



# ANNUAL REPORT 2006



Central Queensland  
UNIVERSITY

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### The aim of Central Queensland University's Annual Report for 2006 is to:

- highlight the University's performance and achievements in line with the goals and objectives detailed in its Strategic Plan 2006–2011;
- demonstrate the University's effective management of resources;
- meet the University's formal reporting requirements to the State Minister for Education, Training and the Arts.

This report will be of interest to Members of Parliament, CQU staff, students, prospective students, key stakeholders, other universities, researchers and interested members of the wider community.

Central Queensland University is also referred to as 'CQU' throughout this report.

### Further Information

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The Report is also available online at <http://www.cqu.edu.au>

Feedback in writing to the above address is invited.



## COMMUNICATION OBJECTIVES

The Honourable Rod Welford, MP  
Minister for Education, Training and the Arts  
Education House  
Mary Street  
Brisbane QLD 4000

Dear Minister

In accordance with section 46J of the *Financial Administration and Audit Act 1977*, and the *Central Queensland University Act 1998*, the Council of Central Queensland University is pleased to transmit to you the following report on the proceedings of the University during 2006.

The University's journey of organisational restructuring and renewal gained considerable momentum during the year with the commencement of the new Executive Team appointed to lead the change agenda and future developments.

A new Council was constituted in May 2006 in alignment with the requirements of the *Higher Education Support Act 2003*, National Governance Protocols.

Significant developments for 2006 include—a review of the University's research capability and performance, identifying four major areas of research focus—Resourcing Queensland, Healthy Communities, International and Multimodal Education, and Accounting and Organisational Performance; implementation of the new three Faculty operating model; mainstreaming of the University's international administration and support functions; proposals for a restructure of the University's relationship with C\_Management Services Pty Ltd; the development and implementation of an action plan following the Australian Universities Quality Agency audit; and the establishment of a new venture in Heretaunga, near Wellington, New Zealand.

2007 will become another significant year in the continued reshaping and renewal of the University, under the guidance of a revised Strategic Plan 2007–2011, adopted by Council on 8 December 2006. We will pay particular attention to our falling domestic and international student enrolments and to an improved engagement with our Central Queensland community.

Yours sincerely



R. C. FRITSCHY

Chancellor



R. C. Fritschy, Chancellor



## CHANCELLOR'S LETTER TO THE MINISTER

Central Queensland University (CQU) is a multi-campus university with campuses in Rockhampton, Bundaberg, Gladstone, Mackay and Emerald plus delivery sites on the Sunshine Coast. The University also operates international campuses in Sydney, Brisbane, Melbourne, Gold Coast and Fiji. In addition, CQU has offshore delivery sites in Hong Kong, New Zealand, Singapore and Shanghai.

CQU was founded in 1967 as the Queensland Institute of Technology (Capricornia). It became the Capricornia Institute of Advanced Education in 1971 before a transition phase as the University College of Central Queensland in 1990. CQU achieved University status in 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.

CQU now offers a wide range of undergraduate and postgraduate courses on-campus and by distance education. In 2005 CQU began the process of restructuring the University, changing from a five to three faculty structure. The new faculties in 2006 were:

- The Faculty of Arts, Humanities and Education;
- The Faculty of Business and Informatics; and
- The Faculty of Sciences, Engineering and Health.

CQU hosts the Institute for Sustainable Regional Development and four designated research centres:

- Centre for Environmental Management
- Centre for Railway Engineering
- Centre for Social Science Research
- Primary Industries Research Centre

CQU is also a partner in four Co-operative Research Centres (CRCs):

- CRC for Coastal Zone, Estuary and Waterway Management
- CRC for Cast Metals Manufacturing

- CRC for Railway Engineering and Technologies
- CRC for Integrated Engineering Asset Management

#### **Campuses wholly operated by CQU:**

- Rockhampton
- Bundaberg
- Gladstone
- Mackay

#### **Campuses and/or delivery sites operated in association with other higher education organisations:**

- Emerald (with the Australian Agricultural College Corporation)
- Noosa Hub (with Education Queensland)
- Sunshine Coast (with University of Sunshine Coast)

#### **Campuses and/or delivery sites operated in association with C\_Management Services Pty Ltd:**

- Sydney (with C\_Management Services)\*
- Melbourne (with C\_Management Services)\*
- Brisbane (with C\_Management Services)\*
- Gold Coast (with C\_Management Services)\*
- Fiji (with Campus Group Fiji)

#### **Multifunction delivery sites:**

- Hong Kong (with Hong Kong College of Technology)
- Singapore (with Hartford Global Holdings Management Systems)
- Shanghai (with LaSalle International Design College)
- New Zealand (with Campus Group Holdings)

(\* CQU has a 50% interest in C\_Management Services Pty Ltd)



## **CQU AT A GLANCE**

In 2006 Central Queensland University continued the journey of organisational restructure and academic renewal which it had embarked upon in 2005. The new three Faculty model was implemented in January 2006, which consolidated the University's academic components into the Faculties of Arts, Humanities and Education; Business and Informatics; and Sciences, Engineering and Health. As foreshadowed last year, a new senior executive team was appointed to lead the University's change agenda and future development over the next five years. The Executive Team, which all report directly to the Vice-Chancellor and President, comprises:

- 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)
- John Nelson, Executive Director (Resources)
- 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
- Ken Window, Executive Director (Corporate Services)

A number of other senior appointments were made in 2006, including the appointment of new Heads of Campus—Professor Phillip Clift in Bundaberg, Dr Pierre Viljoen in Gladstone and Dr Trevor Davison in Mackay. Peter Edwards was appointed Director of the Information Technology Division, following the retirement of long-serving Director Ian Jenkins. The senior academic ranks were also enhanced considerably in 2006 with offers of appointment being made in a range of Professorships across the Faculties. This will result in a positive investment in intellectual capital for the University, and some of the new senior academics will be based at the University's Australian International Campuses.

The process of restructuring and re-engineering the University's structures, procedures and systems has gained considerable momentum since the arrival of the new Executive team early in the year. The policy statement *Managing Change—Principles and Processes—Organisational Review 2006* was developed, which outlines the consultation process required for any proposed changes within the University and identifies the overarching guiding principles to maximise job security for employees whilst also allowing restructuring to be completed in a timely manner. During the course of the year it was recognised by senior management that individual reviews of various areas of the University cannot be conducted in isolation and that it is important to gain an understanding of the essential interface and connectivity between all of the separate areas of the University. To achieve this aim an external consultant was engaged to conduct an overarching review of the systems and processes which underpin the functions of the University, with the desired outcome of achieving more streamlined and effective systems, reducing bureaucratic and outdated red-tape throughout the organisation, and ensuring the necessary academic support services and administrative processes are in place. This review will continue into 2007 with a view to being fully implemented by the end of that year.



## VICE-CHANCELLOR AND PRESIDENT'S REPORT AND 2007 OUTLOOK

In 2006 CQU conducted a review of its research capability and performance, enabling it to identify four major areas of research focus, being Resourcing Queensland; Healthy Communities; International and Multimodal Education; and Accounting and Organisational Performance. The process involved in identifying these key research themes involved consultation with relevant stakeholders in the industry, business, government and community sectors. The Resourcing Queensland focus area will build on the current strength of the University's Centre for Railway Engineering, Centre for Process Engineering and Light Metals, Centre for Environmental Management and the Institute for Sustainable Regional Development. The Healthy Communities initiative aims to promote healthy, safe and viable communities and the government sector has shown considerable interest in this area. CQU also intends to invest in becoming a world class centre for the study of those factors which impact on international students, and the pedagogy associated with those students—an area in which the University already has considerable expertise.

The Australian Universities Quality Agency released its Audit Report of CQU in February which was a reasonably fair and balanced report of CQU. The University is developing its Audit Action Plan in response to the Report, which will provide a useful foundation to influence the ongoing tasks of restructuring the University and assuring quality across the organisation.

CQU's highly successful STEPS (Skills for Tertiary Education Preparatory Studies) bridging program celebrated its 20th anniversary in 2006 and during the celebratory events held throughout the University's campus network during the year I was particularly moved by the dedication and achievement of our students. Their stories reinforced the positive influence the STEPS program and the University have had on their lives.

CQU was commended on many fronts in 2006, but particularly in relation to the value-added support we provide to our students. The University received a 2006 Queensland Multicultural Award and was highly commended for its international support services and pastoral care at the Queensland Education and Training International (QETI) Awards. Jenny Simpson, a lecturer with the STEPS program, was awarded a 2006 Citation for Outstanding Contributions to Student Learning by The Carrick Institute for Learning and Teaching in Higher Education. For the third year running, CQU received five stars and placed among the highest rated universities in Australia for positive student outcomes in the *Good Universities Guide (Undergraduate) 2007*.

In the international arena, CQU began a new enterprise with its joint venture partner Campus Group Holdings to open a campus in Heretaunga, near Wellington, New Zealand. CQU is in the process of restructuring its joint venture partnership with C\_Management Services Pty Ltd which operates its Australian International Campuses, in order to obtain for the University some enhanced security and certainty over its most significant revenue source by building a strong and accountable framework for the conduct of its highly profitable international student business.



## VICE-CHANCELLOR AND PRESIDENT'S REPORT AND 2007 OUTLOOK



The outlook for CQU in 2007 will see a continuation of the process commenced in 2006 of re-engineering and reinvigorating the University's domestic course offerings. CQU has been very successful in its co-op programs, with the engineering co-op program successfully challenging the traditional engineering faculties at other universities with its unique partnership arrangement with the resource and mining companies which service the Central Queensland region. Similarly, CQU has introduced a new nursing program which places a greater emphasis on providing students with clinical experience. CQU's other groundbreaking program is its Bachelor of Learning Management, which has received acclaim from both the State and Federal Governments. CQU tends to achieve more success with the programs in which it has worked closely with its regional stakeholders, and this is something it will expand upon in the future.

CQU is a truly unique regional University. At its core is the provision of higher education to its Central Queensland region through its campuses in Rockhampton, Mackay, Bundaberg, Gladstone and Emerald. However, unlike many regional Universities, where the home campus is the dominant campus, CQU is different. Our administrative headquarters are located in Rockhampton, and we are a significant provider of flexible and distance learning, which is mostly serviced from Rockhampton. However, half of CQU's business continues to be servicing international students based at our Australian International Campuses in Brisbane, the Gold Coast, Melbourne and Sydney. This will continue to be a major focus for 2007.

In 2007 CQU will also continue to remain very committed to its region, and will not move from this strong commitment. However, it does recognise that in order to grow, prosper and remain viable, it must seek alternative sources of income. CQU cannot rely on Government funding alone, and must seek new ways of doing its business in a way that is entrepreneurial. For example, the flexible/distance learning area could be further developed in this way and this is a matter that the University wishes to explore in more detail in the future.

There has been a significant softening in demand in domestic enrolments, most of which is beyond the control of the University. However, it is important to understand the demographics of the student market and in order to address this downturn in domestic student numbers a market research project will be commissioned by the University in 2007 to gain a better understanding of the student market and increase the University's marketing activity in a more targeted manner.

2007 also marks the 40th anniversary of CQU's inception and the 15th anniversary of it becoming an independent University. In looking forward to this landmark year I am committed to working closely with our students, our staff, our communities and our partners to ensure the future prosperity of our University.

Yours sincerely,



Professor John Rickard  
Vice-Chancellor and President



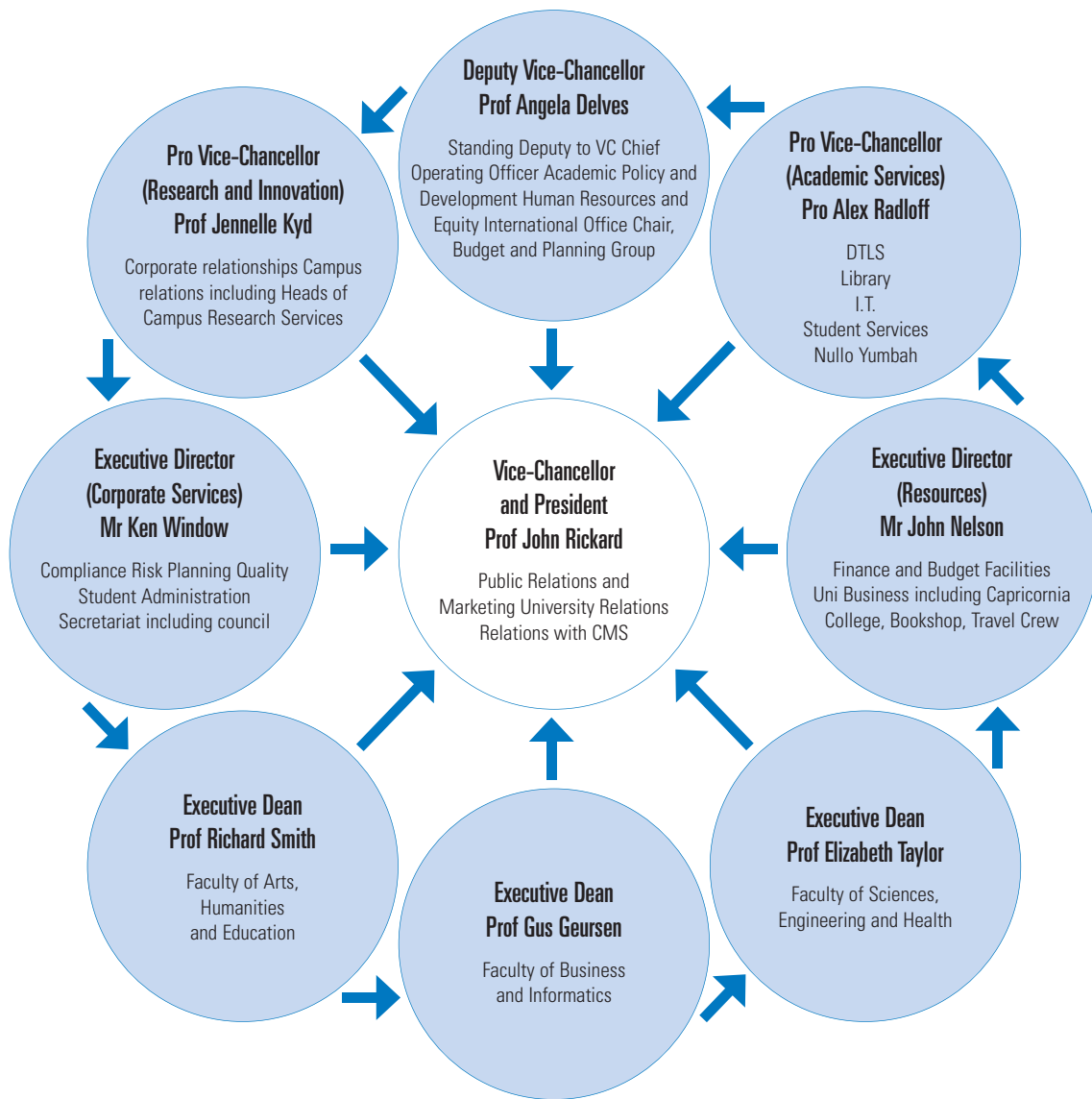
*Professor John Rickard  
Vice-Chancellor  
and President*



# VICE-CHANCELLOR AND PRESIDENT'S REPORT AND 2007 OUTLOOK



Organisation—Academic and Administrative Structure



ORGANISATION

## Principal Officers as at 31 December 2006

### Chancellor

Rennie Fritschy, BEng(Chem) *Sydney*, BEc *WAust*, FIEAust, GAICD

### Vice-Chancellor and President

Professor John Rickard, BSc(Hons), PhD *London*, FANZAM

### Deputy Vice-Chancellor

Professor Angela Delves, DipEd *Bath*, BSc (Hons) *Bath UK*, PhD *Hull UK*

### Pro Vice-Chancellor (Research and Innovation)

Professor Jennelle Kyd, BSc(Hons) *UNSW*, GradDipEd, PhD *Newcastle*

### Pro Vice-Chancellor (Academic Services)

Professor Alex Radloff, BA(Hons), MA(Psych) *UCT*, PhD(Ed) *MU*

### Executive Director (Corporate Services)

Kenneth Window, BA, MPubAdmin *Qld*, MEdAdmin *UNE*, FAIM, FCIS

### Executive Director (Resources)

John Nelson, BCom *Qld*, FCPA

### President (Academic Board)

Professor Bob Miles, BSc(Hons), PhD *Griffith*, FAIM

### Executive Dean

#### (Faculty of Arts, Humanities and Education)

Professor Richard Smith, CertTeach *Sydney*, BEd, BA (Hons), PhD *Qld*

### Executive Dean

#### (Faculty of Business and Informatics)

Professor Gus Geursen, CMA, B Bus, PhD, IMA, IIDM, ANZMAC, ANZAM, AAA, SDS, AIM

### Executive Dean

#### (Faculty of Sciences, Engineering and Health)

Professor Elizabeth Taylor AO, BEng *UNSW*, LLB(Hons) *UTS*, FIEAust, CPEng

### Acting Head of Campus, CQU Bundaberg

Dr Helen Huntly, DipTeach(SecHPE) *Kelvin Grove*, BEd *BCAE*, MEdSt, EdD *CQU*

### Campus Coordinator, CQU Emerald

Pat Moran, BEd, MSc

### Acting Head of Campus, CQU Gladstone

Dr Andrew Wallace BA (Hons), PhD *Univ. of Qld.*

### Head of Campus, CQU Mackay

Professor Phillip Clift, BEcon (Hons) *Qld*, MSc *Edin*, FSS, FAIM

### Head, CQU Noosa Hub

David R Turner, Dip T, BEd, MBA, MLMEd

### Director (Division of Facilities Management)

Phil Hancock, BInfoTech(CompSc) *CSU*, GradDip FacMgt, AFAIM

### Director (Division of Library Services)

Graham Black, BA *Griffith*, GradDipLib *CCA*, MBA *CQU*, AALIA

### Director (Division of Human Resources)

David Swann, BCom, MBA *Qld*, AFAHRI

### Director (Division of Student Administration)

Leanne White, BA *CQU*

### Director (Division of Teaching and Learning Services)

Dr Jeanne McConachie, GradCert(Man), Masters(PSM) *Flinders*, DBA *SCU*, ACODE, CADAD, AALL, AES, CAAUT, EDUCAUSE, HERDSA, IAGIJPL, ICDE, ODLAA, SEDA

### Interim Director (Marketing)

Michael Donahue, BA (Communications) *Fordham University*

### Director (Financial Services Division)

David Turner, CA *BComm Qld*

### Director (Information Technology Division)

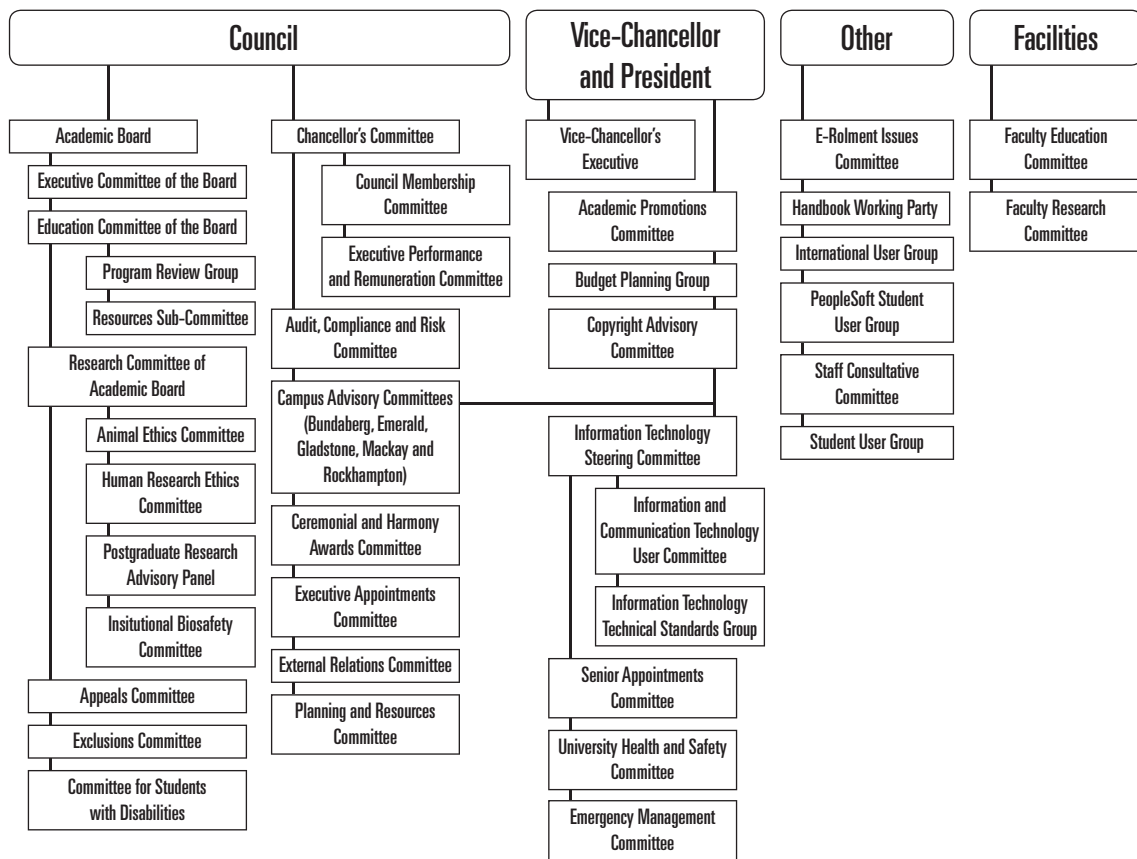
Peter Edwards

### Director (Nulloo Yumbah: CQU's Indigenous Learning, Spirituality and Research Centre)

Associate Professor William Oates, DipTeach (Prim) *GCAE*, BA *UNE*, MEd (Curriculum Stud) *UNE*

# ORGANISATION

### CQU Committee Structure



## ORGANISATION



A new structure for the Committees of Council was adopted by Council on 28 February 2005. A comprehensive review of the Vice-Chancellor's Committees, Faculty Committees and other University Committees was undertaken by the Vice-Chancellor and President in 2006 to ensure efficient and effective decision making through the Committee structure.

The following changes occurred to the structure during the year:

#### **Committees of the Vice-Chancellor and President**

Planning and Development Committee—abolished

International Strategy Group—abolished

Budget Committee—abolished; replaced by Budget and Planning Group

Vice-Chancellor and President, Deputy Vice-Chancellors and Faculty Assembly Chairs—abolished

Chancellery Executive/Student Association Executive—abolished

Emergency Management Committee—established

#### **Faculty Committees**

Faculty Assembly—abolished

Faculty Planning and Development Committee—abolished

Faculty Industry and Community Advisory Committee—abolished

#### **Other Committees**

ESOS Advisory Group—abolished

International User Group—established

Joint Consultative Committee—abolished

Staff Consultative Committee (required by union collective agreement)—established

Timetable Management Committee—abolished



## **ORGANISATION**

## Profiles of the CQU Council

The Council is responsible for the management and control of the total operation of the University which includes its day to day affairs, property holdings and financial management. The Council has the full power and authority to appoint and dismiss officers and employees of the University. It acts in all matters to advance the interests and aspirations of the University.

In meeting the requirements of the *Higher Education Support Act 2003*, ss33-15, National Governance Protocols, the *Central Queensland University Act 1998* was amended to provide Council with greater control of its membership. A new Council was constituted on 11 May 2006.

Council meetings are held on a bi-monthly basis.

### Official members

#### Chair

#### Chancellor

Rennie Fritschy, BE(Chem) *Sydney*, BEc *WAust*, FIEAust, GAICD

#### Vice-Chancellor and President

Professor John Rickard, BSc(Hons), PhD *London*, FANZAM

#### President of Academic Board

Professor Bob Miles, BSc(Hons), PhD *Griffith*, FAIM

#### Members appointed by the Governor-in-Council

Lynne Foley, BEc, DipEd *Qld*, AMusA, AFAIM

Leesa Jeffcoat, BA, BEd CIAE, MEdAdmin *Qld*

Dr Ken King, BSc(Eng)(Hons) *London*, MSc, PhD *Leeds*, CertTeachFHE *Portsmouth*, FAIM, CDec

Jim Tolhurst, BComm, MBA *Qld*, FCPA, FCIS, FAICD  
Charles Ware, BA, LLB(Hons) *Qld*, MBus(PubMgt), LLM, *QUT*, MLGMA, FAICD

### Elected members

#### One elected member of the academic staff (4 years)

Dr Richard Whitwell, BEc(Hons) *ANU*, MFinMgt *CQU*, PhD *UTS*, DipLaw *NSW*, LPAB, ASA, CMA, AFAIM

#### One elected member of the general staff (4 years)

Janette Davis, BBus(Acct) *CQU*, CIA, CCSA, MIIA (Aust)

#### One elected member of the student body (2 years)

Surendra Sharma, DipComAppl, BSc, BA(Hons) *India*

#### Additional members appointed by Council (2 years)

Grant Cassidy

Victor Mason, BSc(Eng), PhD *Southampton*, FIEAust, RPEQ

Thomas Rosier, AssocDipBus CIAE, BComp *CQU*, JP, FNIA

Tim Griffin, BEng(Civil), MBA *CQU*, FAICD

### Secretary

#### Executive Director (Corporate Services) and Secretary to Council

Kenneth Window, BA, MPubAdmin *Qld*, MEdAdmin *NE*, FAIM, FCIS

### Minute secretary

Chris Galinovic

Council agreed at its meeting on 10 September 2004 that the maximum period for a member's service on the Council will normally be 12 years.



## ORGANISATION

## Council Record of Attendance 2006

| Member                  |   | No. of Meetings<br>Attended | Total Possible<br>Meetings |
|-------------------------|---|-----------------------------|----------------------------|
| Dave Cardnell           | <i>(5/2/06–26/5/06)</i>                 | 2                           | 2                          |
| Grant Cassidy           | <i>(from 26/5/06)</i>                   | 5                           | 5                          |
| Cr Glenn Churchill      | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Lauren Danastas         | <i>(until 11/5/06)</i>                  | 2                           | 2                          |
| Jan Davis               | <i>(from 11/5/06)</i>                   | 6                           | 6                          |
| Ross Dunning            | <i>Leave of absence (until 29/1/06)</i> | 0                           | 0                          |
| Dr John Fitzsimmons     | <i>(until 11/5/06)</i>                  | 2                           | 2                          |
| Tim Griffin             | <i>(from 26/5/06)</i>                   | 5                           | 5                          |
| Lynne Foley             |   | 7                           | 7                          |
| Rennie Fritschy         | <i>(Chancellor)</i>                     | 7                           | 7                          |
| Assoc Prof Leone Hinton | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Leesa Jeffcoat          |   | 6                           | 7                          |
| James Jensen            | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Dr Ken King             |   | 5                           | 7                          |
| Brendan Kirkman         | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Prof Alan Knight        | <i>(until 4/2/06)</i>                   | 0                           | 0                          |
| Laurie Lefcourt         | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Dr Vic Mason            | <i>(until 11/5/06) (from 26/5/06)</i>   | 3                           | 6                          |
| Prof Bob Miles          | <i>(from 27/5/06)</i>                   | 5                           | 5                          |
| Megan Morris            | <i>(until 11/5/06)</i>                  | 1                           | 2                          |
| Prof John Rickard       |   | 7                           | 7                          |
| Thomas Rosier           | <i>(until 11/5/06) (from 26/5/06)</i>   | 4                           | 6                          |
| Surendra Sharma         | <i>(from 11/5/06)</i>                   | 6                           | 6                          |
| Jim Tolhurst            |   | 6                           | 7                          |
| Charles Ware            |   | 7                           | 7                          |
| Dr Richard Whitwell     |   | 7                           | 7                          |

Meetings (7): 10 March, 26 May, 10 July, 11 July (Special),  
21 August (Special), 22 September, 8 December

Note: New Council constituted 11 May



## ORGANISATION



## Highlights

- CQU graduates continued to have one of the highest employment rates in the country. CQU students rank almost 10% higher than the national average. Over 90% of CQU graduates with a bachelor degree found full-time work within four months of finishing university—well above the national average of 82.4% (Graduate Careers Australia). CQU students from the areas of building (100%), engineering (100%), psychology (100%) and social work (100%) were particularly successful gaining employment.
- CQU retained its 5-star rating for graduate outcomes in *The Good Universities Guide 2007* (released in 2006). The Guide gives CQU top ratings for Positive Graduate Outcomes, Indigenous Participation, Cultural Diversity, International Enrolments, Proportion Given Credit for TAFE Studies and Non-Government Earnings.
- CQU is one of Australia's top-rated and most sought-after universities, leading the nation with the largest number of international students studying in Australia (IDP Australia—Term 1, 2006).
- CQU's STEPS (Skills for Tertiary Education Preparatory Studies) bridging program celebrated its 20th anniversary. Jenny Simpson, a lecturer with the STEPS program, was awarded a 2006 Citation for Outstanding Contributions to Student Learning by The Carrick Institute for Learning and Teaching in Higher Education.
- The University received a 2006 Queensland Multicultural Award and was highly commended for its international support services and pastoral care at the Queensland Education and Training International (QETI) Awards.
- CQU's Bachelor of Engineering (Co-op)/Diploma of Professional Practice (Engineering) team won the Carrick Award for Educational Partnerships and Collaborations with Other Organisations.
- CQU welcomed the release of the Australian Universities Quality Agency (AUQA) report of the audit of CQU. An Action Plan was developed which outlines the approach that CQU will implement to inform the change process currently underway, and influence the ongoing tasks of restructuring CQU. AUQA has added eight of CQU's good practices to its Good Practice Database.

## Challenges

- CQU continued the Organisational Review developing a new Faculty model—moving from five to three Faculties. The new Faculty structure was implemented from 1 January 2006, comprising the Faculty of Arts, Humanities and Education, the Faculty of Business and Informatics and the Faculty of Sciences, Engineering and Health.
- *Managing Change—Principles and Processes—Organisational Review 2006* documentation was developed to assist the roll-out of the Organisational Review and the implementation of the resultant staffing structures. The document outlines the consultation process required for any proposed changes within the University and identifies the overarching guiding principles to maximise job security for University employees whilst also allowing restructuring to be completed in a timely manner. A consultant was engaged to conduct an overarching review of the systems and processes which underpin the 'administrative support' functions of the University with a view to achieve more streamlined and effective systems, reducing bureaucratic and outdated red-tape throughout the organisation, while also ensuring the necessary support services and administrative processes are in place.
- A revised strategic plan and the 2007 Operational Plan were adopted by Council in December 2006. The Strategic Plan was modified to align with the University performance reporting framework. The CQU annual Operational Plan specifies key priorities, activities and performance measures to be completed during the calendar year.



# HIGHLIGHTS AND CHALLENGES OF 2006

## Our Vision

Central Queensland University will be a teaching and research university of distinction in borderless professional and adult learning.

Through multiple pathways we will provide gateways for people with different learning styles to achieve their life aspirations.

We will pursue research excellence, driven by our strengths, targeted at areas of community and industry relevance.

## Our Mission

CQU will be internationally, nationally and regionally networked and engaged.

We will maximise success in outcomes for all our stakeholders through the quality enhancement of our teaching, learning, research and community engagement through the delivery of personalised learning support systems, collaborative partnerships and networks, and excellent courseware.

## Our Values

We adopt the following values to guide our mission and underpin the day-to-day teaching, learning, and research and other activities that make us a university. We are committed to making these values real for the institution, students and staff.

### We value:

#### Integrity

We are committed to honesty, tolerance, respect and transparency in personal and collaborative academic, business and social endeavours.

#### Creativity and Innovation

We are a future oriented learning-organisation, fostering a dynamic environment in which we value creativity and leadership through innovation.

#### Academic Freedom

We strongly support the freedom of intellectual thought and enquiry and the open exchange of ideas that are directed towards the achievement of our mission.

#### Accountability

We promote an approach to decision making which emphasises openness, consistency, fairness and probity as an integral part of the University's responsibility to all stakeholders. We deliver what we promise.

#### Life Balance

We encourage a balance between the requirements of work, study and family life which supports the health and wellbeing of our communities.

#### Lifelong Learning

We are committed to lifelong learning and recognise the benefits this brings to our society as a whole.

#### Practice What We Preach

We are committed to leading by example and implementing best practice in all aspects of the University's operations.

# STRATEGIC PLAN 2006–2011

## Our Strategic Pillars

### Knowledge Capacity

Refers to the skills, knowledge and capacity to be able to deliver intellectual outcomes, generate social wealth and create value which contributes to the attainment of organisational goals.

### Goals

- Foster a culture of critical enquiry and reflective experience where outputs are benchmarked and rewarded
- Achieve organisational learning outcomes which are applied, current, and informed by practice and research

### Performance Indicators

|                     |  |
|---------------------|--|
| Academic Benchmarks | List of categories of academic staff appointments [levels A–E] benchmarked against competitor organisations  |
|                     | Benchmarking of academic operations and outcomes against other university and non-university organisations.  |
|                     | Research Income per staff FTE  |
|                     | Institutional Grant Scheme income  |
|                     | Research Performance ratios  |
|                     | <ul style="list-style-type: none"> <li>• Brennan Index</li> </ul>  |
|                     | <ul style="list-style-type: none"> <li>• Research Intensity</li> </ul>   |
|                     | Publications Output  |
|                     | <ul style="list-style-type: none"> <li>• Total number of weighted 'publication points'</li> <li>• Weighted publication points per staff FTE</li> </ul> |
| Applied Engagement  | Number of formal community and industry linkages per staff member  |
|                     | Proportion of academic staff on industry/community based OSPRO   |
|                     | Proportion of academic staff actively engaged in professional activities   |
|                     | Number of professional/practice based visits per academic staff member   |
|                     | Evidence of implementation of learning derived from professional/practice based visits—evidenced by teaching and learning showcase                     |



# STRATEGIC PLAN 2006–2011



**Markets**

Refers to those areas in the international, national and regional economies for which there is currently, or can be created, a demand for the services we are capable of producing as a university.

**Goals**

- Identify, develop and allocate resources to realise viable opportunities in selected markets
- Develop efficient delivery methodologies and structures to meet market needs

**Performance Indicators**

|                     |   |
|---------------------|---|
| Market Adaptability | Growth in student course enrolments   |
|                     | Proportion of students by nationality   |
|                     | Proportion of students in each student cohort—Research, Postgraduate, Undergraduate, International, Domestic, Equity, etc |
|                     | Improving entrance qualifications   |
|                     | Student Satisfaction  |
|                     | Retention   |
|                     | Graduate starting salaries  |
| Cycle Time          | Staff hours consumed in bringing new products to market   |
|                     | Cost of development of new programs   |
|                     | Staff hours allotted to new product development to new program development per school                                     |
| Market Intelligence | Evidence of business intelligence gathering activities  |



**STRATEGIC PLAN 2006–2011**

**Entrepreneurship**

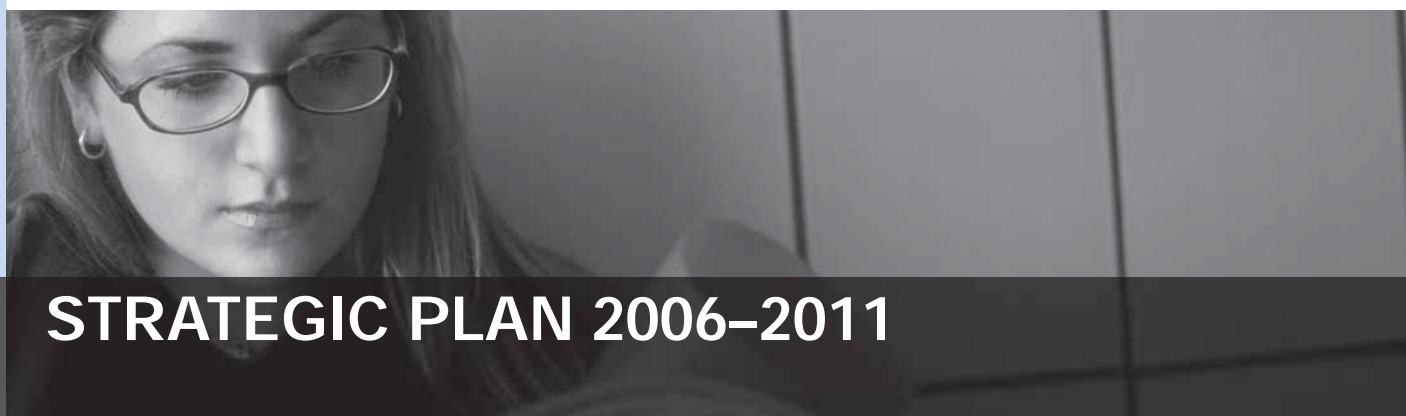
Refers to our ability to identify opportunities and then to develop innovative responses and solutions by applying sound business principles and learning methodologies to meet the inherent challenges encountered.

**Goals**

- Being proactive in identifying opportunities and then to develop innovative and entrepreneurial responses by applying sound business principles
- Focus on beneficial partnerships
- The University will establish and resource a teaching, learning and research environment that fosters an appropriate balance between risk and rewards in the pursuit of entrepreneurial ventures

**Performance Indicators**

|                                      |  |
|--------------------------------------|--|
| Diversity of Income Streams          | Number of new income sources per annum   |
| New Products                         | Percentage of new programs profitable within two years   |
|                                      | Percentage of programs less than two years old   |
|                                      | Percentage of student enrolments in 'new' programs   |
| Level of Entrepreneurial Activity    | Commercialisation activities undertaken per annum  |
| Diversity of Beneficial Partnerships | Level of business activity by incubator  |
|                                      | Number of new formal industry partnerships   |
|                                      | Number of new jointly badged programs with other universities  |
|                                      | Degree of partnership satisfaction   |
|                                      | Activity level in partnership  |
| Environment                          | Number of participants undertaking entrepreneurial training and continuing professional development programs |
|                                      | Funds allocated to approved new entrepreneurial activities as seed funding                                   |



**STRATEGIC PLAN 2006–2011**

**Resource Capability**

Refers to our capability as a university to mobilise resources and respond in a timely and creative manner to new directions and changing market demands.

**Goals**

- Ensure decisions are consistent with a viable and improving financial base
- Build, maintain and review a staffing profile that supports the University's present and emerging organisational needs
- Develop, maintain and review flexibility of resourcing and processes to meet customer, client and stakeholder needs
- Develop corporate knowledge and information systems that enable informed and timely decision making
- Promote a culture of inclusion, creativity, innovation and service through focused leadership, responsive two-way communication and the recognition of performance

**Performance Indicators**

|                     |   |
|---------------------|---|
| Planning            | Optimum HR plan created for CQU as a basis for internal benchmarking  |
|                     | Integrated institution-wide planning with qualitative and quantitative goals, targets and reporting systems.              |
|                     | Benchmarking of operations and outcomes against other university and non-university organisations.                        |
|                     | Staff satisfaction survey measured by reference to job satisfaction, organisational commitment and the intention to stay. |
| Financial Viability | Percentage of income from non-government sources  |
|                     | Annual financial result in relation to Total Revenue—Margin of Safety   |
|                     | Cash expressed as days of total expenditure   |
|                     | Current assets in relation to Current Liabilities—Current Ratio   |
|                     | Proportion of funds available for reinvestment next financial year  |



**STRATEGIC PLAN 2006–2011**