



Vice-Chancellor & President's Report



In 2005 Central Queensland University underwent a significant change and renewal process, whilst also receiving considerable affirmation of its status as a leader in exporting education and supporting its students.

I was delighted to accept the 2005 Australian Export Award (Education) from the Deputy Prime Minister in December for CQU's outstanding export achievements in the field of education services, facilities, expertise and curriculum. CQU was also awarded the 2005 Premier of Queensland's Export Award (Education). CQU was recognised by *The Good Universities Guide* for achieving positive graduate outcomes, and received a five-star rating in this category, with four-star ratings for graduate starting salaries and job success.

CQU introduced a comprehensive student support program in 2005. *Managing the Student Journey* involves the early identification of students who are academically at risk and provides them with the appropriate support mechanisms to ensure their academic progression. The program has identified better ways for staff to communicate and interact with students and is specifically designed to provide academic support and supplementary learning opportunities for students if and when they require it. The program, which was officially launched in October by Queensland Education Minister, the Honourable Rod Welford MP, is complementary to the University's highly successful Student Mentor and Leadership Program and the STEPS (Skills for Tertiary Education Preparatory Studies) program.

The Graduate Certificate in Flexible Learning was introduced during the year as an in-house program offered to staff as a means of improving the effectiveness of teaching and providing professional development for new academic staff members. It has been pleasing to see that a number of current academic staff have undertaken the program for their own professional development.

In terms of the restructuring and renewal process, the University continued its Organisational Review which was commenced last year following receipt of the Phillips Curran Report. An Organisational Review Team was established, led by the Deputy Vice-Chancellor (Academic and Research). The University

developed a new Faculty model – moving from five to three Faculties. The new Faculty structure, which will be implemented from 1 January 2006, comprises the Faculty of Arts, Humanities and Education, the Faculty of Business and Informatics and the Faculty of Sciences, Engineering and Health.

A new executive structure was also finalised during the year, with six new Executives appointed to lead the University's change agenda. The new Executive team has collective success in business development, community engagement, cross-disciplinary know-how and a commitment to positive outcomes for students.

The following appointments will commence early in 2006:

- ★ Professor Angela Delves, Deputy Vice-Chancellor
- ★ Professor Gus Geursen, Executive Dean – Faculty of Business and Informatics;
- ★ Professor Jennelle Kyd, Pro Vice-Chancellor (Research and Innovation);
- ★ Professor Alex Radloff, Pro Vice-Chancellor (Academic Services);
- ★ Professor Richard Smith, Executive Dean – Faculty of Arts, Humanities and Education;
- ★ Professor Elizabeth Taylor AO, Executive Dean – Faculty of Sciences, Engineering and Health

Other members of the executive already at CQU are Mr John Nelson as Executive Director (Resources) and Mr Ken Window as Executive Director (Corporate Services).

I would like to take this opportunity to acknowledge the significant contributions of the outgoing senior staff members. Professor Errol Payne, a foundation staff member of the institution and Foundation Dean of the Faculty of Arts, Health and Sciences, retired on 31 December 2005. Professor Payne made an important contribution to the development and growth of CQU. Professor Jim Mienczakowski, outgoing Deputy Vice-Chancellor (Academic and Research) and Professor Jack Wood, outgoing Deputy Vice-Chancellor (International and Corporate) also made significant contributions to their portfolios. Outgoing Deans Professor Catherine Smith (Faculty of Business and Law) and Associate Professor Kevin Tickle



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(Faculty of Informatics and Communication) are also acknowledged for their contributions.

In conjunction with the renewal process, a CQU Strategic Plan 2006 – 2011 was approved by the University Council in August 2005. The new plan *'Creating an opening to a different future'* identifies strategic pillars which create a focus for the University to be able to adequately respond to its identified strategic issues. The pillars are knowledge capacity, resource capability, markets and entrepreneurship.

The University also embarked on a process of identifying and developing new directions in program development and research, with the aim of better positioning itself for the educational program demands expected to be encountered over the next decade. An overall theme of 'Reef, Rainforest and Outback' was the catalyst for the development of four major themes:

- ★ Energy, transport, sustainability;
- ★ Health, wellness, food, horticulture, allied health professions;
- ★ Tourism, resort management, leisure;
- ★ Biotechnology, biomedical sciences, bioinformatics.

In other key developments during the year, a fourth Enterprise Bargaining Agreement was negotiated for both academic and general staff and the University was audited by the Australian Universities Quality Agency (AUQA) in September and October.

Significant international education developments included the leasing of new additional premises for the Sydney International Campus at 400 Kent Street, which resulted in an increase of more than double the existing teaching and learning space. The University strengthened its relationship with Raffles Education Corporation by entering the Shanghai market with LaSalle International Design College/Dong Hua University to offer CQU's Bachelor of Business (Entrepreneurship). In Singapore, CQU is partnering with Hartford to offer the 'biotech' cluster of programs to professionals in the fields of biotechnology and management. CQU's Australian International Campus enrolments continued to strengthen, with international enrolments now making up 48% of total enrolments.

Looking ahead to 2006, the Organisational Review and Faculty restructure will continue to be implemented and embedded, and the new Executive team will provide the necessary leadership during the change process to ensure CQU is positioned as a strong and dynamic University. Program offerings and research directions will also be firming to enable the University to appropriately engage with its communities, whilst also delivering the best outcomes for its staff and students.

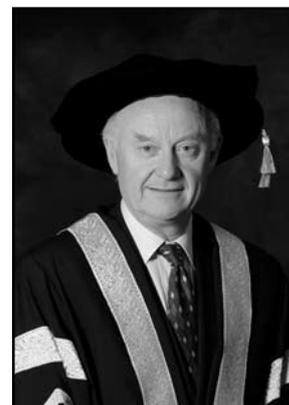
The outcomes of CQU's AUQA audit will be known in early 2006 and this will inform the ongoing development and renewal of all aspects of the University. The new Strategic Plan will be further embedded and the incoming Deputy Vice-Chancellor will lead the planning process to ensure that the strategic and operational plans are supported by the appropriate budgetary provision.

CQU's international operations will continue to be enhanced and developed, with a new structure put in place to strengthen the existing relationship with C_Management Services in order to manage and mitigate the risk in the marketplace due to CQU's high proportion of total revenue generated from international student activities.

With the introduction of Voluntary Student Unionism in the second half of 2006, the University will need to work closely with its Student Association to determine the appropriate level of support and services it provides for its students.

This is an exciting period of growth for CQU and I look forward to working with our students, our staff, our communities and our commercial partners to lead the University to new levels of prosperity.

*Professor John Rickard
Vice-Chancellor & President*



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