The aim of Central Queensland University’s Annual Report for 2007 is to:

• highlight the University’s performance and achievements in line with the goals and objectives detailed in its Strategic Plan 2007–2011;
• demonstrate the University’s effective management of resources;
• meet the University’s formal reporting requirements to the Queensland Minister for Education and Training and Minister for 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.

Notes to Readers:

1. Central Queensland University is also referred to as ‘CQU’ throughout this report.
2. Following the change of Federal Government in late 2007, the Department of Education, Science and Training (DEST) has been realigned into two new departments:
   • Department of Education, Employment and Workplace Relations (DEEWR)
   • Department of Industry, Innovation, Science and Research (DIISR)

However, we continue to refer to DEST throughout this report, as reporting alignments were yet to change at the time of publication.

40 years on

It was 40 years ago when Rockhampton’s higher education institution first opened its doors.

Memories of those early days were recalled during CQU’s 40th Anniversary Reunion Dinner, held on November 24, 2007.

Those attending the event included original staff members, current senior executives and graduates from the Capricornia Institute of Advanced Education (CIAE) in 1971. The original students enrolled with the Queensland Institute of Technology (Capricornia), which was renamed as the CIAE and later gained full university status and became Central Queensland University.

CQU’s current Chancellor Rennie Fritschy spoke on the early days following the initial enrolment of 19 full-time and 52 part-time students.

‘The first graduates could probably not have envisaged the Rockhampton campus as it is today, let alone the other regional, interstate and overseas campuses and delivery points that now make up CQU,’ he said.

Mr Fritschy also helped those present recall the institution’s first Open Day in 1969 when 5000 people visited to see the three buildings and to view demonstrations of scientific and technical equipment.

Photos of the construction of these first buildings are featured throughout this report.
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 2007.

Celebrating 40 years of providing opportunities for teaching, learning and research in Central Queensland and beyond, CQU is proud to continue its contribution to the Government’s goal of building Queensland’s economy through a community of well-skilled and knowledgeable people and thereby realising the Smart State through education, skills and innovation.

With the recent acquisition of full ownership of C_Management Services Pty Ltd (CMS), which manages CQU’s Australian International Campuses, CQU and CMS will develop new management, governance and academic structures and protocols, including a restructured CMS Board, which will allow for better corporate governance and transparency.

Under this new arrangement, the University’s international and domestic interests will become more fully integrated and its overall commitment to achieving successful outcomes for all customers will be strengthened. 2008 will be another challenging year in difficult financial circumstances, with an even greater need to continue reshaping and renewing the University in order to sustain it into the future.

Past success in the CMS business, especially in 2005 and 2006, has left CQU with cash reserves which will be required to weather present difficulties.

Yours sincerely

R.C. FRITSCHY
Chancellor
Central Queensland University (CQU) is a multi-campus university with campuses in Rockhampton, Bundaberg, Gladstone, Mackay, Emerald and Noosa. The University also operates international campuses in Sydney, Brisbane, Melbourne and the Gold Coast.

CQU offers a wide range of undergraduate and postgraduate courses on-campus and by distance education, grouped into three faculties:

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

Research Centres

Central Queensland University hosts four research centres and one research institute, established in areas of key research strength.

- Institute for Sustainable Regional Development
- Centre for Environmental Management
- Centre for Social Science Research
- Centre for Plant and Water Sciences (formerly the Primary Industries Research Centre)
- Centre for Railway Engineering

CQU is a Core Participant in two national Cooperative Research Centres (CRCs).

- CRC for Cast Metals Manufacturing
- CRC for Railway Engineering and Technologies (concluded October 2007*)
- CRC for Rail Innovation (commenced November 2007*).

* See Research Report for more detail on the Rail CRC transition.

The University also hosts community-based research centres including the Queensland Centre for Domestic and Family Violence Research, the Process Engineering and Light Metals (PELM) Centre, the Capricornia Centre for Mucosal Immunology and the Koala Research Centre of Central Queensland.

Campuses wholly operated by CQU:

- Rockhampton
- Bundaberg
- Gladstone
- Mackay
- Noosa (Hub)

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

- Emerald (with the Australian Agricultural College Corporation)

Campuses and/or delivery sites operated in association with C_Management Services (C_MS):

- Sydney
- Melbourne
- Brisbane
- Gold Coast

(As at 31 December 2007, CQU held a 50% interest in C_MS. CQU has subsequently bought out its joint venture partner, and now owns 100%.)
In 2007, a landmark year, Central Queensland University faced many challenges while also achieving success in many areas of endeavour.

2007 marked the 40th anniversary of the inception of the institution, which began in Rockhampton as the Queensland Institute of Technology (Capricornia) in 1967. It was also the 15th anniversary of CQU becoming an independent University. During this period it has undergone an enormous period of growth, shifting from a teaching-only institution with a distinctly local mission to one that involves a multi-campus, global operation that is dedicated to providing research, teaching and community service worldwide. Much has changed in its 40 year history, however CQU’s key purpose of providing access to a broad range of higher education opportunities and its commitment to the Central Queensland region it serves remain the same.

The challenges facing CQU are not unique in the higher education sector. After many years concentrating on the provision of government funded higher education to domestic students, the Australian higher education sector in recent times has diversified its efforts into the international arena. This shift in emphasis was due to the need for the sector to address some of the difficulties that have arisen from the increased pressure upon government budgets that has resulted in a net reduction in government financial assistance.

CQU has been extremely successful in the past few years in developing an international student profile that relied heavily upon its commercial partners’ management and marketing assistance plus CQU’s wealth of expertise in distance education and flexible learning. In the most recent past CQU was able to outperform the rest of the sector in an increasingly competitive international market and meet demands for service and quality.

Unfortunately, it became clear in the early part of 2007 that this strategy of pursuing international enrolments was not sufficient to address the current financial situation which the University is facing.

Part of the University’s financial challenge is due to its regional mission and the distributed nature of its operation. The sustainability of a regional university such as CQU depends upon its strategic response to the demand for its core business – the provision of quality academic programs for its students and the development of the appropriate research and scholarship opportunities to address the needs of the Central Queensland community. The regional economy and high employment levels in Central Queensland have a significant impact on the level of demand for CQU courses, and it is not known if and when any shifts in the regional economy will have any positive effects on demand. The University wants to ensure that it can make a strong and vital contribution to the Central Queensland economy through revitalising the quality and diversity of university education, research and tertiary education access in the region.

A number of activities undertaken during 2007 focused largely upon the University addressing the financial situation it now faces due to the large downturn in both international and domestic student enrolments. These activities will be continued in 2008 with a view to turning around the financial situation by 2010.

One of the key strategies to secure the long term financial future of the University culminated this year in CQU moving to acquire full ownership of the international education management company C_Management Services (C_MS) from its joint venture partner, Sydney-based Global Campus Management (GCM). The proposal, which was formally agreed in late 2007 and ultimately settled in January 2008, retained key CMS management and staff, ensuring uninterrupted service to approximately 6000 international students located at the University's Melbourne, Sydney, Brisbane and Gold Coast campuses. As a wholly-owned subsidiary of CQU, CMS will continue to operate at arms length from the University and remain an entirely commercial entity. CQU and CMS, however, will develop new management, governance and academic structures and protocols, including a restructured CMS Board which will allow for better corporate governance and transparency.

Under this new arrangement the University’s international and domestic interests become more fully integrated and CQU’s overall commitment to achieving successful outcomes for all its stakeholders is strengthened.
In 2007 a major marketing campaign was launched – Be what YOU want to be. The campaign is aimed at creating a strong awareness of the University as a first step in addressing the declining student intake numbers and will underpin a significant recruitment drive. A comprehensive brand audit was also conducted during 2007. This branding research will underpin a strategic framework for the University to move forward with a brand re-launch scheduled for mid 2008.

The University’s community engagement program was further enhanced in 2007, with the arrival of the new Director and establishment of the Office of Development and Graduate Relations. Community Forums were held at its Rockhampton, Gladstone, Bundaberg and Mackay Campuses involving stakeholders from local industry, government, schools and the community to consider how the University’s regional communities can more actively contribute to the well-being of the campus, local industry and the local community. The Rockhampton Campus Advisory Committee was re-established after many years in abeyance. Community and alumni events were held in various locations to reconnect the University with its stakeholders.

CQU continued its major organisational review project this year, aimed at streamlining processes and achieving efficiencies in the administrative staffing areas of the University. This resulted in a number of Faculty and Divisional areas being restructured. A key review project undertaken in 2007 was the Student Support Project, which aimed to provide students, prospective students and stakeholders of CQU with information about the University, its programs and courses, its services, policies and procedures in an accurate, timely and consistent manner, utilising the most cost effective processes. The Project proposes the introduction of a Customer Relationship Management system and work on the roll out of the proposal will be further progressed in 2008.

The academic renewal and research cluster initiatives which were commenced in 2006 were also continued in 2007, with the objective of developing new ideas to help the University to grow and focus on the areas where it can collaborate with local industries, businesses and communities. New programs and courses were launched during the year, including a new three year accounting degree in Emerald, a series of power generation degrees, the Start Uni Now (SUN) program for high school students to undertake University courses early, and a new domestic violence course which is unique in Australia. The Healthy Communities and Resourcing Queensland research flagships were officially launched in 2007.

The University Council commissioned an external review of academic governance in mid 2007 to further build on the AUQA Report recommendations and to determine the appropriate academic structures, policies and key performance indicators for the University. The review findings were presented to Council in early 2008.

CQU staff received prestigious Carrick Awards in 2007, acknowledging excellent teaching and leadership. Staff who received Citations for Outstanding Contributions to Student Learning included Lawrence Armstrong, Karen Becker, Nasser Hossein-Zadeh, Laurel Hunt, Cecily Knight, Johnathan Makuwira, Vicki Pascoe, Kylie Radel and Karen Seary.

A number of staffing initiatives were also implemented in 2007, including the signing of new Union Collective Agreements for academic and general staff and the introduction of a new Code of Conduct which governs the ethical behaviour of the University’s staff. Senior academic staff appointments were made in the areas of biomedical sciences, music and performing arts and new Directors were appointed in Marketing on the one hand and Development and Graduate Relations on the other.

In terms of major external funding received by the University this year, it was successful in securing funding from the Federal Government under Round 2 of the Workplace Productivity Programme. It received $1,054,939 for a human resource systems and processes renewal project. These funds will help build on the current projects under way regarding the upgrading of the HR system, the organisational restructure and process re-engineering.

In May, the University Council resolved to support a resolution by the Australian Vice-Chancellors’ Committee Board of Directors to change the name of that company to Universities Australia Limited. CQU will continue its membership of the new entity Universities Australia.

On the international front, the University made the decision mid way through 2007 to wind down activity at its Fiji International Campus due to a number of circumstances, including the continuing unstable political climate in Fiji and the ongoing significant downturn in student numbers as a result. Senior CQU staff, including the Deputy Vice-Chancellor, travelled to Fiji during the transition phase to meet with students, staff and Government agencies to ensure that the students enrolled at CQU Fiji could continue studies at CQU either by supported distance education or transfer to other CQU locations.

VICE-CHANCELLOR AND PRESIDENT’S REPORT AND 2008 OUTLOOK
This year CQU also terminated its agreement with Raffles Education Corporation (The Raffles College Group of Singapore/LaSalle-DHU [Shanghai] & The Hartford Institute) due to a difference regarding organisational objectives and expectations. It was agreed that Raffles would discontinue the delivery of CQU programs in Singapore and Shanghai beyond February 2009.

The University’s presence in the Asia-Pacific market remains strong as CQU actively recruits and facilitates students to its five major international campuses in Australia.

I am confident that CQU’s carefully considered budget and the actions achieved against the CQU Strategic Plan 2007-2011 will secure CQU’s long term viability as a regional tertiary institution with renewed vigour, increase its ability to attract domestic students and help to grow the Central Queensland region it serves.

Yours sincerely,

Professor John Rickard
Vice-Chancellor & President

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**Founding father Goldston passes on**

One of CQU’s founding fathers passed away in 2007. Percy James Goldston, known as Jim Goldston, occupies a pre-eminent and respected place in the history of this institution.

James Goldston AO was a pillar of the Central Queensland University Development Association (UDA), which first met in 1959 and laid the groundwork for an institution of higher education to be established in Rockhampton.

From 1958 onwards, working through the Institution of Engineers Australia and then the Central Queensland University Association, Jim Goldston was tireless in his representations to State and Federal Governments for the establishment of a university in Rockhampton. His efforts and those of fellow members of the Association were rewarded with the establishment of the Queensland Institute of Technology (Capricornia) in 1967.

With the redesignation of the institution in 1971 as the Capricornia Institute of Advanced Education, Mr Goldston was appointed as the first Chairman of the Institute’s Council. He held the Chairman’s position until 1976, when he left Central Queensland to become the Commissioner for Railways, the only engineer to have held that position in Queensland.

CQU recognised Mr Goldston’s contribution by conferring on him the honorary degree of Doctor of the University in 1990 and naming the then Faculty of Engineering after him. More recently, Building 30 in the Engineering precinct was named the James Goldston Building.

Jim Goldston’s contribution to modernising and improving the profitability of the railways as Manager of the Central Division from 1965 to 1976 and then Commissioner for Railways from 1976 to 1982 was recognised by his being made an Officer of the Order of Australia in 1983.

Chancellor Rennie Fritschy represented the University at a memorial service held for Mr Goldston on Thursday, November 22 in Brisbane.
Principal Officers as at 31 December 2007

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 Dalves, BSc [Hons], DipEd Bath, PhD HULL

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

Pro Vice-Chancellor and Executive Dean - Faculty of Arts, Humanities and Education
Professor Richard Smith, CertTeach Sydney, BEd, BA (Hons), PhD QLD

Pro Vice-Chancellor and Executive Dean - Faculty of Sciences, Engineering and Health
Professor Elizabeth Taylor AO, BEng UNSW, LLB[Hons] UTS, FIEAust, CPEng

Pro Vice-Chancellor and Executive Dean – Faculty of Business and Informatics
Professor Gus Geursen, CMA, B Bus, PhD Monash, IMA, IIDM, ANZMAC, ANZAM, AAA, SDS, AIM (Jan – Oct 2007.)
Professor Kevin Tickle, BSc, MSc ST QLD, PhD Griffith, MIEAust, AStat (from Oct 2007)

Head, CQU Mackay
Dr Trevor Davison, CGFTC Gateshead, DipTeach BCAE, BEd QLD, MA, PhD Ohio State

Coordinator, CQU Noosa
David R. Turner, Dip T JCU, BEd QUT, MBA S.Cross, MLPED Newcastle

Director (Division of Facilities Management)
Philip Hancock, BInfoTech(CompSc) CSU, GradDip FacMgt, AFAIM

Acting Director (Division of Library Services)
Debra Orr, BA CIAE, GradDipLibSc QUT, AALIA

Director (Division of Human Resources)
David Swann, BCom, MBA QLD, AFAHR

Director (Division of Student Administration)
Leanne White, BA COU

Acting Director (Division of Teaching and Learning Services)
Graham Black, BA Griffith, GradDipLib CCAE, MBA COU, AALIA

Director (Marketing)
Neil Butler, BBus Monash

Director Development and Graduate Relations
Suzi Blair, AdvCert Mktg, ExecCert Event Mgmt UTS, GradCert MgmtComm

Manager (Corporate Communications)
Michael Donahue, BA (Communications) Fordham University

Director (Financial Services Division)
David Turner, BA, Comm QLD

Director (Information Technology Division)
Peter Edwards

Director Office of Research
Megan Barrett, BA, MBA COU

Director Nuloo Yumbah
Associate Professor William Oates, DipTeach (Prim) GCAE, BA UNE, MEd [Curriculum Stud] UNE

Director Student Services
Mary McLeod, BCommWelf JCU, BSocWork COU, MSW Monash

Executive Officer (International)
Kathy Ram, BBus, GradDipMgt CIAE, MEcon UNE, FCPA

Head, CQU Bundaberg
Professor Phillip Clift, BEcon (Hons) QLD, MSc Edin, FSS, FAIM

Campus Coordinator, CQU Emerald
Pat Moran, BEd, MSc Calgary

Head, CQU Gladstone
Dr Pierre Viljoen, BA (Hons), MA, PhD, Psychologist (QLD), MAPS
Profile of the CQU Council

The Council is the governing body of the University, as set out in the Central Queensland University Act 1998 (Qld). 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 (Cth), ss33-15, National Governance Protocols, the Central Queensland University Act 1998 was amended to provide Council with greater control of its membership.

Membership of the Council is set out in s12-16 of the Act. The current Council was constituted on 11 May 2006.

Official Members:

Chancellor (Chair)
Mr Rennie Fritschi, 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:
Ms Lynne Foley, BEc, DipEd Qld, AMusA, AFAIM
Miss Leesa Jeffcoat, BA, BEd CIAE, MEAdmin Qld
Mr Jim Tolhurst, BComm, MBA Qld, FCPA, FCIS, FAICD
Mr Charles Ware, BA, LLB(Hons) Qld, MBus(PubMgmt), LLM QUT, MLGMA, FAICD
Dr Ken King, BSc(Eng)(Hons) London, MSc, PhD Leeds, CertTeachFHE Portsmouth, FAIM, CDec (Resigned 11/4/07)

Elected Members:
Dr Richard Whitwell, BEc(Hons) ANU, MFinMgt CQU, PhD UTS, DiplLaw NSW, LPAB, ASA, CMA, AFAIM (elected by the Academic Staff)
Mrs Janette Davis, BBus(Acct) CQU, CIA, CCSA, MIIA (Aust) (elected by the General Staff)
Mr Surendra Sharma, DipComAppl, BSc, BA(Hons) India (elected by the Student Body)

Additional members appointed by Council:
Mr Grant Cassidy
Tim Griffin, BEng(Civil), MBA, FAICD (Resigned 13/1/07)

Dr Victor Mason, BSc(Eng), PhD Southampton, FIEAust, RPEQ
Mr Thomas Rosier, AssocDipBus CIAE, BComp CQU, JP, FNIA
Ms Marni McGrath, BBus(Acct) UCCQ, CA (Co-opted 25/6/07).

Secretary
Executive Director (Corporate Services) and Secretary to Council
Mr Kenneth Window, BA, MPubAdmin Qld, MEAdmin UNE, FAIM, FCIS

Minute Secretary
Ms Chris Galinovic

Council Record of Attendance 2007

<table>
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<tr>
<th>Member</th>
<th>No. of Meetings Attended</th>
<th>Total Possible Meetings</th>
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<tr>
<td>Mr Grant Cassidy</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Mrs Jan Davis</td>
<td>4</td>
<td>5</td>
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<tr>
<td>Ms Lynne Foley</td>
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<tr>
<td>Mr Rennie Fritschi</td>
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<td>5</td>
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<td>Mr Tim Griffin</td>
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<tr>
<td>Miss Leesa Jeffcoat</td>
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<td>Dr Ken King</td>
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<tr>
<td>Dr Vic Mason</td>
<td>5</td>
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<tr>
<td>Ms Marni McGrath</td>
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<tr>
<td>Prof Bob Miles</td>
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<td>Prof John Rickard</td>
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<td>Mr Thomas Rosier</td>
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<td>Mr Surendra Sharma</td>
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<td>Mr Jim Tolhurst</td>
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<td>Mr Charles Ware</td>
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<tr>
<td>Dr Richard Whitwell</td>
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Council Meetings in 2007 were held on 12 March, 8 May, 9 July, 24 September and 26 November.

Professional Development

In compliance with Protocol 4 of the National Governance Protocols, the Council must make available a program of induction and professional development for members to build the expertise of the governing body and to ensure that all members are aware of the nature of their duties and responsibilities.

In 2007, the Council attended sessions on Key Performance Indicators, CQU’s Academic Profile, Understanding the Financial Statements, and Workchoices (Industrial Relations laws) at CQU.

In May 2007, the Council participated in a Corporate Governance workshop conducted by the National Institute for Governance, University of Canberra.
CQU Committee Structure

Council

- Academic Board
  - Executive Committee of the Board
  - Education Committee of the Board
  - Program Review Group
  - Resources Sub-Committee
- Research Committee of Academic Board
  - Animal Ethics Committee
  - Human Research Ethics Committee
  - Postgraduate Research Advisory Panel
  - Institutional Biosafety Committee
  - Appeals Committee
  - Exclusions Committee
  - Committee for Students with Disabilities
- Chancellors' Committee
  - Council Membership Committee
  - Executive Performance and Remuneration Committee
  - Audit, Compliance and Risk Committee
  - Campus Advisory Committees (Bundaberg, Emerald, Gladstone, Mackay and Rockhampton)
- Education Committee of the Board
  - Centralised Learning and Teaching Services
  - Education Advisory Committee
  - Student Support Group

Vice-Chancellor and President

- Vice-Chancellors' Executive
  - Academic Promotions Committee
  - Budget Planning Group
  - Copyright Advisory Committee
  - Emergency Management Committee
- Faculty Education Committee
- Faculty Research Committee
  - Information Technology Steering Committee
  - Information and Communication Technology User Committee
  - Information Technology Technical Standards Group
- Senior Appointments Committee
  - University Health and Safety Committee
  - E-Rolement Issues Committee
  - Handbook Working Party
  - International User Group
  - PeopleSoft Student User Group
  - Staff Consultative Committee
  - Student User Group

Other

- Facilities
  - Faculty Education Committee
  - Faculty Research Committee

Note: The External Relations Committee was abolished during 2007.
CQU Strategic Plan

A substantially revised Strategic Plan was adopted by the CQU Council on 8 December 2006 for implementation from 2007. This Annual Report provides an overview of CQU’s performance in meeting the goals set out in the Strategic Plan.

Preamble

CQU is a multi-campus, global Australian University dedicated to research, teaching and community service that adds value to its stakeholders and to the education of innovative, effective and empathetic leaders for the public, private and non-profit sectors worldwide.

CQU is passionate about providing the opportunity for all to embark on a learning journey. Students from CQU’s regional areas, Australia and across the world are provided quality learning opportunities with personalised support, delivered by enthusiastic staff. Individuals, communities and industry benefit from research and learning outcomes.

CQU’s approach to the provision of globally relevant education and research moves beyond existing higher education assumptions by:

- Targeting non-traditional learners with higher education that enables them to achieve their aspirations.
- Providing educational, career and service solutions for regional, domestic and international students that successfully match their circumstances, based on convenience of access, customised pathways, learning environments and student support.
- Offering well-designed and managed research based on intellectual integrity and innovative approaches.
- Fostering the prosperity and sustainability of our regions and communities by providing intellectual leadership and working together to achieve appropriate solutions.

Values

Our mission and the day-to-day teaching, learning, and research and other activities that make us a University are underpinned by values and principles of behaviour, supported by our Code of Conduct which is binding on all members of the University community. We value:

Developing Relationships:

We believe that our teaching, research and community activities are assisted by the development of respectful and beneficial relationships.

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 are outcomes focused and 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 Teach:

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

The strategic issues facing CQU are impacted by:

- international trends in Higher Education;
- Commonwealth and State Government higher education sector reforms and policies; and
- shifts in community needs, student demand and industry requirements.

As these trends and policies are refined or changed, the strategic issues facing CQU will alter. However the core goal of CQU, to be an appropriately focused teaching and research organisation that is viable and competitive, remains intact.

Contribution to Queensland’s objectives

CQU is a knowledge organisation; our core objectives are to generate, acquire and transfer knowledge. These objectives are realised through the full range of functions performed, including research, teaching and community engagement.

A major focus of the University's activities involves support for the Government’s objectives in building Queensland’s economy through a community of well-skilled and knowledgeable people and thereby realising the Smart State through education, skills and innovation.

Strategic Framework

The strategy of the organisation is defined within four organisational perspectives. Each of these organisational perspectives is supported by two, more-detailed scorecard components which contain goal statements, activities and performance measures.

The four organisational perspectives and their sub-component Goal Statements are:

1. Organisational Academic Focus
   - A. Learning and Teaching
     CQU will maximise stakeholder access to learning and provide value-adding for students.
   - B. Research and Innovation
     CQU will be a quality research provider undertaking research that is focused to achieve outcomes that are regionally relevant, nationally significant and internationally recognised.

2. Organisational Sustainability:
   - A. Strategic Focus
     Develop contextually appropriate governance and integrated planning processes.
   - B. Financial Viability
     Redefine and refine partnerships between international, global, domestic and regional ventures.

3. Organisational Capacity:
   - A. 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.
   - B. Resource and Workplace Efficiency
     To build and maintain an adequate infrastructure.

4. Organisational Competitiveness:
   - A. Student Competitiveness
     Develop high-quality programs that differentiate CQU within the global Higher Education sector.
   - B. Institutional Competitiveness
     Maintain CQU’s success in the international student market. Continue to refine CQU’s success in the domestic market. Develop a strong competitive advantage in focused research.

This Annual Report's Review of Activities is divided into three sections. Organisational Sustainability and Organisational Competitiveness have been combined into one section for ease of reporting.
An overarching purpose of CQU is to provide higher education programs and services that enable non-traditional and traditional learners to achieve their aspirations.

The sustainability of CQU, a relatively young university, largely depends upon its ability to anticipate and respond to short and long term demand for its core business – quality academic courses, research and scholarship. Continued flexibility, ingenuity and frequent operational reviews that drive renewal, improve quality and increase access will ensure that CQU remains a leading contributor to the social, economic and cultural well-being of the communities it serves.

VSU Transition Funding

CQU was successful in securing $2,025,541 in Commonwealth Voluntary Student Union (VSU) Transition Funding for the following projects at the Rockhampton Campus – a synthetic running track, gymnasium upgrade, storage facilities, and a tennis court upgrade at the Rockhampton, Mackay and Bundaberg Campuses.

This funding, secured by CQU for the benefit of the community, will transform our sporting facilities and enhance a Central Queensland resource, providing better services and new opportunities for community engagement, education and research in the area of physical fitness, health and well-being and sport.

Marketing

The University rolled out an exciting new marketing initiative in 2007, focusing on graduate testimonials that include their satisfied employers – the ultimate demonstration of the outcome for the CQU student. The overriding theme is Be what YOU want to be.

This promotional campaign, although led by the new Director of Marketing, is a collaborative effort of most Faculties and Divisions of the University. A coordinated approach to marketing and promotional activities is seen by far to be the best way to run a cohesive, effective campaign. A five-year marketing plan covering 2008 through to 2012 was endorsed by the CQU Council in November.

The Marketing team has worked closely with the Office of Research to develop a revised marketing profile for CQU’s research activity. A new look campaign was released towards the end of 2007. Some 25 scholarships were offered to research higher degree candidates for commencement in 2008. Combined with existing candidates and fee-paying candidates, this should enable CQU to maintain its research higher degree load for 2008.

Brand Audit

The University also commenced a comprehensive brand audit in 2007. A consensus was formed among senior management late in 2006 that it would be appropriate for CQU to review its current brand and position in the marketplace with the intention of more closely aligning the University to the needs of students (prospective, current and alumni), research and corporate partners and the wider community of stakeholders. To that end, the Division of University Relations, with Roger Barlow and Associates (CQU’s marketing/creative services provider), drafted a research brief and conducted a search for an agency that would:

- provide a clear and independent view of how the brand is perceived in the marketplace by customers and stakeholders;
- identify the key choice drivers for CQU products and services; and
- identify the critical success factors that the University needs to be aware of in order to be distinctive and competitive.

Market research organisation DBM Consultants was appointed at the end of January 2007 to conduct the brand audit.

The $250,000 three-phase project provided a clear and independent view of how students (existing and prospective), key stakeholders, parents, employers and community (locally, nationally and overseas) perceive the CQU brand. DBM conducted surveying and focus groups with such groups and individuals.

Student Competitiveness

- Develop high-quality programs that differentiate CQU within the global Higher Education sector.

Deputy Vice-Chancellor
Prof Angela Delves
The first stage, the qualitative and quantitative phase of the audit, mapped CQU’s current brand position, focusing on attributes that distinguish CQU within the marketplace and identifying market opportunities and gaps.

Stage two, qualitative research, addressed brand strategy and development. During this phase DBM tested and evaluated brand communication concepts and communications channels.

Stage three involves the launch of a ‘new’ brand architecture (by mid 2008) and post-launch evaluation. Monitoring and measuring the effectiveness of the ‘new’ brand will be an ongoing activity to ensure that the CQU brand continues to be relevant and compelling and that CQU communications/messages focus on attributes that matter to customers and drive them to CQU programs, products and services.

Start Uni Now (SUN) program

The SUN program was successfully launched in 2007 and gives high school students in Years 10, 11 and 12 the opportunity to undertake individual university courses. Courses successfully completed through this program can be credited towards further university study after high school.

Development and Graduate Relations

The Office of Development and Graduate Relations was established as a new initiative in 2007. This office and its staff are a new push to capture alumni and graduates in a systematic way across all CQU campuses and to integrate the community better into the University’s endeavours.

Community Engagement Forums were held at the Mackay, Gladstone and Bundaberg campuses. The purpose of these forums was to seek feedback from local stakeholders such as industry, businesses, schools and the community, to consider how CQU can more actively contribute to the well-being of the campuses, local industries and the local communities, and for participants to contribute to the strategic planning for the campuses.

The outcomes of these forums will feed into CQU’s planning processes to ensure that CQU remains relevant to, and engaged with, its communities. The main outcomes for each Campus Advisory Committee have been identified, prioritised and have been actioned as part of each of the Advisory Committee’s plans. The engagement of a wide variety of stakeholders was a vital component in the success of these forums, which have been well received on all campuses.

A Rockhampton Campus Community Advisory Committee was re-established in 2007 after many years in abeyance and held the first of its meetings in late 2007.

Alumni and community events were also scheduled throughout CQU’s campus network in 2007 with a view to reinvigorating the University’s commitment to community engagement and participating in proactive “friend-raising” activities.

Institutional Competitiveness

- Maintain CQU’s success in the international student market.
- Continue to refine CQU’s success in the domestic market.
- Develop a strong competitive advantage in focused research.

International Activities

After a successful decade of providing quality educational opportunities for international students CQU has experienced a significant downturn in student enrolments since 2005. The University is re-examining, refining and restructuring our approach to international students both within Australia and overseas.

In 2006, CQU began a new enterprise with its joint venture partner Campus Group Holding to open a campus in Heretaunga near Wellington, New Zealand. Unfortunately, this venture did not gain the necessary local support and will not be taking in any further cohorts of students.

The Fiji Campus of CQU, which also had been managed by the joint venture partner, was closed as a full-service campus, but continues to operate profitably as a support base for externally enrolled students, with no further involvement of Campus Group Holdings.

This year CQU also terminated its agreement with Raffles Education Corporation (The Raffles College Group of Singapore/LaSalle-DHU [Shanghai] & The Hartford Institute) due to a difference regarding organisational objectives and expectations. It was agreed that Raffles would discontinue the delivery of CQU programs in Singapore and Shanghai beyond February 2009. Whilst the decision to move to a teach-out mode and to wind-down CQU’s agreement with Raffles is regrettable, both organisations remain committed to excellence in education, customer service and positive outcomes for existing CQU students. Students have been
afforded every opportunity to complete their degrees without interruption and will benefit from the same level of support they currently receive until the completion of Term 3, 2008. If they have not finished their CQU program through Raffles by Term 3, 2008 they will still be able to attain their CQU degree by successfully completing studies as a CQU Distance Education student or by other approved alternatives.

Strategic Planning and Performance Measurement Frameworks

2007 was the first full year of implementation of CQU’s integrated planning framework which aligns all planning to the strategic direction within the Strategic Plan. This integration of planning is overseen by the Budget and Planning Group.

As required within this framework, CQU now has an annual operation plan in addition to the Strategic Plan and the annual budget. These institutional plans are supported by nine specialist management plans that guide cross-institutional activities. Significant developments have occurred in the development and implementation of the specialist management plans and all are now either complete or approaching completion in their development.

Organisational unit plans outline how each organisational unit will implement components of the Strategic Plan as emphasised within the annual operational plan and the specialist management plans. The completion of organisation unit plans is estimated to be greater than 60%.

Individual staff plans are linked to organisational unit plans via the Performance Review, Planning and Development (PRPD) process for all staff.

During 2007, a performance reporting system to Council was developed and implemented. The performance reporting system enables Council to fulfil its responsibility to ensure progress against the strategic direction of the University.

This system is comprised of eight Key Performance Indicators (KPIs) which measure a range of performance across the University. These KPIs are reported to each meeting of Council. The levels of performance and risk and the trend in performance in the KPI are evaluated by the relevant member/s of the Vice-Chancellors’ Executive (VCE) based upon information and data (Scorecards) collected from across the University. The relevant member/s of the VCE also provide a rationale for the levels of performance and risk that are chosen and identify key matters relating to the KPI that are to be brought to the attention of Council.

The initial measures chosen for inclusion in the Scorecards reflected issues of strategic direction and information or data that was already collected for another purpose/s within or external to the University. The design of the performance reporting process means that the information included in each Scorecard can be amended as more appropriate measures of performance are identified, without the requirement to modify the report that is submitted to Council.

AUQA Action Plan

Approximately 18 months after the publication of the Australian Universities Quality Agency (AUQA) audit report of CQU, the University was required to publish a Progress Report outlining actions it has taken in response to the AUQA Audit Report. The Progress Report was submitted to AUQA on 1 October 2007, as scheduled, and is publicly available on the CQU website at http://www.quality.cqu.edu.au/FCWViewer/view.do?page=1933.

CQU engaged two independent and experienced auditors and higher education consultants to conduct a review and validation of our activities responding to our AUQA audit report. Triangulation methodology was adopted for the review, including the review of documentation and policies and a series of interviews to enable the preparation of an informed assessment and report.

The purpose of the review and validation activity was to undertake an independent review as a follow-up to the Report of an Audit of CQU by AUQA. Secondly an AUQA Action Plan was prepared as an outcome of this audit report. The scope of the University’s activities associated with the Audit Report and AUQA Action Plan were subject to the review and validation.

The aim of the review and validation was to inform CQU of the demonstrable progress against each Recommendation and Affirmation, or sound reasons why the Recommendation/Affirmation was not pursued. CQU also required the review to consider the benefits derived from each Commendation.

The Progress Report submitted to AUQA outlines actions, with supporting documented evidence, that CQU has taken in response to the Audit Report. The review process explored with staff the level of implementation and understanding of any of the resultant changes or actions. The Progress Report informs the next audit activity.
The Council of CQU commissioned a Review of Academic Governance at its meeting in July 2007 in response to the Report of an Audit of Central Queensland University by AUQA of 2006. The review of academic governance looked at the role and composition of the Academic Board, its reporting to Council, KPIs, the sub-committee structure, and the different levels at which academic matters can be determined (in the Faculty, at the Education Committee, at Academic Board, at Council).

The AUQA audit report reinforced the view that CQU had formulated that the academic governance structures and processes required renewal. The Process Re-engineering consultants have prepared flowcharts of the academic decision making processes for courses and programs.

The report of the Review of Academic Governance has been submitted to the Chancellor for consideration. A number of significant recommendations for improvement have been made covering the governance, operation and structure of the Board and the role of Council and of the CQU management team. Council will consider an action plan with indicative timelines at its upcoming meeting, for immediate implementation.

**Financial Viability**
- Redefine and refine partnerships between international, global, domestic and regional ventures.

**Restructuring Partnerships**

In late 2007, the University finalised the restructure of the relationship between CQU and its commercial partners, leading to the completion of a settlement in early 2008, which saw CQU become the sole shareholder in C_Management Services Pty Ltd through its Australian International Campuses Trust.

More detailed information on the financial performance of the University is provided in the CQU Annual Report 2007 Financial Statements.