditors) achieved by the Manager (Internal Audit and Risk) and Senior Auditor (Finance).

Internal Audit has responsibility for supporting the Audit, Compliance and Risk Committee and for liaising with CQU's external auditors to ensure a properly coordinated overall audit effort is performed. An annual report is provided to the Committee on the performance of Internal Audit.



Construction of the Library building

Risk Management

The University established a Risk Management Policy and Framework in 2003, to assist managers and staff to integrate risk management into the daily operations of the University. The Policy and Framework meet the requirements of the Financial Management Standard 1997 and the AS/NZS 4360:2004.

The aims of the Risk Management Framework are to:

- ensure that the significant risks faced by CQU are identified, understood and managed as effectively as possible;
- promote, in management and staff, a heightened awareness of the strategic and operational risks the University faces and to assist in reducing the possibility and impact of adverse risk events, whether caused by the University or externally;
- assist in promoting a greater openness and transparency in decision-making and in ongoing management processes.

The risk management framework involves coordination of risk management by the Manager (Internal Audit and Risk) and reporting on its implementation and effectiveness to the Audit, Compliance and Risk Committee. The Committee can then provide assurance to Council on the effectiveness of risk management and the status of significant business risk.

During 2007, the Audit, Compliance and Risk Committee continued to oversee the enhancement of risk management at CQU. Major activities included:

- facilitating a strategic risk assessment workshop for executive management to determine the University's key corporate risks and develop treatment plans;
- facilitating a workshop for the Student System Upgrade Project to assess risks associated with the project;
- presentation and update on each strategic risk to the Audit, Compliance and Risk Committee.

Statutory Obligations

The higher education sector is a dynamic environment, and continues to undergo significant legislative change that impacts on the University. The University, through the Office of the Executive Director (Corporate Services), continues to progress its compliance accountability framework. A Compliance Register is in place which lists all known obligations under laws, regulations, codes or organisational standards that are applicable to CQU. Regular reporting of compliance practices and the key risks associated with non-compliance are presented to the Audit, Compliance and Risk Committee. The key statutory obligations are shown below.

Central Queensland University Act 1998

No changes were made to the *Central Queensland University Act 1998* (Qld) in 2007.

Financial Administration and Audit Act 1977

The University continues to monitor compliance with the *Financial Administration and Audit Act 1977* (Qld) and the related Financial Management Standard 1997. Internal Audit performs an annual review of financial policies and procedures to assure the Audit, Compliance and Risk Committee of Council that the University is compliant with the legislation.

As required under the Act, the University maintains a Financial Management Practice Manual (FMPM) to set out the particulars of financial systems and the practices and controls necessary to give effect to matters relative to financial management contained in the prescribed requirements of legislation.

The CQU Financial Management Practice Manual states that the University shall establish systems to obtain information about operational performance to ensure that the Vice-Chancellor is informed on whether the University is:

- achieving its goals efficiently, effectively and economically;
- allocating its resources to produce best value for money; and
- delivering its outputs and meeting its output performance measures as stated in its operational plans.

The University has established systems for obtaining information about financial performance to enable the Vice-Chancellor to be informed on whether the University is:

- maximising the yield of revenue from its available revenue base;
- operating within its budget and achieving reasonable value for money;

- maximising the benefits arising from its investments, including long and short term investments;
- maximising the use of, and the benefits available from, its assets, including for example, receivables, inventories and non-current physical assets;
- minimising its costs and risks in relation to its liabilities and contingent liabilities; and
- monitoring events or transactions that may have a material impact on the agency's operations.

Public Sector Ethics Act 1994

The University is required under the *Public Sector Ethics Act 1994* (Qld) to provide an implementation statement giving details of the action taken during the reporting period to comply with the Act.

In 2007, the University's Code of Conduct was substantially revised in consultation with staff, unions and the community, as required under s15-17 of the Act. The new Code was approved by the University Council on 8 May 2007.

It is published on the University's policy website at <http://policy.cqu.edu.au>. The Code is intended to be a central guide and reference for members of the University community in support of day-to-day decision making and behaviour at work. Adherence to the Code of Conduct is a condition of employment. A copy is included with all letters of appointment.

The Code is shaped around four key principles, intended to guide ethical decision-making and behaviour:

1. Respect the inherent dignity of the individual.
2. Act on the basis of a well-informed conscience.
3. Participate as part of a community of scholars.
4. Uphold the public interest.

The Code reaffirms CQU's commitment to the ethical principles set out in the Queensland *Public Sector Ethics Act 1994*. However, the new Code seeks to go beyond the Act's emphasis on good public administration, to demonstrate how ethical principles are fundamental to the operations of a 21st century University business.

Whistleblowers Protection Act 1994

The University is required under the *Whistleblowers Protection Act 1994* (Qld) to provide statistical information on the operations of the Act. One disclosure was received by the University during 2007. This was not verified during 2007.

Freedom of Information Act 1992

www.cqu.edu.au/compliance/FOI

The purpose of the *Freedom of Information Act 1992* (Qld), is to extend as far as possible the right of the community to have access to information held by the Queensland government, including Statutory Authorities such as Universities. As required under s18 of the *Act*, the University publishes a *Statement of Affairs* on its Policy website annually, providing information on the types of documents produced by the University and how to obtain access.

Higher Education Support Act 2003

To be eligible for Commonwealth Grant Scheme (CGS) Funding under s33-15 of the *Higher Education Support Act 2003* (Clth), the University was required to assure DEST of continued compliance with the National Governance Protocols for Higher Education Providers (National Governance Protocols) and with the Higher Education Workplace Relations Requirements (HEWRRs).

No further action was required to remain compliant with the National Governance Protocols in 2007, as the CQU Council constituted in May 2006 continued to act within the guidelines set out for a governing body. HEWRRs compliance is detailed in the Human Resources Report.

National Protocols for Higher Education Approval Processes

The *National Protocols for Higher Education Approval Processes* (National Protocols) were originally approved by the Ministerial Council on Education, Employment, Training and Youth Affairs (MCEETYA) on 21 March 2000. These National Protocols are a key element of a national quality assurance framework for Australian higher education. They have been designed to ensure consistent criteria and standards for higher education approval processes across Australia. A revised set of National Protocols was adopted by MCEETYA in July 2006 and commenced operation in December 2007.

Individual states and territories have the responsibility for implementing the National Protocols through legislation. The *Higher Education (General Provisions) Amendment Bill 2008* (Qld) has been developed to implement the new National Protocols in Queensland.

As a self-accrediting university created by an Act of the Queensland Parliament, the revised National Protocols did not contain any changes to procedures for accreditation of courses and programs for Central Queensland University.

Education Services for Overseas Students (ESOS) Act 2000

Under the authority of the *ESOS Act 2000* (Clth), the National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students (The National Code) was implemented on 1 July 2007.

Significant policy reviews were made to ensure compliance by that date. The Code provides nationally consistent standards for the conduct of registered Higher Education Providers in relation to the provision of education to international students; and the registration of their courses.

Copyright Act 1968

www.cqu.edu.au/copyright

Copyright is a significant issue and investment for the University, both as a producer and user of copyright material.

CQU participates in two Statutory Licence Agreements negotiated by Universities Australia (formerly the Australian Vice-Chancellors' Committee). Under Part VA of the *Act*, the University is licenced to use broadcast material with remuneration to Screenrights. Under Part VB of the *Act*, the University can copy and communicate limited amounts of literary, artistic, dramatic and printed musical works with remuneration to the Copyright Agency Limited (CAL). CQU also participates in a commercial licence agreement with the music collecting societies for limited use of musical works and musical recordings.

Rather than requiring full recordkeeping of all use of copyright materials made by the University, the agreements allow for a sampling process every five years or so. In 2007, CQU was sampled for a period of six weeks, during which time a significant proportion of staff were required to keep records on all copying and communication of broadcast materials. The resulting records were provided to Screenrights to allow for representative distribution of royalties to copyright owners.

Commission for Children and Young People and Child Guardian Act 2000

The *Commission for Children and Young People and Child Guardian Act 2000* (Qld) establishes a regime requiring all employees and volunteers working with children and young people to obtain a Positive Suitability Notice (known as a Blue Card). CQU requires all staff in certain categories (such as Student Counselling) to hold Blue Cards as a condition of their employment.

In 2007, significant progress was made to formalise the procedures for employment screening practices through the development of a draft Working with Children – Suitability Check (Blue Cards) Policy and Risk Management Strategy.

Overseas Travel by Staff

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Ahwong, W	Recruitment & Retention Officer, Nulloo Yumbah	Auckland NZ	2/12/07 - 6/12/07	Present at ANZSSA Conference	\$1,001.53
Alcock, R	Lecturer	Singapore, Hong Kong	13/9/07 - 20/9/07	Classes, Consultations	\$3,158.18
Aldred, S	Lecturer	Singapore	6/3/07 - 10/3/07	Present Paper & Workshops at PBL Symposium	\$940.38
Ali, S	Lecturer	Cambridge, USA	16/11/07 - 25/11/07	Attend Conference	\$2,897.33
Allen, J	Lecturer	London, Paris	3/9/07 - 18/9/07	Present Paper at BERA Conference	\$1,203.00
Allen, J	Lecturer	Chicago	5/4/07 - 16/4/07	Present Paper at AERA Conference	\$3,013.85
Alony, I	Student	Ljubljana Slovenia	18/6/07 - 27/6/07	Attend Insite 2007 Conference	\$516.18
Anastasi, J	CAS Program Manager	Manila	27/4/07 - 8/5/07	Cas International Development Mtgs Austrade/ Manila & Hospitals	\$4,730.81
Andersen, L	Senior Research Officer/ PCIMP Co-Ordinator	Hong Kong	1/6/07 - 10/6/07	Attend 5th International Conference on Marine Pollution & Ecotoxicology & Workshops for PCIMP R& D at City University	\$3,042.80
Appleton, K	Associate Professor	Clearwater, Florida	1/1/07 - 11/1/07	Attend ASTE Conference, Consult re Co-Authored Book	\$0.00
Ashwath, N	Associate Professor	India	14/2/07 - 27/2/07	Present Paper at Biotechnology Conference	\$2,357.46
Balsys, R	Senior Lecturer & Head of School (Acting)	Bangkok	13/8/07 - 18/8/07	Attnd CGIV 07	\$1,770.52
Behrens, S	Lecturer	Montreal Canada	7/12/07 - 15/12/07	Present Paper at ICIS 2007 Conference	\$4,276.79
Bell, P	Technician	Chicago	11/5/07 - 20/5/07	Access Grid Retreat	\$2,410.09
Bhattacharai, S	Postdoctoral Research Fellow	Taiwan	4/8/07 - 31/12/07	Advanced Oxygenation Research with World Vegetable Research Centre	\$0.00
Bhattacharai, S	Postdoctoral Research Fellow	Coimbatore, India & Kathmandu & Rampur Nepal	5/2/07 - 23/2/07	Attend & Present at 3rd Intntl Groundwater Conference (IGC-2007) India, Attend & Present at Various Meetings Nepal	\$3,365.89
Black, G	Director DTLS (Acting)	Taiwan	31/7/07 - 8/8/07	IDP Taiwan Exhibition	\$2,931.73
Black, G	Director DTLS (Acting)	Seoul, South Korea	4/10/07 - 13/10/07	Coex Korean Exhibition-Profiling Event	\$4,409.41
Bolam, V	Student	Tokushima-Shi, Japan	2/3/07 - 31/12/07	Undertake Internship at Seiko Gakuen as part of BLM Course	\$300.00
Boyd, R	Senior Lecturer, Program Director BHMSc (Industry Co-Op)	Singapore	25/6/07 - 1/7/07	Attend 15th World Conference on Cooperative Education in Singapore	\$3,472.21
Boyd, R	Senior Lecturer, Program Director BHMSc (Industry Co-Op)	Wisconsin USA	11/7/07 - 24/7/07	Attend National Wellness Institute Conference	\$3,812.78
Bretherton, P	Deputy Dean	London	22/6/07 - 11/7/07	Visit Sheffield Uni, Uni of Derby and Uni of Huddersfield for Curriculum Development; Present 2 Papers at Academy of Marketing Conference	\$7,642.80
Brien, D	Associate Professor	Arizona USA	10/7/07 - 20/7/07	Attend Council of Writing Programs Administrators Conference	\$0.00
Broadhurst, J	SSUP Team	Christchurch NZ	28/6/07 - 1/7/07	Attend Conference	\$1,027.82
Caperchione, C	Senior Research Fellow	New Orleans	27/5/07 - 8/6/07	Present at American College of Sports Medicine Conference	\$4,557.38
Carpenter, D	Research Officer	Philippines	22/2/07 - 4/3/07	Consult re Role In ARC Biodiversity Project	\$2,788.43
Chattopadhyay, G	Associate Professor	Singapore & India	1/12/07 - 14/12/07	IEEM International Conference on Industrial Engineering & Engineering M'ment	\$3,564.70
Chattopadhyay, G	Associate Professor	Papua New Guinea	18/6/07 - 1/7/07	Attend Workshops at Vudal University	\$0.00
Chattopadhyay, G	Associate Professor	UK And Portugal	9/6/07 - 16/6/07	Attend COMADEM 2007 Conference Portugal, WCEAM 2007 Conference Harrogate	\$4,711.71
Chowdhury, A	Master of Engineering Research Student	Dhaka, Bangladesh	15/11/06 - 9/1/07	Attend BSME-ASME Conference on Thermal Engineering	\$1,541.00
Chowdhury, A	Postgrad Student	Beijing China	2/9/07 - 10/9/07	Attend BS 2007	\$2,750.65
Christensen, S	Manager Student Services (Acting)	Wellington NZ, Melbourne, Sydney, Brisbane	27/1/07 - 8/2/07	AIC Pre Term 1 Training and Auditing	\$3,744.38
Cole, C	Associate Professor & Dep Director Centre for Railway Engineering	Valencia Spain	11/11/07 - 18/11/07	Invited Speaker at International Rail Forum Congress	\$4,000.87

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Cole, C	Associate Professor & Dep Director Centre for Railway Engineering	Kiruna, Sweden, Brisbane	7/6/07 - 21/6/07	CRC Brisbane Showcase, Attend IHHA 2007 Conference Sweden	\$8,746.90
Collins, S	Manager Student Admissions	Minneapolis	25/5/07 - 6/6/07	NAFSA Conference	\$8,736.85
Cooke, G	Lecturer	Suva Fiji	24/6/07 - 8/7/07	Present Paper at Conference	\$1,436.08
Cooper, J	Marketing Officer	Thailand	11/10/07 - 16/10/07	4th OCSC International Education Expo 2007	\$2,835.70
Costigan, L	Lecturer	Brisbane/New Zealand	21/11/07 - 4/12/07	Musicological Society Panel-Bne & Music On The Edge Conference Dunedin	\$1,778.54
Cunningham, T	PhD Student	London	15/9/07 - 11/10/07	British Society of Criminology Conference	\$3,218.56
Danaher, M	Senior Lecturer	Osaka, Japan	17/6/07 - 6/7/07	Conduct Research on ISO14001 Take Up By Japanese Firms	\$2,224.23
Danastas, L	PhD Student	Auckland NZ	6/7/07 - 11/7/07	Attend 5th Asia Pacific Interdisciplinary Research in Accounting Conference	\$1,913.61
Dascombe, B	Lecturer	Jyvaskyla, London, Paris, Rome	8/7/07 - 28/7/07	Present at ECSS 2007 Conference	\$4,534.00
Davidson, C	Lecturer	Chicago	5/4/07 - 16/4/07	Present Paper at AERA Conference	\$3,026.24
Davis, S	Lecturer	Hong Kong	15/7/07 - 22/7/07	Idea Congress 2007	\$437.69
Delves, A	Deputy Vice Chancellor	Abu Dhabi, Trondheim, London	8/9/07 - 23/9/07	EAIE Conference, Mtgs	\$16,145.46
Delves, A	Deputy Vice Chancellor	Fiji	20/2/07 - 23/2/07	Mtgs Re Closure Fiji Campus	\$3,745.78
Delves, A	Deputy Vice Chancellor	Inda, Brisbane	12/6/07 - 18/6/07	Marketing Conference	\$8,439.86
Devenish, I	Director Co-Op Program & Industry Liaison	Singapore	25/6/07 - 1/7/07	Present Papers at 15th World Conference Cooperative Education	\$3,467.44
Devenish, I	Director Co-Op Program & Industry Liaison	Canada, US, UK, Sweden, Switzerland, France	2/11/07 - 9/12/07	Visit Co-op Students, International Employers & Partner Unis, Attend WACE Symposium	\$13,774.51
Dhanasekar, M	Associate Professor & Director Centre for Railway Engineering	Porto, Portugal	22/10/07 - 28/10/07	Present Peer Reviewed Paper at EVACES 07 Conference	\$5,000.79
Dhanasekar, M	Associate Professor & Director Centre for Railway Engineering	San Francisco USA	21/7/07 - 28/7/07	Present Peer Review Paper at USNCCM IX Conference	\$5,649.95
Dhanasekar, M	Associate Professor & Director Centre for Railway Engineering	London	18/6/07 - 23/6/07	Present Paper at Railway Engineering 2007 Conference	\$5,001.24
Diefenbach, K	Associate Director (ITD)	Orlando, Florida	7/3/07 - 17/3/07	Alliance 2007 Conference/PAG Summit	\$4,933.22
Dimilia, L	Associate Professor	Auckland NZ, Canberra	23/3/07 - 28/3/07	Mtg International Collaborator re Major Review Manuscript, & Plan Funding Application, Collect Visa from Canberra for Saudi Trip	\$2,932.95
Dimilia, L	Associate Professor	Middle East	2/4/07 - 15/4/07	Student Recruitment Mission with CMS	\$5,441.78
Dobele, A	Lecturer	Dunedin NZ	28/11/07 - 7/12/07	Present Papers at ANZMAC Conference	\$4,110.50
Dobele, A	Lecturer	Singapore	12/4/07 - 22/4/07	Workshops-MRKT20019,MGMT20112,MRKT20021 & MRKT19030	\$4,812.08
Dobele, A	Lecturer	Hull & Surry UK	30/6/07 - 8/7/07	Attend Academy of Marketing Conference	\$5,929.75
Donaghy, P	Researcher	Queenstown NZ	12/2/07 - 17/2/07	Present Papers at AARE Conference	\$4,342.14
Dooley, K	Lecturer	Singapore	4/1/07 - 8/1/07	Hartford Workshops	\$2,917.71
Duncan, M	Career Development Fellow	New Orleans	27/5/07 - 8/6/07	Present at American College of Sports Medicine Conference	\$4,185.81
Elliot, K	Student	Hong Kong	6/1/07 - 19/5/07	BLM Japanese Student - Exchange Student	\$300.00
Ellis, B	Adjunct Fellow	San Diego	21/4/07 - 3/5/07	San Diego Zoo - Research, Mtgs, Presentation	\$3,275.48
Feather, J	Lecturer	Auckland NZ	23/12/07 - 18/1/08	Conference-Global Healthcare Solutions	\$305.00
Fenning, A	Lecturer	Singapore/Italy	17/6/07 - 2/7/07	Liaise with Hartford & Attend Inter Society for Heart Research 2007	\$3,146.95
Ferrer, M	Lecturer	Sweden, Denmark	6/9/07 - 17/9/07	Present Paper at CINET Conference, Research CIP Denmark	\$7,974.85
Fleming, J	Lecturer	Singapore	27/11/07 - 7/12/07	Present at ASCILITE ICT Conference	\$2,839.84
Fritschy, R	Chancellor	Suva	20/8/07 - 22/8/07	Fiji Graduation	\$2,410.39
Fritschy, R	Chancellor	India	13/6/07 - 17/6/07	Marketing Conference	\$7,370.04

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Fritschy, R & N	Chancellor (and Wife)	Singapore/Hong Kong	2/11/07 - 11/11/07	Hong Kong & Singapore Graduations	\$14,254.76
Garde, S	Postdoctoral Research Fellow	Aarhus	4/6/07 - 27/6/07	Present at Human Factors Engineering & Conduct Collaborative Research	\$1,714.11
Garde, S	Postdoctoral Research Fellow	Santiago, Chile	16/3/07 - 13/4/07	Liaison with Chilean Ministry of Health & Major Universities	\$5,578.86
Geursen, G	Pro Vice-Chancellor and Executive Dean	Dunedin NZ	1/12/07 - 6/12/07	ANZMAC 2007 Conference	\$5,362.25
Geursen, G	Pro Vice-Chancellor and Executive Dean	Malaysia, Singapore	22/4/07 - 27/4/07	Partnership Agreement Collaborations with CPA Singapore	\$6,974.04
Geursen, G	Pro Vice-Chancellor and Executive Dean	Washington & Chicago	30/7/07 - 11/8/07	Attend UIC Marketing & Entrepreneurship Symposium & International Meeting of the American Accounting Association	\$19,315.83
Geursen, G -Cancelled	Pro Vice-Chancellor and Executive Dean	Beijing/Malaysia & Singapore	5/4/07 - 17/4/07	Conference in Beijing-Visit Tsinghua Uni	\$848.88
Graham, C	Lecturer	Singapore	4/1/07 - 15/1/07	Deliver Workshops & Student Consultations at Hartford	\$4,111.10
Greer, L	Senior Research Officer	Auckland NZ	23/9/07 - 27/9/07	Attend ANZRSI Conference	\$2,168.02
Gupta, R	Lecturer	Delhi, India	28/12/07 - 14/1/08	India International Conference	\$1,241.70
Gupta, R	Lecturer	Delhi, India	17/11/06 - 10/1/07	8th International Conference	\$2,916.02
Gupta, R	Lecturer	Singapore	10/8/07 - 13/8/07	RATS Training Program	\$6,057.13
Gyasi-Agyei, A	Senior Lecturer	Accra,Ghana	6/12/07 - 14/12/07	Attend ICAST 07 Conference	\$0.00
Gyasi-Agyei, A	Senior Lecturer	Hong Kong, China	12/3/07 - 16/3/07	Present Paper at IEEE Conference	\$2,908.02
Gyasi-Agyei, Y	Associate Professor	Accra,Ghana	5/12/07 - 28/1/08	Attend International Conference on Adaptive Science & Technology	\$3,659.16
Han, Q	Associate Professor	Singapore	30/9/07 - 4/10/07	Present Paper at IEEE CCA07	\$3,532.41
Han, Q	Associate Professor	Poitiers, France	28/11/06 - 18/1/07	Visit University of Poitiers, France for Research Collaboration with Prof Driss Mehdi & to Find Research Funding Opportunity	\$6,242.06
Happell, B	Professor Contemporary Nursing	Italy, UK	19/6/07 - 10/7/07	Conference	\$2,060.03
Haque, S	Postgrad Student	Athens Greece	22/8/07 - 31/8/07	Attend WSEAS 2007 Conference	\$4,825.48
Harrevel, B	Senior Lecturer	Amsterdam, Netherlands	25/6/07 - 12/7/07	Mtgs Deta/Eidos Project, Present Paper Diversity 2007 Conference	\$4,553.46
Hashmi, Z	Student	Kuala Lumpur	1/4/07 - 11/4/07	Present Paper at CITRA Conference	\$2,636.37
Hassan, N	Postgrad Student	Athens Greece	22/8/07 - 31/8/07	Attend WSEAS 2007 Conference	\$5,712.74
Hassan, S	PhD Student, Casual Staff	Rio De Janeiro, Brazil	19/10/07 - 25/10/07	Attend IEEE Conference	\$3,451.33
Hathurusingha, S	PhD Student	Kalutara, Sri Lanka	4/11/07 - 5/12/07	Attend & Present at International Forestry & Environmental Symposium 2007 & Conduct Research	\$1,580.00
Hesamzadeh, M	PhD Student	Singapore/Perth/India	1/12/07 - 8/1/08	Attend 8th International Power Engineering Conf 3-6/12, AUPEC Conf 9-12/12, & International Conf on Power System 12/14/07	\$6,130.39
Hinchliffe, A	10,000 Steps Project Officer	Vancouver	9/6/07 - 26/6/07	IUHPE World Conference on Health Promotion & Education	\$3,383.55
Hodgetts, D	Lecturer	Auckland NZ	23/11/07 - 2/12/07	Attend Sport Management Aust & NZ National Conference	\$806.80
Holewa, H	Program Manager IPP-SHR	Trivandrum, India, Beijing, China	2/3/07 - 16/3/07	Trivandrum Cancer Centre Kerala India, Outpatient Palliative Care Provision Research Proj, Beijing Childrens Hospital & Pediatric Hosp.	\$5,128.56
Holewa, H	Program Manager IPP-SHR	Seoul Korea, Beijing China	19/6/07 - 30/6/07	13th Annual Qualitative Health Research Conference, Beijing Childrens Hospital & Pediatric Hospital Liaison, Asian Journal of Cancer Editorial & Management Committee Mtg	\$6,019.92
Hosseinzadeh, N	Senior Lecturer & Head of Department	Munich	7/11/07 - 20/11/07	Attend IEEE Conf Munich 9-11/11 & Workshop Bne 19-20/11	\$2,513.81
Hosseinzadeh, N	Senior Lecturer	Bangalore, India	9/12/07 - 27/1/08	Attend International Conference on Power System 12-14/12/07	\$2,953.70
Hovenga, E	Professor & Head of School	Melbourne/Santiago, Chile	14/3/07 - 13/4/07	Attend It-14-2 Mtg Melb & Liaison with Chilean Ministry of Health & Major Universities	\$6,483.60

CORPORATE GOVERNANCE

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Howard, P	Senior Lecturer	Singapore, Hungary	26/6/07 - 8/7/07	Attend 15th World Conference on Cooperative Education in Singapore; Attend and present paper at European Society for Engineering Education	\$4,018.52
Howie, J	Student	Japan	2/10/06 - 7/7/07	BLM Japanese Student travel as exchange student as part of BLM course	\$300.00
Hu, Y	Student	Palmerston Nth NZ	26/11/07 - 1/12/07	4th International Conf on Computational Intelligence	\$2,152.91
Hu, Y	Student	Singapore	24/9/07 - 29/9/07	Conference	\$406.20
Hullin, C	Lecturer	Santiago Chile	11/7/07 - 1/8/07	Academic Visit	\$0.00
Hullin, C	Postdoctoral Research Fellow	Santiago, Chile	16/3/07 - 20/4/07	Liaison with Chilean Ministry of Health & Major Universities	\$5,275.27
Hyland, P	Professor	Gothenburg Sweden	5/9/07 - 15/9/07	Present Paper CINET Conference, CINET Board Mtg, Present PhD Supervisors Workshop, PhD Students Workshop, Global Ci Survey Mtg	\$7,864.08
Hyland, P	Professor	New Delhi	8/2/07 - 15/2/07	Attend & Present 2 Papers at QIK India	\$3,583.99
Ivanova, G	Lecturer	Singapore	11/1/07 - 15/1/07	Workshop Econ20023	\$2,768.25
Ivanova, G	Lecturer	Queenstown NZ	11/2/07 - 24/2/07	Attend AARES 2007 Conference	\$3,559.61
Ivanova, G	Lecturer	Seoul, Korea	1/6/07 - 10/6/07	Attend IAIA 2007 Conference	\$5,632.67
Ivers, G	Lecturer	Singapore/Hong Kong	7/1/08 - 15/1/08	Conduct Workshops & Offer Course Advice	\$3,464.81
Jackson, J	Professor	Brussels	27/6/07 - 4/7/07	Attend ICSA Conference	\$4,126.03
James, R	Student	Urayasu-Shi, Chibak-Ken, Japan	25/2/07 - 31/1/08	Undertake Internship at Meikai Uni as part of BLM Course	\$300.00
Jamieson, K	Lecturer	New Delhi, India	9/2/07 - 16/2/07	Present Paper at QIK 2007 Conference	\$4,072.72
Januchowski, S	PhD Student	Chicago	27/6/07 - 12/7/07	American Plant Biologist Annual Meeting	\$2,693.80
Jirojwong, S	Senior Lecturer	Vancouver Canada & Thailand	8/6/07 - 1/7/07	Attend IUHPE World Conference Vancouver, Conduct Workshop Thailand	\$800.00
Jones, D	Head, E-Learning & Materials Development	Orlando, Florida	16/3/07 - 25/3/07	Attend Redesign Alliance 2007 Conference	\$5,797.40
Jones, D	Head, E-Learning & Materials Development	London	23/7/07 - 29/7/07	EAgenda 2007	\$3,243.44
Jorgensen, D	Associate Dean (Teaching & Learning)	NZ	8/10/07 - 21/10/07	BET Monitoring Visit	\$0.00
Jorgensen, D	Associate Dean (Teaching & Learning)	Brisbane, Singapore	19/6/07 - 1/7/07	Attend WACEConference	\$6,257.31
Kamath, A	Lecturer	Auckland NZ	7/7/07 - 11/7/07	Attend APIRA Conference	\$2,623.30
Katsumura, A	Associate Lecturer	Tokyo, Japan	15/11/07 - 19/11/07	Conduct Interviews for Research Study of Masters Course	\$0.00
Katsumura, A	Associate Lecturer	Tokyo, Japan	26/10/07 - 31/10/07	Conduct Interviews for Research Study of Masters Course	\$0.00
Kehoe, Jo	Lecturer	UK	29/6/07 - 14/7/07	Present at Environmental Justice & Global Citizenship Conference	\$4,935.88
Keleher, P	Associate Dean	Singapore	25/6/07 - 1/7/07	Present Papers at 15th World Conference Cooperative Education	\$3,424.30
Kemp, S	Associate Professor	Paris	14/5/07 - 21/5/07	Attend EURAM Conference	\$4,478.68
Khan, M	Associate Professor	Sun City, South Africa	30/6/07 - 9/7/07	Attend HEFAT 2007 Conference & Present 2 Papers	\$5,888.15
Khan, M	Associate Professor & Head of School	Dhaka, Bangladesh	7/12/06 - 2/1/07	Attend & Present Refereed Paper In 3rd BSME-ASME International Conference on Thermal Engineering 20/22/12/06. Attend Meetings as a Member of International Advisory Board of This Conference & Meet Potential Students & Visit East West University Dhaka	\$1,925.89
Klease, G	Associate Professor	Auckland NZ	30/6/07 - 6/7/07	NZIC/RACI Chemical Education Conference	\$2,069.00
Knight, B & C	Associate Dean (Research and Innovation) /Faculty Campus Manager Mackay	London, Belgium, Stavenger, Stockholm, Copenhagen	3/9/07 - 25/9/07	Present Papers at BERA Conference London, EERACConference Belgium, Visit Academics at Unis In Stavenger, Stockholm & Copenhagen	\$18,683.56
Korotkikh, V	Lecturer	Illinois, USA	12/5/07 - 20/5/07	Present Paper at UIUC Complex Systems Conference	\$4,484.64

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Kyd, J	Pro Vice-Chancellor Research & Innovation	Munich	2/4/07 - 7/4/07	Attend NTHI Expert Meeting	\$422.50
Kyd, J	Pro Vice-Chancellor Research & Innovation	Pittsburgh, Columbus, Buffalo, Vienna, Brussels	24/2/07 - 9/3/07	Present Paper at Allegheny-Singer Research Institute, Mtgs	\$12,450.18
Kyd, J	Pro Vice-Chancellor Research & Innovation	Amsterdam	7/12/07 - 14/12/07	Attend Vaccine Congress Conference	\$12,502.90
Kyd, J	Pro Vice-Chancellor Research & Innovation	USA, Sweden	3/6/07 - 14/6/07	Attend OTITIS Media Conference & Mtgs In Sweden	\$14,781.83
Leiminer, G	Postgrad Student	Paris	28/5/07 - 20/6/07	Attend ECEEE 2007 Summer Conference	\$4,916.63
Lewis, M	Lecturer	Hawaii	22/5/07 - 29/5/07	Present Paper at 7th International Business Conference	\$3,429.15
Li, M	Lecturer	Nanjing China	1/6/07 - 9/6/07	Attend ISNN 2007 Conference	\$3,468.89
Li, Q	Lecturer	Orlando Florida	15/6/07 - 3/7/07	Attend PESC 2007 Conference	\$6,064.46
Li, W	Lecturer	Beijing China	17/7/07 - 29/7/07	Attend COMPSAC2007 Conference	\$4,913.44
Lin, X	Lecturer	Hong Kong	11/12/07 - 16/12/07	Present 2 Papers at All China Economics International Conference	\$2,708.40
Lin, X	Lecturer	Singapore, Hong Kong	4/9/07 - 13/9/07	Conduct Workshops	\$4,131.33
Lockie, S	Associate Dean (Research and Innovation)	Bacalod	10/4/07 - 15/4/07	Train Research Assist In Data Collection For ARC Project	\$2,949.41
Lockie, S	Associate Professor	Philippines, Sydney	15/2/07 - 13/3/07	Consult Re Role In ARC Biodiversity Project	\$3,127.19
Lockie, S	Associate Professor	Philippines, Netherlands, Germany	17/8/07 - 31/8/07	Participate In Congress Esrs, Editorial Board Mtg Etc	\$6,721.66
Lockie, S	Associate Professor	Philippines	14/1/07 - 21/1/07	Meeting for ACIAR project	\$3,145.35
Makuwira, J	Postgrad Student	Lilongwe, Malawi	14/3/07 - 20/4/07	Research For Seed Grant Project, Peace Education In Fragile Emergency States, Charting Best Practice For CSOS In Malawi	\$9,661.60
Mandal, N	Lecturer	Dhaka, Bangladesh	1/12/07 - 6/1/08	Present Paper at 7th International Conf On Mechanical Engineering	\$1,210.94
Mark, J	Computer Systems Administrator	Singapore, Hungary	28/6/07 - 8/7/07	Attend 15th World Conference on Cooperative Education in Singapore; Attend and present paper at European Society for Engineering Education	\$6,859.12
Martin, F	Engineering Program Co-ordinator	Charleston, USA	10/11/07 - 18/11/07	Attend & Present at World Assoc Of Coop Education 6th World Symposium	\$4,576.91
Martin, F	Senior Lecturer	Singapore, Hungary	26/6/07 - 8/7/07	Present Paper at 15th World Conference On Co-Operative Education Singapore, Attend SEFI Conference Hungary	\$4,733.61
Matthews, C	Student	Nagasaki, Japan	31/3/07 - 28/2/08	Undertake Internship at Kwassui Womens College As Part Of BLM Course	\$300.00
McConachie, J	Director (DTLS)	Orlando, Florida	13/3/07 - 25/3/07	Attend Redesign Alliance 2007 Conference	\$9,681.54
McDougall, J	Lecturer	Chicago	5/4/07 - 16/4/07	Attend AERA Conference	\$5,554.56
McGrath, J	Research Officer	Sydney/The Netherlands/Austria	29/11/07 - 17/12/07	Conferences-ASI(Syd) Vaccine Congress (Netherlands) & Visit Collaborator (Austria)	\$5,723.85
McIntosh, S	Lecturer	Stirling, Scotland	2/6/07 - 30/6/07	CRII Conference	\$4,738.20
McLeod, P	Research Candidate - Student	Sivakasi India	11/12/07 - 18/12/07	Present Paper at International Computing Conference	\$2,596.97
Melville, F	Senior Research Officer	Hong Kong	1/6/07 - 10/6/07	Attend 5th International Conference On Marine Pollution & Ecotoxicology	\$3,301.66
Midmore, D	Professor & Director Centre For Plant & Water Research	Indonesia	27/5/07 - 2/6/07	Training For SANREM Research Participants	\$2,043.36
Midmore, D	Professor & Director Centre For Plant & Water Research	Mexico & UK	24/11/07 - 9/1/08	Attend Several Conferences	\$2,150.18
Midmore, D	Professor & Director Centre For Plant & Water Research	Christchurch NZ	9/8/07 - 17/8/07	Present at NZIAHS Conference, IHCC Mtg	\$1,414.62
Midmore, D	Professor & Director Centre For Plant & Water Research	Philippines	14/1/07 - 21/1/07	Update Review Of ACIAR Project	\$3,115.83

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Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Miles, B	Professor and Executive Director ISRD	Vienna Austria	24/6/07 - 2/7/07	Attend 7th Global Forum	\$5,531.29
Miles, B	Professor and Executive Director ISRD	Lanzhou, China	6/7/07 - 13/7/07	Attend Project Inception Meeting For Asian Dev't Bank Project	\$2,111.02
Mirshekary, S	Lecturer	Hong Kong	13/4/07 - 17/4/07	Conduct Workshops & Consultations Hong Kong Tech College	\$3,629.83
Moore, T	Senior Lecturer	Budapest/London	26/8/07 - 12/9/07	Present at EARLI Conf-Budapest & BERA Conf-London	\$1,703.71
Moore, T	Senior Lecturer	Chicago	5/4/07 - 16/4/07	Present Paper at AERA Conference	\$3,798.05
Moore, T/Bulman, J/Mallory, O & 12 Students	Senior Lecturer & Students	Brisbane, Korea	26/12/06 - 21/1/07	Participate In English Camp Ulsan College	\$903.70
Moore, T/Fleming, J/Ambrosetti, A & Students	Senior Lecturer	Brisbane & Korea	27/12/07 - 20/1/08	Participate In The English Camp	\$661.95
Moriarty, B	Senior Lecturer	London/Edinburgh	29/8/07 - 18/9/07	Deliver 2 Papers at BERA Conf & Visit Scottish Traveller Edn Program	\$2,592.77
Moxham, L	Senior Lecturer & Head of School	Manila	27/4/07 - 8/5/07	CAS International Development Mtgs Austrade/Manila & Hospitals	\$3,444.51
Muldoon, N	Lecturer	Singapore	1/12/07 - 6/12/07	Attend ASCILITE Conference	\$1,708.43
Muldoon, N	Lecturer	Denton, New York	19/5/07 - 5/6/07	Attend TLEC Symposium	\$7,350.89
Mules, W	Lecturer	Boston	23/4/07 - 8/5/07	Attend MIT5	\$4,195.01
Nepal, K	Lecturer	Dalian, China	21/9/07 - 28/9/07	Attend 7th Conference Of EASTS	\$0.00
Neuenfeldt, K	Associate Professor	Urbana-Champaign Illinois-USA	6/10/07 - 5/11/07	Attend & Present at JACS Symposium & Conduct Research For A Ukulele Book	\$0.00
Neuenfeldt, K	Associate Professor	Brisbane & Dunedin NZ	21/11/07 - 4/12/07	Musicological Society Panel-Bne & Music On The Edge Conference Dunedin	\$1,523.29
Newby, L	Student	Sydney & Dunedin NZ	27/11/07 - 7/12/07	Conferences	\$1,854.62
Nwe, T	Lecturer	Singapore	26/11/06 - 1/1/07	Attend Southeast Asia Geography Assoc Conference	\$2,814.79
Oliver, D	Senior Lecturer	Europe	31/5/07 - 2/7/07	Attend BLED Conference Slovenia, Insite Conference Ljubljana, Mtg With Publisher Springer In Guildford	\$6,025.19
O'Loughlin, J	Lecturer	Eghon, Surrey	1/7/07 - 15/7/07	Present Paper at Academy Of Marketing Conference	\$5,755.15
Parson, J	PhD Student	Seoul, South Korea	15/10/07 - 22/10/07	Present Paper at Excellence In Nursing Conference	\$2,978.70
Parsons, C	Student	Buffalo, New York	17/8/07 - 5/1/08	CQU Exchange Program at Buffalo State College	\$2,926.88
Piorewicz, J	Associate Professor	Venice Italy	23/6/07 - 6/8/07	Present Paper at 32nd Congress IAHR	\$3,885.90
Power, R	Student	Urayasu-Shi, Chibak-Ken, Japan	4/3/07 - 31/1/08	Undertake Internship at Meikai Uni As Part Of BLM Course	\$300.00
Pun, D	Lecturer	Orlando, Florida	8/7/07 - 14/7/07	Present Paper at Conference	\$4,182.23
Pun, D	Lecturer	Taipei	29/10/07 - 3/11/07	Present Paper at IEEE TENCON 2007 Conference	\$547.00
Qureshi, S	Research Candidate - Student	KUWAIT	15/11/07 - 2/1/08	Present at 3rd ICCE 2007 Conference	\$4,099.81
Rahman, M	Master Of Engineering Research Student	Dhaka, Bangladesh	12/12/06 - 10/1/07	Attend BSME-ASME Conference	\$2,960.39
Rahman, M	Postgrad Student	Beijing China	2/9/07 - 13/9/07	Attend ISHVAC 2007 Conference	\$2,402.43
Ramm, K	International Executive Officer	China	26/2/07 - 21/3/07	CIEET China Austrade & Agent Mtgs, Visit Offices	\$9,355.26
Rasul, M	Senior Lecturer	Florida, USA	1/1/07 - 8/1/07	Present Papers at lasted International Conference On Power & Energy	\$6,111.84
Rasul, M	Senior Lecturer & Engineering Projects Co-Ordinator	Auckland NZ	21/11/07 - 24/11/07	Attend AUT Engineering Project Report Moderation	\$1,578.71
Rees, J	Marketing Manager	Hong Kong	7/8/07 - 13/8/07	Austrade Hong Kong	\$3,950.46
Rickard, J	Vice Chancellor	Fiji, Melbourne	20/8/07 - 22/8/07	Fiji Graduation	\$3,533.39
Rickard, J & V	Vice-Chancellor (and Wife)	Taiwan/Singapore/Hong Kong/Sydney	2/11/07 - 11/11/07	Hong Kong & Singapore Graduations & UA Conference	\$17,705.82

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Rickard, J & V	Vice-Chancellor (and Wife)	Melbourne, England, Ireland, Italy, America	18/6/07 - 22/7/07	Unisuper, DIT Conference Dublin, Mtgs With Joy Shi, Melior Business Group And Smu, AVCC Wellington Group Chicago	\$27,140.70
Roach, D	Director Rail CRC	Auckland NZ	15/7/07 - 22/7/07	Meetings With New CEO And Ontrack, NZ	\$139.74
Roach, D	Director Rail CRC	Auckland NZ	17/8/07 - 26/8/07	Mtg With ARIC NZ Chapter	\$594.23
Rockloff, M	Senior Lecturer	Singapore	1/3/07 - 5/3/07	Psychology Residential	\$2,802.19
Rogers, M	Lecturer	London	26/8/07 - 5/9/07	Present Paper at Rgs-lbg Conf & Studio Tour & Meetings With Thames Talkback	\$3,989.22
Rolfe, J	Associate Professor	Christchurch NZ	11/2/07 - 17/2/07	Invited Speaker at AARES Conference	\$3,361.92
Saini, J	Student	Buffalo, New York	14/8/07 - 16/12/07	CQU Exchange Program at Buffalo State College	\$3,455.74
Sander, T	Lecturer/UG Program Director Nursing	Wellington NZ	2/10/07 - 6/10/07	Present Paper at Conference	\$2,465.42
Santa, R	PhD Student	Gothenburg Sweden	6/9/07 - 17/9/07	Attend 8th CINET Conference	\$7,496.70
Saplos, B	Administration Officer	Auckland NZ	2/12/07 - 6/12/07	Present at ANZSSA Conference	\$2,265.13
Sellens, C	Postdoctoral Research Officer	Queenstown, NZ	30/11/07 - 15/12/07	Attend ASL 46th National Congress	\$1,734.79
Senini, S	Program Director-Engineering Undergraduate Programs	Auckland NZ	21/11/07 - 24/11/07	Attend AUT Engineering Project Report Moderation	\$1,547.73
Signal, T	Senior Lecturer	Hamilton NZ	14/2/07 - 22/2/07	Research Mtgs & Presentation	\$996.41
Simson, S	Senior Research Engineer, Project Leader Rail CRC	Berkeley USA	12/8/07 - 20/8/07	20th IAVSD Symposium	\$5,285.30
Sinclair, M	Lecturer	London, Paris	3/9/07 - 18/9/07	Present Paper at BERA Conference	\$3,220.51
Singh, G	PhD Student	Ljubljana Slovenia	17/6/07 - 29/6/07	Present Paper at Insite 2007 Conference	\$6,575.89
Smith, L	Lecturer	Unam Mexico City	28/5/07 - 5/6/07	Present Papers at PPP Conference	\$1,740.83
Smith, L	Lecturer	Singapore	14/9/07 - 18/9/07	Hartford Workshop	\$2,208.18
Smith, R	Pro Vice-Chancellor and Executive Dean	Shanghai, China	24/3/07 - 4/4/07	Invitation From President Guizhou Commercial College To Establish Student & Staff Exchange Arrangements	\$12,201.26
Smith, R	Lecturer	Wellington NZ	24/6/07 - 4/7/07	Attend E Fest Conference	\$2,078.81
Stewart, G	Lecturer	Auckland NZ	6/2/07 - 10/2/07	Attend ARAANZ Conference	\$2,137.51
Stranz, A	Director SSUP	Orlando, Florida	9/3/07 - 28/3/07	Attend Higher Education Users Group Oracle Conference	\$13,791.49
Sturgess, P	Associate Lecturer	Athens, Greece	18/11/07 - 27/11/07	4th Inter Conf On Distance & Open Learning	\$4,227.19
Subedi, P	Research Officer	Nepal, Kathmandu	14/6/07 - 30/7/07	Conduct Training Course-International Supply Chain M'ment	\$2,186.94
Sun, Y	Senior Research Officer	Wuxi, China	3/11/07 - 11/11/07	Present Paper at ICMEM 2007 Conference	\$775.22
Syeda, S	PhD Student	KUWAIT	15/11/07 - 2/1/08	Present at 3rd ICCE 2007 Conference	\$4,099.81
Tabert, S	Postgrad Student	Paris	28/5/07 - 20/6/07	Present at ECEEE 2007 Summer Conference	\$4,138.93
Tansley, E	Deputy Project Director SSUP	Orlando, Florida	9/3/07 - 27/3/07	Attend Higher Education Users Group Oracle Conference	\$15,114.09
Taylor, E	Pro Vice-Chancellor and Executive Dean	Malaysia	27/6/07 - 2/7/07	Australian Rep On International Board Mtg Of REDR	\$622.00
Taylor, M	Student	Tokushima, Japan	7/1/07 - 31/12/07	Internship at Seiko Gakuen As Part Of BLM Course	\$300.00
Thomas, A	Business Development Manager	La USA	20/1/07 - 29/1/07	Attend Conferences	\$3,034.12
Tickle, K	Deputy Dean	Venice	28/6/07 - 9/7/07	Attend 32 Congress Of IAHR	\$8,192.50
Tickle, K	Deputy Dean	Suva Fiji	30/1/07 - 2/2/07	Closure Fiji Campus	\$2,011.07
Tickle, K	Deputy Dean	Shanghai, Nanjing	7/3/07 - 17/3/07	Attend China International Education Exhibition Tour 2007	\$4,734.75
Toft, Y	Senior Lecturer	Chennai, India	30/12/06 - 10/1/07	94th Indian Science Congress	\$779.10
Turnbull, M	Research Assistant	Kuala Lumpur	19/10/07 - 28/10/07	Attend Managing Waveform Data & Rlated Metadata For Seismic Networks Workshop	\$543.17
Vass, S	Student	Urayasu-Shi, Chibak-Ken, Japan	2/3/07 - 31/1/08	Undertake Internship at Meikai Uni As Part Of BLM Course	\$300.00

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Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Verma, B	Lecturer	Orlanda USA	12/8/07 - 19/8/07	Present Refereed Paper at IEEE LJCNN2007	\$3,636.30
Vicente-Beckett, V	Senior Lecturer	Hong Kong	2/6/07 - 9/6/07	Present Papers at Marine Pollution & Ecotoxicology Conference	\$2,569.71
Walker, K	Faculty IT Technical Officer	San Francisco USA	6/1/07 - 15/1/07	Attend Macworld Conference & Expo In San Francisco 8-12/1/06	\$7,392.69
Wallace, R	Lecturer	Brisbane, Melbourne, Sydney, Wellington NZ	11/6/07 - 23/6/07	Pre-Term 2 Training	\$3,417.09
Walsh, K	Associate Professor	France, Germany, Sweden	9/6/07 - 24/6/07	Visit MAF Mountaban France, Attend NIR Spectroscopy In Agricultural Environments Conf Germany, Nir 2007 Conference Umea	\$4,197.24
Wang, T	Research Fellow - PhD Student	Beijing China	19/7/07 - 31/7/07	Promotion Conference & Recruitment Drive	\$3,283.77
Wang, T -Cancelled	Research Fellow - PhD Student	Beijing, China	5/4/07 - 14/4/07	Visit Tsinghua University & Attend Conference	\$1,055.32
Wasimi, S	Associate Professor	Rome	31/10/07 - 4/1/08	Under A Grant Received From International Centre Of Excellence In Water Resources Management, Collaborative Research	\$0.00
Wasimi, S	Associate Professor	Dhaka, Melbourne	9/3/07 - 19/3/07	Present Paper at ICWFM 2007 Conference	\$3,402.67
Webster, B	Lecturer	Brisbane, Auckland NZ	29/1/07 - 2/2/07	Present Paper at Transtasman Labour History Conference	\$1,814.41
Webster, B	Lecturer	London & Budapest	23/6/07 - 10/8/07	Attend Summer Short Course In History at University Of Oxford; Attend Institute Of Railway Studies & Transport History at York University; Visit National Railway Museum In York; Visit CQU History Student In Budapest	\$5,995.73
Wells, M	Lecturer	Hong Kong	16/8/07 - 23/8/07	Course Consultations	\$2,592.72
Wells, M	Lecturer	Montreal, Canada	8/12/07 - 16/12/07	Attend ICIS 2007 Conference	\$3,258.40
Wells, M	Lecturer	Paris	14/5/07 - 22/5/07	Attend EURAM 2007 Conference	\$5,446.91
West, J	Exec Officer International Operations	Brisbane, Melbourne, Sydney, Wellington NZ	11/6/07 - 23/6/07	Pre-Term 2 Training	\$3,484.48
West, J	Exec Officer International Operations	Wellington NZ, Melbourne, Sydney, Brisbane	27/1/07 - 9/2/07	AIC Pre Term 1 Training And Auditing	\$4,038.88
Whitwell, R	Lecturer	Singapore, Sydney, Brisbane, Melbourne	10/1/07 - 23/1/07	Workshops Singapore, AIC Campuses For Finance Courses	\$4,663.01
Willans, J	Lecturer	Alkhod, Oman	13/1/07 - 18/1/07	National Symposium - Foundation Programs In Higher Education Oman 2006	\$0.00
Willans, J	Lecturer/Co-Ordinator STEPS, Head Communications Learning Centre	Budapest	20/8/07 - 3/9/07	Attend EARLI 12th Conference	\$5,024.12
Wolfs, K	International Projects Officer	Vietnam	21/3/07 - 1/4/07	IDP Vietnam Exhibition	\$5,396.82
Wolfs, K	International Projects Officer	USA	24/5/07 - 6/6/07	Attend NAFSA Conference Minneapolis, Mtg Australearn Reps Denver	\$5,591.58
Wolfs, K	International Projects Officer	London, Canada	16/9/07 - 2/10/07	Canteach Exhibition	\$7,024.14
Wolfs, K -Cancelled	International Projects Officer	Jakarta	7/2/07 - 19/2/07	Jakarta Austrade Exhibition	\$1,603.46
Wolfs, P	Associate Dean (Research and Innovation)	Pueblo, Colorado	10/3/07 - 19/3/07	AAR Review And ASME/IEEE 2007 Joint Rail Conference	\$5,404.19
Wolfs, P	Associate Dean (Research and Innovation)	Orlando & Tampa Florida, Brisbane	16/6/07 - 1/7/07	Attend PESC 2007 And Pes General Mtg	\$8,690.09
Xia, F	Senior Postdoctoral Research Fellow	San Francisco	12/8/07 - 21/8/07	Present Paper & Poster at 20th Inter Assoc For Vehicle System Dynamics	\$3,495.06
Xiang, Y	Lecturer	Dalian China	8/9/07 - 30/9/07	Present at NPC 2007	\$2,062.26
Yabsley, E	Lecturer	Chengdu	16/4/07 - 22/4/07	Present Paper at Strategic Management Conference	\$3,793.81
Yabsley, E	Lecturer	Chengdu, China	4/4/07 - 14/4/07	Present Paper To Int Forum On Circulation Modernisation	\$4,215.42
Yan, H	Marketing Officer	Malaysia	24/10/07 - 29/10/07	Study In Australia-Malaysia Exhibition-Profiling Event	\$2,697.84

Name	Position Title	Destination	Date Of Travel	Reason For Travel	Cost
Yarrow, A	Manager Corporate System Administrator	Ho Chi Minh Vietnam	3/2/07 - 10/2/07	Attend Hewlett Packard Asia Pacific Storage Works 07	\$245.53
Yee, S	Student	Queenstown NZ	13/2/07 - 22/2/07	Attend AARES Conference	\$1,869.82
Yokoyama, T	Lecturer	Japan	21/5/07 - 8/6/07	Austrade Expo, Prospective Agent Visits	\$7,060.42
Yokoyama, T (& BLM Students)	Lecturer	Osaka & Komatsu Japan	20/9/07 - 24/12/07	Supervise students participating in BLM Japanese Umap Program	\$14,095.90
Zaman, M	Lecturer	Dhaka, Bangladesh	20/2/07 - 4/3/07	Present Paper 9th South Asian Management Forum 2006 Conference **** Travel Dates Changed From 26/11-10/12/06	\$3,653.44
Zaman, M	Senior Lecturer	Jaipur, India	18/12/07 - 20/1/08	Present Full Refereed Paper at 8th Intl Conference On Emerging Issues In Accounting Information Technology Business & Management	\$4,085.40
Zhao, Z	Lecturer	Honolulu, Hawaii	27/3/07 - 2/4/07	Attend CATA 2007 Conference	\$3,346.50
Zheng, C	Lecturer	Las Vegas	27/1/07 - 2/2/07	Present Paper at LAMBConference	\$3,991.89

Expenditure on Consultancies

REPRESENTED BY:	2007	2006	Increase/Decrease
Human Resource Management	\$36,203.44	\$67,022.00	-\$30,818.56
Information Technology	\$39,382.34	\$185,289.05	-\$145,906.71
Communications	\$686,501.32	\$376,806.17	\$309,695.15
Finance/Accounting	\$37,526.69	\$52,678.63	-\$15,151.94
Professional/Technical	\$1,075,773.30	\$802,136.11	\$273,637.19
Management	\$413,428.80	\$349,002.27	\$64,426.53
Total	\$2,288,815.89	\$1,832,934.23	\$455,881.66

Significant Variances

- Professional/Technical has increased in 2007 - CEM increase of \$230K due to additional analysis work (Research Funding so dependent on level of funds available)
DFM use of Prof/Tech has increased in 2007 and Special Initiatives (SPINIT) has also increased
- Communications increased due to the CQU marketing campaign (refer project CN0139)
- Information Technology - during 2007 information technology consultancies (\$118K) have been capitalised thus reducing overall consultancy fees for IT for 2007
- Management - during 2007 insurance valuation carried out (\$66K) which did not occur in 2006

Locations

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Australian International Campuses

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CQU Gold Coast International Campus

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Fax: +61 7 5531 2288
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CQU Melbourne International Campus

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CQU Sydney International Campus

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CQU lecturer proud to win Queensland Multicultural Award

CQU Senior lecturer Remadevi (Rema) Dhanasekar was the proud winner of a Queensland Multicultural Award in the individual category of 'Community Services' for significantly promoting multiculturalism and developing harmonious community relations in Queensland in a voluntary capacity.

The award was presented by Hon Lindy Nelson-Carr MP, Minister for Environment and Multiculturalism, at a special award ceremony in Brisbane on September 18.

Rema was nominated for this award by Thomas Upton, Director Community Services with the Rockhampton City Council.

Rema said the University and her faculty had always encouraged her to get involved in community initiatives.

The Indian-born engineering academic moved to Rockhampton in 1992 and has been involved in several social activities to promote multiculturalism within the Rockhampton community over the past decade.



CQU's Rema Dhanasekar has been recognised for her involvement in promoting multiculturalism within the community

International delegates flock to Shiftwork event

Around 125 delegates from Australia and overseas flocked to the International Symposium on Shiftwork and Working Time, hosted by CQU at Yeppoon from August 28-31.

CQ regional managers also had a chance to tap into the visiting expertise during 2 special workshops arranged on August 27.

Symposium organiser Associate Professor Lee Di Milia said this year's symposium was the first to be held in Australia since 1994. Details of the program are at: www.shiftwork.cqu.edu.au.

Delegates attended from Australia, Brazil, Canada, Chile, Denmark, Finland, France, Germany, Greece, Italy, Japan, Kuwait, Monaco, New Zealand, Norway, South Korea, Sweden, The Netherlands, Ukraine, the United Kingdom and the USA.



Organiser Lee Di Milia with Adam Fletcher

Indigenous research goes under the microscope

Two Central Queensland University researchers have undertaken a project to identify indigenous research best practice.

CQU Bundaberg's Cheri Yavu-Kama-Harathunian and Denise Tomlin recently presented the ground-breaking paper at the University of Sydney's 'Communities and Change Research Festival' and received overwhelming recognition, support and acceptance by the attending research community.

The paper reflected on ways that incorporate Indigenous 'ways of knowing' and 'ways of doing and being' within a proposed Indigenous Research Model based upon a Cultural Philosophical Ethos Theory. The pair have explored significant methodologies of research and identified and extrapolated those principles and elements that resonate as best practice within a framework of Aboriginal Terms of Reference (ATR).

'We have proposed a Research Model that has fluidity, which incorporates notions of time, and space and the core value of Aboriginal Spirituality,' explained Ms Yavu-Kama-Harathunian. Ms Tomlin said the model respects Indigenous cultures, values, beliefs and interprets the Indigenous authors' worldview using non-Indigenous language, but at the same time, articulates that language with Indigenous meaning and context.

Ms Yavu-Kama-Harathunian is Co-ordinator of the Nulloo Yumbah Learning, Spirituality and Research Centre at CQU Bundaberg. Her research interests include Criminal Justice, Peace Paradigms from an Indigenous Perspective, Aboriginal Spirituality and Aboriginal Law.

Ms Tomlin is a lecturer in Human Resources Management at CQU Bundaberg. Her research interests include Business Management, Aboriginal and Torres Strait Islander Culture and Gender issues.



Cheri Yavu-Kama-Harathunian and Denise Tomlin from CQU Bundaberg have received praise for their research into best practice in indigenous research.