

The University of Adelaide **Annual Report 2004**



Part One | Annual Review

Foreword: from the Chancellor



As 2004 drew to a close, it gave me the opportunity to reflect on the first five months of my appointment as Chancellor of the University of Adelaide.

The implementation of the Higher Education Support Act (HESA) 2003 saw the introduction of the National Governance Protocols. The Protocols are a set of requirements that higher education providers eligible for grants under the Commonwealth Grant Scheme need to satisfy under the Higher Education Support Act (HESA) 2003. Increases in the Commonwealth's contribution per undergraduate student place over the three years 2005–2007 are contingent on compliance with the National Governance Protocols. The University of Adelaide made a successful case to the Commonwealth, and will receive the 2.5% increase in 2005.

I am a firm believer in the National Governance Protocols as they help to achieve stronger governance in the institution. However, this increased accountability can and does bring tension in the institution in relation to academic freedom. Academic freedom and integrity must never be lost in our universities and so we as a university community must be alert to this challenge.

During 2004, the University of Adelaide continued to consolidate its financial position, and full details of the University's financial results appear in Part Two of this Annual Report. The consolidated surplus of \$24.3m is an excellent achievement and the University has now returned to a sustainable financial position.

Part One of the Annual Report contains information on the University's many activities and achievements during 2004. The sections on Learning & Teaching and Research & Research Training, in particular, offer a comprehensive review of these core functions. Other chapters deal with Community Engagement, Governance, Planning & Quality, Property & Infrastructure and the Higher Education environment in general.

It is a great honour to be able to serve one of the finest universities in Australia. I am truly humbled by this appointment, which has given me the opportunity to return to my alma mater, and I look forward to the year ahead.

Report of the Council of the University of Adelaide For the period 1 January 2004 to 31 December 2004

**To Her Excellency, the Honourable Marjorie Jackson-Nelson, AC, CVO, MBE
Governor of South Australia.**

May it please Your Excellency, I have the honour to transmit to you the Report of the Council of the University of Adelaide for the period 1 January 2004 to 31 December 2004, furnished in compliance with Section 25 of the University of Adelaide Act 1971 (14 May 2004).

A handwritten signature in blue ink, which appears to read 'J. von Doussa'.

THE HON JOHN von DOUSSA QC
Chancellor

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From the Vice-Chancellor



In 2004, the University of Adelaide built on the positive effects of the strategic restructuring undertaken in 2002, and the impetus of the new Strategic Plan finalised in 2003.

The Strategic Plan required us to grow student numbers and to increase our financial reserve. Both goals were achieved in 2004, with a consolidated surplus of \$24.3m, and an increase in student numbers across all categories. International students were a significant contributor to the dramatic growth, with overall international student load rising by 24.7% (more than double the national increase for higher education) and international commencing load by 29.2%, compared to a 6.9% increase nationally. International students comprised 20.1% of the total student load in 2004. Postgraduate coursework numbers also rose significantly.

As a result, the University is now better placed to continue to deliver a broad range of programs for its students, to create job security for its staff, and to invest in its future.

The University's research performance continued to excel. Research income has now risen from \$69m in 2001 to \$94.8m last year, with a growth rate of 9.1% in 2004. These figures include some outstanding results, such as \$11m awarded by the NHMRC for medical, dental and biomedical research, and the 80% success rate by the Faculty of Humanities & Social Sciences (worth \$2.3m) in the ARC Linkage-Projects program.

The strength of the University in the Cooperative Research Centre program was again evident in 2004, with the highlight being the decision that Roseworthy would be the base for the new \$85m CRC for an Internationally Competitive Pork Industry — consolidating the University's drive to make Roseworthy a national centre for agriculture.

However, we cannot rest on our laurels. Government funding for research is virtually static, and industry continues to fund below international benchmarks. To maintain our position as one of Australia's leading research-intensive universities, further income growth of around 10% per annum will be needed to underpin our research programs.

To that end, a new Research Cluster program was introduced in 2004 to allow the University to capitalise on its research strengths by building cross-disciplinary teams in areas of state, national and international significance. The Research Cluster program facilitates the building of critical mass, which in turn has the potential to generate a broadening of the income base and higher total levels of research income.

The University continued a strong program of upgrading its facilities in 2004, to ensure that the educational and workplace experience for its students and staff is competitive with world-best standards. Work also began on a major student accommodation project in the heart of the city. When complete, The Village will eventually provide over 400 new places in an environment designed to be community-focused and student-supportive.

Public perceptions of the University continued to strengthen in 2004, as the Life Impact brand took hold. The University's reputation is stronger than it has been for some time, with the community understanding the impact of our staff and students, and keen to support us.

With high student demand, strong and growing research activity, sound finances, and continually improving facilities, the University ended 2004 with a strong, positive sense of momentum. Despite the uncertainties prevailing in the Australian higher education environment, it is a momentum I am confident we will maintain.

Professor James A. McWha
Vice-Chancellor and President



Mission, Vision and Values

Mission

To be an Australian leader in research and teaching of excellence, unequalled in the positive impact our University has on the lives of our students, staff and alumni as well as the local, national and international community.

Vision

The University of Adelaide will build upon its tradition of innovation through high-impact research and excellent teaching across a broad range of disciplines and professions. It will be a growing, internationally focused and financially sustainable institution, enterprising in its approach to new opportunities as they arise but clear and consistent in its essential directions. It will provide a vibrant intellectual environment that will be satisfying for staff and rewarding for students, engendering in the whole University community a sense of pride in our association with the University and in what we do.

Values

The pursuit of excellence in all that we do

The achievement of the vision will require that the whole University community remains committed to the highest intellectual and ethical standards in teaching and learning, research and research training, and the conduct of all our professional activities.

Fairness, integrity and responsibility

The University supports the principles of social justice, equality of opportunity and cultural diversity, and seeks to implement these in the conduct of its activities and relationships. The University of Adelaide has reaffirmed its commitment to a vision for a united Australia, expressed in our July 2003 Statement of Reconciliation.

The rights and responsibilities of freedom of inquiry and expression

Dispassionate, rigorous and honest intellectual inquiry is at the core of academic traditions, and should be reflected throughout our research, scholarship, education and management.

Service to the local, national and international communities

Universities exist by the will of the communities of which they are a part. Shaping, recognising, and responding to community needs and expectations are essential to the mutual obligations that ensue from this relationship.

Innovation, creativity and breadth of vision

The University's core characteristics of research intensity and high quality education across a broad discipline range depend on attitudes that actively encourage the creation of new knowledge and the preparation of students to impact positively at local, national and international levels. These values arise from our understanding of our individual roles within the University and of the community we seek to create.



2004 at a glance

Some highlights of 2004

January

- Professor John Taplin (Psychology) is appointed as the University's first full-time Pro Vice-Chancellor (International).

February

- The University hosts the Adelaide Fringe HUB and major musical and writing events for the Adelaide Festival, including the world première of Professor Charles Bodman Rae's *String Quartet No. 2*, performed by the Australian String Quartet.
- The University shares in funding worth \$7.2 million for the development of high-speed computer networks in the Adelaide metropolitan area.
- Flinders-Baudin Research Centre at Flinders Chase on Kangaroo Island opens.

March

- Inaugural Graduation Ceremony in Hong Kong held at the Grand Hyatt Hotel.
- The University and the Defence Science and Technology Organisation (DSTO) sign a Strategic Alliance Agreement.
- The University has 364 new graduates after offshore ceremonies in Kuala Lumpur, Singapore and Hong Kong. Singapore's Deputy Prime Minister, Dr Tony Tan Keng Yam, is the guest speaker at the Singapore ceremony.

April

- \$9.2 million Plant Genomics Centre at the Waite Campus officially opened.
- The University establishes a new Research Centre to bring together all aspects of research related to the investigation and improvement in reproductive health.
- Adelaide graduate Dr Erin Symonds named Young Achiever of the Year.

May

- \$5 million state-of-the-art 3D Visualisation Facility opens.
- Thebarton Business and Research Alliance launched by Deputy Vice-Chancellor (Research).

June

- Telstra awards a \$950,000 contract to the University to develop key tools for next-generation technology.
- Primary Care Respiratory Unit in the Department of General Practice opens.

July

- Funding announced for new \$4.5m Aquila supercomputer to be located at the University of Adelaide.

August

- President of Human Rights and Equal Opportunity Commission, The Hon. John von Doussa QC, becomes the University of Adelaide's new Chancellor.
- Up to 10,000 members of the general community attend the University's Open Day, which marked the first official duty of the University's 18 new Student Ambassadors.
- Four new science degrees announced, in EcoChemistry, Evolutionary Biology, Nanoscience and Materials and Sustainable Environments.
- 904 students graduate at mid-year graduation ceremonies.

September

- Researchers at Roseworthy awarded at least \$2.8 million over the next three years to support wool research as part of \$30m Sheep Genomics Program, a joint initiative between Meat and Livestock Australia and Australian Wool Innovation.

October

- Adelaide's Life Impact brand advertising campaign wins the Australian Marketing Institute's State Award for Marketing Excellence in branding.

November

- Land and Water Australia awards \$1m to Professor David Coventry and Ms Sam Doudle from Earth and Environmental Sciences for a project to increase livestock and cropping profitability.
- The University's biannual magazine *Lumen* wins the Association of Development and Alumni Professionals in Education award for excellence.
- University of Adelaide selected as a member of the Elite Athlete Friendly University Network scheme.

December

- Adelaide researchers win 26 new project grants worth \$11.1m from the National Health and Medical Research Council.
- The University wins over \$18.4m from the Australian Research Council (ARC).
- Roseworthy to be the national headquarters for an \$81.5m CRC for an Internationally Competitive Pork Industry.
- The University welcomes 3135 new graduates at the December graduation ceremonies.

At a glance

Student Statistics

	Persons		EFTSU	
	2004	2003	2004	2003
Total Student Enrolments	18690	17777	14465	13909
Commencing Student Enrolments	6946	6702	5061	5053
Aboriginal & TS Islander Students	133	125	103	97
International Students – onshore	3033	2398	2531	1983
International Students – offshore	751	631	374	346
By Level of Program				
Postgraduate Research	1718	1587	1248	1139
Postgraduate Coursework	3203	2731	1623	1382
Bachelor Degrees	12725	12367	11122	10885
Other	1044	1092	472	503
By Faculty				
Engineering Computer & Maths Sciences	3221	2911	2636	2462
Health Sciences	2643	2493	2071	1975
Humanities & Social Sciences	4178	4125	3094	3137
Sciences	3041	3008	2411	2375
Professions	5318	5020	4098	3846
Central Areas	289	220	155	114
By Gender				
Female	9175	8686	7078	6738
Male	9515	9091	7387	7171
By Attendance Type				
Full Time	11679	12902	11723	12172
Part Time	7011	4875	2742	1737

Source: DEST 2003-2004 Student Data Collection

Staff Statistics

	Persons		FTE	
	2004	2003	2004	2003
Total Staff	2401	2306	2189	2107
By Type				
Academic	1063	1035	974	957
General	1338	1271	1215	1151
Academic Staff by Faculty				
Engineering Computer & Maths Sciences	166	142	158	135
Health Sciences	300	275	252	237
Humanities & Social Sciences	143	138	134	129
Sciences	316	316	307	307
Professions	112	120	100	107
Central Areas	26	44	24	41
Academic Staff by Function				
Teaching & Research	746	716	676	655
Research only	308	300	289	284
Teaching only	2	3	2	3
Other	7	16	7	15
Academic Staff by Gender				
Female	339	322	299	287
Male	724	713	675	670

Note: Fulltime and Fractional Fulltime Staff Statistics as at 31 March

Source: DEST 2003-2004 Staff Data Collection

Research Activity

Research Income	2004 \$000	2003 \$000	2002 \$000	2001 \$000
Australian Competitive Research Grants	50,920	47,763	41,333	37,310
Other Public Sector Research Funding	19,611	16,612	12,401	12,084
Industry & Other Funding for Research	17,090	17,454	20,623	16,432
Cooperative Research Centres	6,695	5,049	4,117	3,605
Total University Research Income	94,316	86,878	78,474	69,431

Source: DEST 2002 - 2004 Research Data Collection

Research Block Funding (2002-2005)	2005 \$000	2004 \$000	2003 \$000	2002 \$000
Institutional Grant Scheme	16,311*	15,951	15,325	15,310
Research Infrastructure Block Grant	13,773	12,194	10,223	8,134
Research Training Scheme	29,640	29,161	27,138	25,248

*revised estimate

Financial Performance	Consolidated		University	
	2004 \$000	2003 \$000	2004 \$000	2003 \$000
Revenue	422,410	396,346	389,304	363,029
Expenditure	398,081	372,495	367,719	342,792
Operating Result	24,329	23,851	21,585	20,237
Margin	5.8%	6.0%	5.5%	5.6%

Financial Position

Net Assets	700,970	670,560	692,504	665,295
Current Ratio	1.9	1.9	1.9	1.8
Cash at end of reporting period	74,740	53,795	62,829	43,214

The University achieved an operating surplus of \$21.6m in 2004 compared with an operating surplus in 2002 of \$20.2m. When the results of University subsidiaries are added, the consolidated result was a surplus of \$24.3m in 2004. This is an excellent achievement that reflects well on the hard work of University staff and confirms the outcomes of the strategic restructuring which occurred in 2002 to improve the financial position of the University.



Higher Education Environment

Review of Higher Education

The implementation of the reforms outlined in the policy document *Our Universities: Backing Australia's Future* has been the most significant factor shaping the landscape for higher education institutions in 2004. The Higher Education Support Act 2003 (HESA), enacted in December 2003, was subsequently amended by Amendments 1 and 2 in December 2004. The reforms in the Act focus primarily on learning and teaching, rewarding excellence, and providing additional support measures for students.

The amendments to the Guidelines of the Act repealed and revised the early version of the Act and involved:

- The Indigenous Support Program and the Equity Support Program and Disability Support Program;
- The Research Infrastructure Block Grants Scheme (RIBG) and the Research Training Scheme (RTS);
- The Systemic Infrastructure Initiative (SII) and the Learned Academies Grants Program and the Australian and New Zealand Association for the Advancement of Science (ANZAAS) Youth Conference Grant Program.

The Higher Education Legislation Amendment Bill 2004 was passed in March 2004. In summary the Bill:

- corrects a number of errors contained in the Higher Education Support Act;
- updates funding levels, providing universities with the option of charging fees on a cohort basis; and
- provides the Minister with the flexibility to deem that Universities have met the governance protocols if they have "taken all reasonable steps to meet the requirements".

The Minister for Education, Science and Training, the Hon. Dr Brendan Nelson, released the following discussion and issue papers in 2004 on:

- Future arrangements for the Higher Education Equity Programme;
- National Research Infrastructure Taskforce;
- Evaluation of the Knowledge and Innovation Reforms; and
- Review of Closer Collaboration Between Universities and Major Publicly Funded Research Agencies.

The Carrick Institute for Learning and Teaching in Higher Education was launched by the Minister on 11 August 2004 following an extensive consultation process with stakeholders. The Institute is a part of the *Our Universities: Backing Australia's Future* reform package for higher education and will provide a national focus for the enhancement of learning and teaching in Australian higher education institutions and will be a flagship for acknowledging excellence in learning and teaching. The Institute will receive \$22 million per year from 2006.

The Higher Education Information Management System (HEIMS), including the Going to Uni website, was established during 2004 and includes a range of modules to:

- provide students with timely, accessible and accurate information about course offerings, Commonwealth and student contributions to course costs, loan details and institutional performance;
- enable the efficient and effective management of Commonwealth student loans and higher education entitlements (including scholarships);
- provide institutions with timely, accessible and accurate information about institutional performance, payments and competitive funding initiatives;
- and provide one entry point for institutions to input statistical data; financial management reporting; and programme management reporting.

HEIMS provides students and parents with accessible information on the following:

Institution specific information:

- Performance of institutions on the Learning and Teaching Performance Fund;
- Links to Australian Universities Quality Agency (AUQA) audit data;
- Course Experience Questionnaire/ Graduate Destination Survey aggregate data; and
- Scholarships available and eligibility requirements.

Course/unit specific:

- Entrance requirements for the previous year and minimum entrance requirements for the current year for students, whether they be in a Commonwealth supported place or a full fee paying place; and
- Indicative fee ranges, Commonwealth contribution and student contribution per unit and/or per course.

Student specific information:

- Learning Entitlement history;
- Loan history (but not repayment information); and
- Break-down of loans (eg. HECS-HELP, FEE-HELP, OS-HELP).

The effective operation of HEIMS requires all existing and new students accessing Commonwealth supported places or Commonwealth student loans to be issued with a Commonwealth Higher Education Student Support Number (CHESSN) by their institution on enrolment. This number will be limited in its use to HEIMS and protected under Commonwealth privacy legislation.

At the state level, the South Australian Government announced a proposal for the introduction of a fourth university in the state in conjunction with Carnegie Mellon. The new university would offer programs in fields where Carnegie Mellon is a leader, such as policy and management, business, and computer software.



Governance

Appointment of new Chancellor

On 26 July 2004, the University of Adelaide Council announced that The Hon. John von Doussa QC, President of the Human Rights and Equal Opportunity Commission, would succeed Mr Robert Champion de Crespigny AC as the institution's 14th Chancellor in its 130-year history. A graduate of the University of Adelaide, Mr von Doussa has served 17 years as a judge, which included the Supreme Court of South Australia, the Federal Court of Australia and the Industrial Relations Court of Australia. He is currently a Judge on a part-time basis to the Supreme Court of Fiji and the Court of Appeal of Vanuatu and past president of the Australian Competition Tribunal.

Outgoing Chancellor, Mr Robert Champion de Crespigny AC announced in June his intention to hand over the reins after four years. During Mr de Crespigny's Chancellorship, the University made significant strides in areas such as leadership, its financial position and funding. Mr de Crespigny guided the University through the modernisation of its Act, paved the way for the purchase of the National Wine Centre and the creation of the Australian Centre for Plant Functional Genomics at the Waite Campus and contributed to the formation of the Institute for International Business, Economics and Law.

Increase in HECS Fees

In April, Council faced the difficult decision of resolving to increase HECS fees by 25% above the projected base levels for students enrolling from 2005. The fee increase was necessary as a consequence of the Commonwealth Government's higher education reforms. At the same time, Council noted that the fee increase would provide an opportunity for the University to improve quality, strengthen its programs, provide increased resources to support students and to realise the goals stated in the Strategic Plan. The extra funding would also be devoted to creating scholarships and access initiatives.

Planning for Good Governance

Following significant changes to the University of Adelaide Act which were passed by the South Australian Parliament in November 2003, the remaining amendments were gazetted on 14 May 2004. Their promulgation had effected the replacement of the three members of Council elected by the Senate with two graduate members, elected by the graduates. The inaugural election of graduate members to Council was held on 6 September.

In February, Council approved the Future Directions: Strategic Plan 2004-2008. Council agreed that the role and effectiveness of governance arrangements were of sufficient importance to justify the inclusion of enabling strategies in the Plan.

At the same meeting, Council also approved changes to the Terms of Reference of Standing Committees of Council. In December, further amendments were made to the Terms of Reference of the Academic Board including, inter alia, that the Vice-Chancellor will now Convene Academic Board with the elected Chair and that the Chair and the Deputy Chair are to be normally from within the membership of Academic Board.

National Governance Protocols

The Commonwealth Government's Policy Paper Backing Australia's Future provides for the Commonwealth's contribution per undergraduate student place to rise by 2.5% per annum over the three years 2005-2007. These increases are contingent on compliance with the "National Governance Protocols". The Protocols are a set of requirements that higher education providers eligible for grants under the Commonwealth Grant Scheme need to satisfy under the Higher Education Support Act (HESA) 2003. They were initially published as an appendix to *Backing Australia's Future*, with a requirement that they be adopted by States and universities to ensure the flow of new Commonwealth funds.

The Commonwealth recognised that introduction of the Protocols would impose significant requirements on many universities, including the need for legislative change in a number of instances, and the new legislation made provision for the Minister to exercise discretionary power in approving the funding increase for 2005, provided an institution could be demonstrated to have achieved certain minimum standards, that is, that it has complied with some of the Protocols and has taken reasonable steps towards complying with the others. The University of Adelaide made a successful case to DEST, and will receive the 2.5% increase in 2005.

Risk Analysis

Risk management in the University identifies, controls and minimises the impact of uncertain events. In 2004 the University reviewed the 2003 University-wide risks by requiring the Faculties and the Divisions to analyse and update their risk registers, which in turn formed the basis for the University-wide risks. As part of the methodology a number of the risks are managed at the local level while the University-wide risks are managed through various avenues such as internal audit reviews, due diligence processes, business continuity processes, insurance risk analysis, quality assurance processes and occupational and health measures, to name a few. The overseeing and monitoring the assessment and management of risk is a Council responsibility through the Audit, Compliance and Risk Committee and Finance Committee which report on a regular basis to Council on risk management matters. The overall risk of the University is low to moderate with the programs, management and technology being at the higher end of this spectrum. In 2004 the overall risk compared to 2003 was lower in six out of the eleven key risk areas of:

Strategic, Financial Management, People, Technology, Information, Programs, Management, Purchasing & Payments, Governance, Research.

Governance

Council Membership

Following the final amendments to the University of Adelaide Act and the resulting dissolution of the Senate, two of the three members of Council elected by the Senate retired – The Hon. Justice John Perry and Dr Baden Teague, whilst Dr Harry Medlin was re-elected by the Graduates' Association together with Ms Mia Handshin. The Independent Council Selection Committee reappointed six members under Section 12(1)(b) of the Act and all agreed to continue their work on Council.

Council Members

In 2004 the Council comprised:

Ex-officio Members:

- Mr Robert Champion de Crespigny AC – Chancellor (to 26 July 2004)
- The Hon John von Doussa QC – Chancellor (from 26 July 2004)
- Professor James McWha – Vice-Chancellor
- Professor Maciej Henneberg – Presiding Member of the Academic Board
- Ms Alice Campbell – President of the Students' Association of the University of Adelaide (elected Student Representative under Section 12(1)(g) of the Act from 6 March 2004; ex-officio under Section 12(1)(ab) of the Act from 14 May 2004)
- The Hon Gregory Crafter – Presiding Member of the Graduate Association (co-opted member under Section 12(1)(d) of the Act to 22 February 2004; ex-officio under Section 12(1)(ac) of the Act from 23 February 2004 to 31 December 2004)

Appointed members:

- Mr Ross Adler AO
- Mr Charles Bagot
- Ms Kate Castine
- Mr Brian Croser AO (Deputy Chancellor)
- Mr Ian Kowalick
- Ms Pamela Martin
- Mr Stephen Young

Elected members

Academic Staff:

- Dr Rodney Crewther
- Dr Peter Gill

General Staff:

- Mr John Cecchin
- Ms Janet Dibb-Smith

Students:

- Mr Phil Harrison (to 5 March 2004)
- Ms Georgia Heath (to 5 March 2005)
- Mr Sebastian Henbest (to 5 March 2004)
- Mr Patrick Giam (from 6 April 2004)
- Ms Mardi Longbottom (from 30 August 2004)

Graduates:

- Ms Mia Handshin (from 6 September 2004)
- Dr Edwin Harry Medlin (from 6 September 2004)

Senate:

- The Hon Justice John Perry (to 14 May 2004)
- Dr Edwin Harry Medlin (to 14 May 2004)
- Dr Baden Teague (to 14 May 2004)

Standing Committees of Council as at 31 December 2004

Academic Board

Chair – Professor Maciej Henneberg

Audit, Compliance and Risk Committee

Chair – Ms Pamela Martin

Convenors' Committee

Chair – The Hon John von Doussa QC

Finance Committee

Chair – Mr Ross Adler AO

Personnel Committee

Chair – Mr Brian Croser AO

Senior Executive Review Committee

Chair – The Hon John von Doussa QC

Special Degrees Committee

Chair – The Hon John von Doussa QC

Senior Management – Senior Managers at 31 December 2004

Vice-Chancellor

Professor James McWha, BSc, BAgr (Hons)(QUB), PhD (Glas), PhD (aeg)(Adel), DSc (hc)(Massey)

Deputy Vice-Chancellor and Provost

Professor Penny Boumelha, MA, DPhil (Oxon), FAHA

Deputy Vice-Chancellor (Research)

Professor Neville Marsh, BSc (Hons), PhD (Lond), GradCertEd (QUT)

Pro Vice-Chancellor (International)

Professor John Taplin, BSc (Hons), PhD (Adel), FAPS

Executive Director, Finance and Infrastructure

Mr Paul Duldig, BEc (Hons), MEd (Adel), MAICD

Executive Director, Student and Staff Services

Ms Susan MacIntosh, BA (Adel)

Executive Dean, Faculty of Engineering, Computer and Mathematical Sciences

Professor Peter Dowd, BSc (UNE), MSc (Montreal), PhD (Leeds), FREng

Executive Dean, Faculty of Health Sciences

Professor Derek Frewin AO, MBBS (Ceylon), MD (Adel), FRACP, FRCP, FRACMA

Executive Dean, Faculty of Humanities and Social Sciences

Professor Michael Innes, MA (Aber), PhD (Birm), CPsychol, FASSA, FAPS, FBPsS

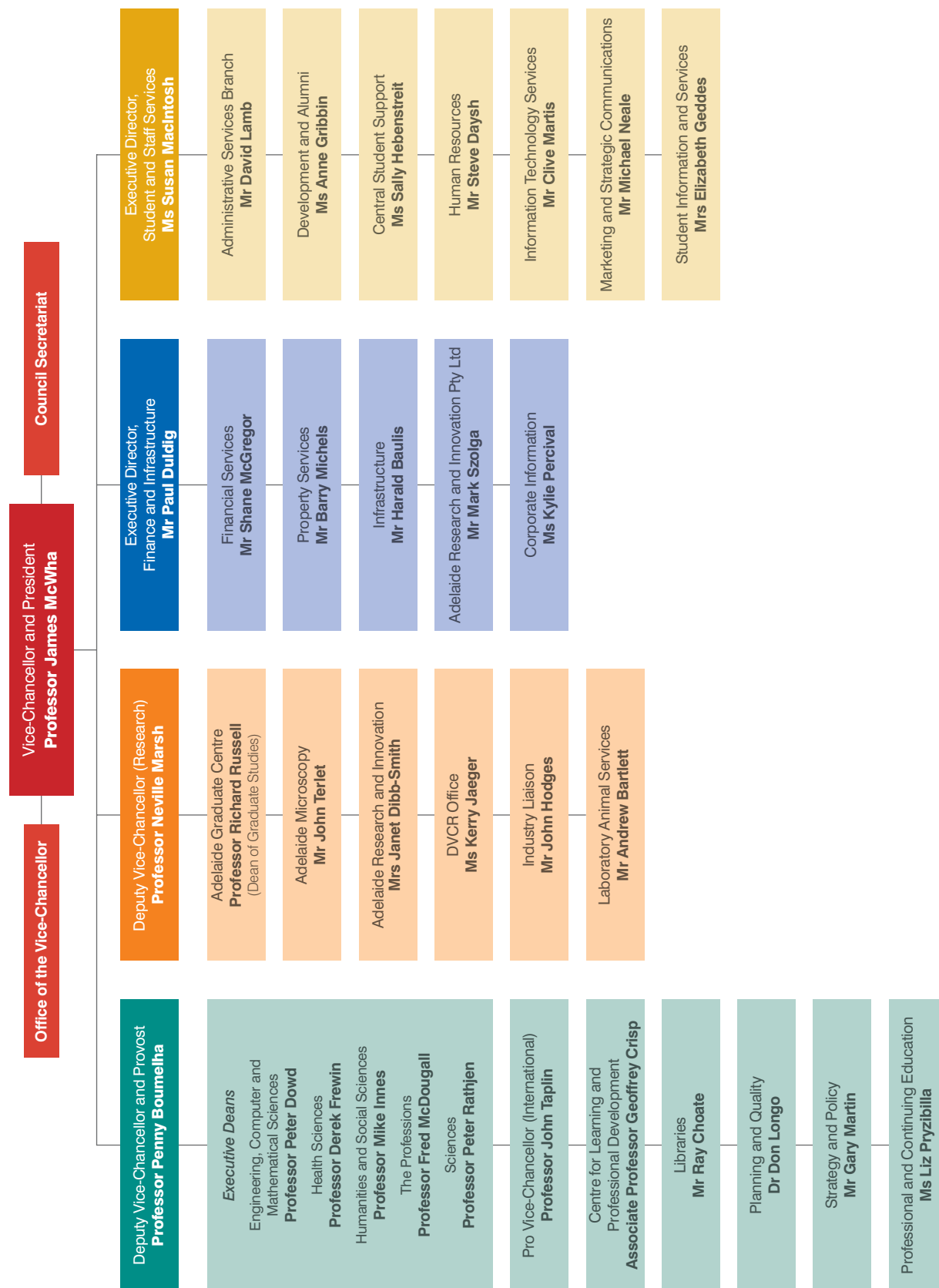
Executive Dean, Faculty of the Professions

Professor Fred McDougall, BCom (Hons), MCom, DipEd (Melb), PhD (Adel)

Executive Dean, Faculty of Sciences

Professor Peter Rathjen, BSc (Hons)(Adel), DPhil (Oxon)

Top Level Organisational Structure





Planning and Quality

Strategic Plan

In 2003, the University instituted a comprehensive process of strategic planning, which included extensive consultation within the University community and with external stakeholders, through values surveys, focus groups and an environmental scan involving key people from the public and private sectors, and public fora. A five year Strategic Plan, *Future Directions: The University of Adelaide Strategic Plan 2004-2008*, was approved by the University Council in February 2004. The Plan sets out the University's mission and vision, high-level goals and strategies in the areas of growth with excellence in the University's educational activities, student focus, the pursuit of research excellence, and the effective management of the University's resources, structures and processes. It also established high-level targets that enable the University to regularly review progress.

The Strategic Plan provided the framework and context within which a series of theme plans were developed covering the major areas of the University's activities (eg Learning and Teaching, Research, Student Services, Human Resources, Facilities and Infrastructure, Internationalisation, Information Technology, Information Management, Marketing, Student Recruitment and Communication). In response to these plans, Faculties and Divisions developed their own Unit Operational Plans to articulate and support the Theme and Strategic Plans. This ensured both vertical and horizontal integration of the University's stated goals, so that there is close alignment between plans and a shared vision for future development and improvement.

Institutional Planning and Performance Framework

Concurrently with implementing the new planning and reformed budgeting processes, the University reviewed its longer-term approach to planning, budgeting and performance monitoring.

As a result, an Institutional Planning and Performance Framework (IPPF) was adopted in 2004. As part of the development of the IPPF, three working parties were set up in 2004 to investigate planning and budgeting, institutional key performance indicators and evaluation processes for learning and teaching. These Working Parties reported at the end of 2004 and the University will be implementing their recommendations progressively over 2005 and 2006. It is anticipated that the framework — predicated on a three-tiered planning framework comprised of the Strategic Plan, a University Operational Plan and Business and Resource Plans at the Faculty and Divisional levels integrated with a triennial Budget process — will be developed further in 2005 and made fully operational in 2006.

Quality assurance

The University of Adelaide was audited by the Australian Universities Quality Agency (AUQA) in October 2002 after submitting its Performance Portfolio based on an institutional self-assessment. The Agency published its audit report in March 2003 and the University submitted its Quality Improvement Action Plan 2003-2005 to AUQA in July 2003. Since that time, the University has been addressing the tasks it identified in its Action Plan, and progress has been monitored by the University's Quality Improvement Board (QIB).

The QIB, chaired by the Deputy Vice-Chancellor and Provost (DVCP), is the senior management committee established to provide an ongoing advisory role to the DVCP for "quality assurance and improvement across the whole of the University covering academic, administrative and management processes both on and offshore". The Committee played an important role in the University's preparation for and response to the audit.

By the end of 2004, substantial progress had been achieved with over 90% of the identified actions having been

either completed or underway. A small percentage were yet to commence where these were dependent on the completion of other actions identified in the Action Plan or are dependent on the implementation of the IPPF referred to earlier.

As part of the requirements of AUQA, the University has provided a Progress Report to AUQA that details the University's responses to the recommendations of the AUQA Audit and outlines the University's achievements covered by the Report. The Progress Report was developed under the auspices of the University's Quality Improvement Board (QIB), in consultation with the Vice-Chancellor, Deputy Vice-Chancellors, Executive Directors and Executive Deans.

In a broader context, the audit process and associated Report has helped the University re-examine its immediate direction and focus which is encapsulated in *Future Directions: The University of Adelaide Strategic Plan 2004-2008*. Similarly, implementation of the Action Plan has been reflected in the priorities included in the Operational Plans of Faculties and Divisions as well as the University-wide Theme Plans that were developed in 2004.

More recently, the University has been developing an Institutional Planning and Performance Framework (IPPF) as described earlier. The IPPF, once fully developed and implemented, will enable the University to monitor and report on outcomes against the University's objectives and targets, and integrate planning and resource allocation cycles for the purposes of making realistic and informed decisions on the University's core business activities. It will be the University's principal tool for the effective oversight of progress against its strategic directions, statutory obligations and quality improvements. Once the IPPF is fully embedded in the institution, the effectiveness of the University's planning, budgeting, evaluation and performance monitoring will be greatly enhanced, which will contribute significantly to quality improvement.



Learning and Teaching

Educational Planning and Policy Development

University Learning and Teaching Plan 2004-2008

Learning is a core activity of the University of Adelaide, bringing students and staff together into a community of scholars engaged in active learning and the pursuit of knowledge. The University is committed to sustaining an environment which fosters and supports the active learning process, and it fulfils this role in a number of ways.

The University Learning and Teaching Plan is informed by the University's 2004-2008 Strategic Plan. The Strategic Plan promotes development in areas of obvious strength and opportunity, and reinforces those aspects of the University that its staff and stakeholders most value. It has three interdependent key goals: growth with excellence in our educational activities; student focus in the experiences we provide for those who study here; and scale and focus in the pursuit of continued research excellence. While the Learning and Teaching Plan covers learning and teaching aspects within all three of these themes, the primary focus is on "Growth with Excellence" and "Student Focus".

The strong interaction of research and learning shapes the distinctive character and quality of the experience of learning at the University of Adelaide. However,

the current size of the University poses particular challenges to the continuation of this mode. Our moderate student numbers encompass a very broad range of disciplines, as do our research strengths. Achieving sustainable economies of scale, maximising our impact and remaining competitive all require us to grow.

The University will also need to plan for greater diversification of the student body. Demographic projections would suggest that there is considerable risk in relying on our traditional student body of domestic South Australian school leavers. In this context, the University will need to position itself to attract more adult applicants, part-time students and lifelong learners. This will involve changes to fundamental aspects of our education activities: to the design of our academic programs; to the hours and locations and modes of delivery of teaching; to the structure of the academic year; and to the way we manage our marketing and recruitment. Possible growth in the proportion of offshore and online students will require significant rethinking of student support mechanisms.

At the same time, a high-quality educational experience for our students will depend upon a confidence in our academic staff that excellence and innovation in teaching are valued and rewarded. By adopting a more strategic approach, we will embed the value the institution places on a professional

approach to teaching into our human resource practices — appointment, professional development, promotion, and career review. Initial steps have been taken in this direction in recent years, and development will continue over the coming years.

The University Learning and Teaching Plan is intended to amplify the strategies listed under the Strategic Plan themes. It provides the focus for planning, management and quality assurance activities in learning and teaching matters across the University, including such matters as:

- Faculty initiatives in learning and teaching;
- Academic and other support for students in their learning;
- Staff development policies and initiatives to support and reward quality improvement in teaching;
- Equity issues;
- Indigenous education;
- Information technology and services in the learning and teaching environment;
- Maintenance and improvement of teaching spaces and facilities; and
- Library resources and services in support of learning and teaching.

Learning and Teaching

Effective planning and successful management of the University's learning and teaching will draw upon a number of partnerships: between students and staff; academic and support staff; faculties and central services; and executive managers and the University committee structure. Each partner must fulfil their own responsibilities and must recognise and respect the contributions of the other partners. Only in this way will the University achieve a good balance between central and devolved authorities, and between broad consultation and expeditious decision-making.

From an external perspective, two of the main drivers for change within the University of Adelaide are the Australian Universities Quality Agency (AUQA) and Commonwealth Government higher education policy.

In 2003 AUQA delivered its first audit report on the University, praising the quality of our staff and students. The report contained a number of recommendations for change in the quality assurance processes for learning and teaching. These recommendations have been incorporated into the Learning and Teaching Plan's sub-strategies, relating primarily to processes of program review, performance measurement, monitoring and evaluation, student support, staff development and the expansion of benchmarking activities. The implementation of actions arising from these recommendations will build upon the positive changes of the past few years.

The University is also working to maintain a high-quality educational experience for our students, and a rewarding environment for our staff, within the context of changes to the higher education system. It is intended that over the life of this Learning and Teaching Plan, there will be a significant shift away from the publicly funded paradigm that has operated in recent decades in the direction of greater student contributions to the financing of higher education institutions. As part of our commitment to support our students and staff, the

Learning and Teaching Plan includes ways in which we can position ourselves by, for example, ensuring that students' evaluation of courses is publicly available on our website, to maximise the benefits that accrue from the forthcoming Learning and Teaching Performance Fund, the Carrick Institute for Learning and Teaching in Higher Education, and other changes to the higher education system.

Learning and teaching: policies and planning frameworks

In 2004, a number of committees and working parties reported to the Deputy Vice-Chancellor and Provost. These

groups contributed to the development of policies and planning frameworks in learning and teaching.

Graduate Attributes

A review of undergraduate and postgraduate Program Graduate Attributes was carried out by the University Learning and Teaching Committee to ensure that the attributes are articulated and incorporated into course documents and student learning activities. Processes have been established to ensure that all academic programs and courses are mapped to the University's Graduate Attributes, which are as follows:

Graduate Attributes

The University of Adelaide is a research-intensive university which seeks to develop graduates of international distinction by supporting high quality education.

The University of Adelaide provides an environment where students are encouraged to take responsibility for developing the following attributes:

1. Knowledge and understanding of the content and techniques of a chosen discipline at advanced levels that are internationally recognised.
2. The ability to locate, analyse, evaluate and synthesise information from a wide variety of sources in a planned and timely manner.
3. An ability to apply effective, creative and innovative solutions, both independently and cooperatively, to current and future problems.
4. Skills of a high order in interpersonal understanding, teamwork and communication.
5. A proficiency in the appropriate use of contemporary technologies.
6. A commitment to continuous learning and the capacity to maintain intellectual curiosity throughout life.
7. A commitment to the highest standards of professional endeavour and the ability to take a leadership role in the community.
8. An awareness of ethical, social and cultural issues and their importance in the exercise of professional skills and responsibilities.

It is intended that models for a student-portfolio based on Program Graduate Attributes will be developed throughout 2005.



Student Experience of Learning and Teaching

In 2004, the University Learning and Teaching Committee agreed that aggregated data from students' experience of courses presented by the University of Adelaide would be reported on an annual basis to the University community and would be made publicly available through the University's website. A review of the Student Experience of Learning and Teaching policy will be carried out in 2005 to ensure that it provides a framework for effectively monitoring, analysing and reporting on aggregated results.

Review of the Recognition of Teaching Excellence

It is acknowledged that one of the ways in which the importance of learning and teaching is encouraged and promoted is the recognition afforded by the award of teaching prizes, at both institutional and national levels. In this light a Working Party was established in March 2004 to review the current practices with the intention of achieving greater internal recognition of learning and teaching activities, whilst taking into account the foreshadowed increase in Commonwealth funding for teaching prizes. The Working Party recommended a revision of the current processes for

the award of the University's teaching prizes. In doing so, the Working Party reviewed the objectives, eligibility and application process for the Stephen Cole the Elder Prizes for Excellence in Teaching and School and Faculty mechanisms which support University recognition of teaching excellence. In addition, the Working Party provided advice on strategies to strengthen the University's achievement in national processes of rewarding teaching excellence, such as developing mechanisms to ensure the support for, and improvement of, student participation in these processes. The recommendations of the Working Party will be implemented in 2005.

Internationalisation of the Curriculum

A focus of the University Learning and Teaching Committee in 2004 was the internationalisation of the curriculum, that is, to develop in students an international focus to their education and consequently, to their place in the world. Good practice examples of internationalisation of curriculum and delivery were identified and placed on the Centre for Learning and Professional Development (formerly LTDU) website. An example of good practice in this area is the Mekong eSim: A role-play/simulation project for 2nd year Environmental Engineering students. The Mekong eSim is a learning activity about

environmental decision-making. It is a web-based role-play/simulation project, set in the Mekong area of South-East Asia and is a collaboration between four institutions: The University of Adelaide, The University of Technology, Sydney, The University of Sydney and The Sepang Institute of Technology.

Assessment

The Assessment Monitoring Committee was established in 2004 in response to recommendations of the University Learning and Teaching Committee working group reviewing assessment policies in coursework programs, and advises the Academic Board on matters related to assessment issues. Significant outcomes in 2004 were the standardisation of grade descriptors for all coursework programs, and the development of good practice guidelines on assessment for staff and students. These guidelines provide a systematic approach to designing and undertaking assessment and a framework for a two-way assessment process between students and staff.

Technology in Education

The impact of decision-making in relation to the educational aspects of the use of technology in learning and teaching is considered and co-ordinated by the

Learning and Teaching

Technology in Education Committee. A role of this Committee is ensuring regular communication of decisions, strategies and updates through Faculty representatives. One of the key outcomes for 2004 was the continued development and implementation of a three year rolling plan for upgrades to priority common teaching areas. In 2004 common teaching spaces such as the Law 2 Lecture Theatre, Lecture Theatres 210 and 211 in the Napier Building, Lecture Theatre S111, Engineering South and the Mawson Lecture Theatre were amongst the areas upgraded.

Postgraduate Coursework

In response to the recommendations of the Working Party on Postgraduate Coursework Programs, the University Postgraduate Coursework Committee was established in mid-2004 to ensure that University policies adequately cover postgraduate coursework programs, advise on postgraduate coursework recruitment policies and strategies, and monitor the appropriate provision of accommodation, facilities and services for postgraduate coursework students. One of the key achievements in 2004 was the development of a Code of Practice for Postgraduate Coursework Studies, which provides guidelines for best practice in the content, delivery, assessment, monitoring and evaluation of programs, and identifies minimum standards of student service provision and infrastructure. The Academic Board noted that this is a significant development for the University and full implementation of the Code throughout the University is expected to occur in readiness for the 2006 Academic Year.

Undergraduate Entry and Scholarships

The University Undergraduate Entry Committee is responsible for providing

advice on undergraduate entry policy and practices for local and international admissions. In order to comply with, and maximise student opportunities under, the *Higher Education Support Act* in 2005, various initiatives were developed throughout 2004 in conjunction with this Committee. Opportunities for entry to medicine were expanded to allow students completing one full year of a program at the University to be eligible to apply, increasing the opportunities for South Australians, and encouraging diversity in the medical student cohort. Expansion of fee-based places in undergraduate programs allowed more students to enrol in their preferred program rather than accept a HECS place in a lower preference. New scholarships were approved in 2004 specifically for students accepting a fee-based place, and extended the range of overall scholarship opportunities for exceptional students.

Institutional Planning and Performance Framework – Learning and Teaching

In 2004 the Vice-Chancellor's Committee endorsed a project to establish an Institutional Planning and Performance Framework. The aim of the IPPF was to establish a coherent and transparent University-wide framework for planning, performance monitoring and reporting, that can fulfil internal and external accountabilities and that is consistent with good practice in Australian higher education.

Three working parties were subsequently established to develop elements of this project and they have reported their findings in the following reports:

- Report of the Working Party on Planning and Budgeting — the development of processes for the better integration of planning and budgeting cycles;

- Report of the Working Party on Institutional Key Performance Indicators — the development of a set of KPIs at institutional level for regular reporting to VCC and Council;
- and the Report of the Working Party on Learning and Teaching — the development of evaluation processes for learning and teaching.

The Report of the Working Party on Learning and Teaching made recommendations in relation to:

- exploring approaches to obtaining feedback from students on their University experience;
- developing processes for the regular review of academic coursework programs (including the integration of accreditation processes in these reviews);
- and determining student and teaching related metrics to guide improvements and to maximise opportunities for obtaining grants from the national Learning and Teaching Performance Fund.

Learning and Teaching Funding Initiatives

Learning and Teaching Development Budget

In 2004 funds from the Learning and Teaching Development Budget were distributed for projects that provided evidence of a strategic focus. The aim of this shift from funding relatively small grants to individuals or small teams was to help place the University in a sound position to benefit from the opportunities presented by the Learning and Teaching Performance Fund.

Strategic Investment Funds – Learning and Teaching Projects

To support initiatives contributing to the implementation of key goals and strategies of the Strategic Plan, the Vice-Chancellor awarded funds on a competitive basis for key projects. Several proposals have had a direct impact on learning and teaching at the University. These include extensive support for postgraduate coursework curriculum development, marketing, market research, recruitment and admissions; the development of a multi-media laboratory for students; and the implementation of a Graduate Certificate in Education (Higher Education) for academic staff.

Higher Education Innovation Programme Grants

The University was successful in winning two Higher Education Innovation Programme (HEIP) grants in 2004 for projects in Automotive Engineering ('Developing and Implementing a New Cooperative Automotive Engineering Degree in Partnership with Industry, the University of South Australia and TAFE') and in Chemistry ('Australian Chemistry Enhanced Laboratory Learning Project – A central resource of chemistry laboratory exercises developed and tested by staff from 32 participating Australian

universities and members of the Royal Australian Chemical Institute'). The aim of the Commonwealth-funded HEIP grants is to promote innovation in the higher education sector and to improve the quality of the student learning experience through projects involving collaboration between universities and other education partners. In 2005 the Higher Education Innovation Programme will be replaced by the Collaboration and Structural Reform Fund to support projects that will achieve better higher education outcomes in teaching, learning, research and innovation through collaboration or structural reform.

Staff Awards

The Stephen Cole the Elder Prizes for Excellence in Teaching

In 2004, the Prizes, recognising and rewarding outstanding teaching, were awarded to:

- **Dr Michelle Coulson** for excellence in teaching in the first five years of her teaching career. Dr Coulson is from the Discipline of Genetics in the School of Molecular and Biomedical Science.
- **Associate Professor David Paton** from the Discipline of Environmental Biology, School of Earth and Environmental Sciences.
- **Mr Keith Crellin** from the Elder School of Music in the Faculty of Humanities and Social Sciences.

High commendations were also awarded to **Dr Andreas Schloenhardt** from the Law School, Faculty of the Professions and to **Dr Graham Heinson** from the Discipline of Geology and Geophysics, School of Earth and Environmental Sciences, Faculty of Sciences.

Postgraduates Association (PGSA) award winners:

Supervisor:

Professor Pascale Quester, Commerce.

Runner-up:

Dr Graham Heinson, Geology and Geophysics.

Lecturer:

Dr Felix Patrikeeff, Politics.

Runner-up:

Mr Mark Coleman, Adelaide Graduate School of Business.

General staff:

Ms Lynette Kelly, Mechanical Engineering.

Runner-up:

Dr Gary Taylor, School of Agriculture and Wine

Other Awards

Associate Professor Michael Roberts jointly won the award for best presentation at the annual Australian Universities Quality Forum held in Adelaide in July 2004. On behalf of his co-authors, Professor Caroline McMillen, Dr Pat Buckley and Mr Dan McHolm, Associate Professor Roberts spoke on the issue of attaining quality in Science through the teaching-research nexus.

Learning and Teaching

Student Awards

Recipients of the 2004 University Medal

Mark Bode, BA (Hons)
 Laura Brooks, BEng (Mech Hons)
 Chee Seng Cheong, B Comm (Hons)
 Ryan Cornish, BDS
 Dinali Devasagayam, B Biotech (Hons)
 Benjamin Dolman, B Ma & Comp Sc (Hons)
 Edwina Farrall, B Health Sc (Hons)
 Sharon Hampton-Smith, BSc (Hons)
 Phillip Killicoat, BEc (Hons)
 Peter Larden, BEng (Chem Hons)
 Dennis Lim, LLB (with Hons)
 Alana Moore, B Ma & Comp Sc (Hons)
 Tyson Ritter, BEng (Elec Hons) & B Ma & Comp Sc (Hons)
 Luke Simmons, B Nat Res Man (Hons)
 Philip Thiel, BA (Hons)
 David Williams, MBBS (Hons)
 Rohin Wood, BEng (Mechatronic Hons)

Honours Alumni University Medal

Tyson Ritter, (BEng Elec Hons)

Postgraduate Alumni University Medal

Dr Sam Mickan, PhD in the Faculty of Engineering, Computer & Mathematical Sciences

Mutual Community Travel Grants:

Angus MacGregor (Geographical & Environmental Studies)

David Ridout (Physics)

Richard Muhlack (Chemical Engineering)

Su Ming Pamela Ooi (Chemical Engineering)

AUGU/RC Heddle Award:

Rebecca Kakavanos (Paediatrics)

Inaugural Adelaide Sarawak Scholarship:

Jegathisvaran Balakrishnan (Electrical & Electronic Engineering)

Sir John Monash Awards:

Engineering graduates **Katherine Daniell** and **Olivia Thorne** were the first South Australians to receive a General Sir John Monash Award. The awards are considered to be among Australia's most prestigious scholarships, and are up to the value of \$150,000 over three years.

Young Achiever Awards:

Science graduate **Dr Erin Symonds** (BSc, PhD) was named the Advertiser/Channel 9 Young Achiever of the Year, also winning the Science and Technology Award. Dr Symonds, a past winner of the Young Investigator Award, works as a research scientists at the Women's and Children's Hospital. **Michael Ierace**, **Julia Lock** and **Brooke Summers** were among graduates or current students also nominated for the Young Achiever Awards.

Rhodes Scholarships:

Hannah Tonkin (LLB Hons), South Australian Rhodes Scholar.

Matt Wenham (BSc Hons), Rhodes Scholar for Australia at Large.

Centre for Learning and Professional Development (formerly LTDU)

The mission of the Centre for Learning and Professional Development (formerly the Learning and Teaching Development Unit) is to assist the University community to improve student learning and staff teaching through development programs and research. The Centre does this through the following program areas: academic staff development, student development, online education and evaluation services.

During 2004, staff in the CLPD provided excellent development activities,

seminars, workshops, individual and commercial consultations and completed project work for academic staff and students across all discipline areas of the University. The CLPD also provided informed leadership to the University community on matters concerning learning and teaching and has undertaken research projects in a number of key areas relevant to the University's Strategic Plan.

Highlights for 2004 have included:

- Introduction of the new Graduate Certificate in Education (Higher Education) with 15 enrolments from teaching staff within the University;

- Online education projects for the Mekong e-Sim with Civil and Environmental Engineering and "Through the Fire", a Disaster Down Under e-Sim with the Clinical Nursing Burns Unit and Civil and Environmental Engineering;
- A special series of professional development seminars for academic staff on assessment issues in teaching and research-led teaching;
- Development, in collaboration with the Prospective Students Office, and launch of the new student induction website 'Starting @ University', written from a students' perspective; and

- Development workshops for staff and students in plagiarism prevention and the use of the University software system Turnitin for plagiarism prevention.

The University Library

The Library increased the number of electronic journals to about 40,000 subscriptions to current titles, with over 3,000 journals completely in electronic format and several thousand monographs also available electronically.

The R A Fisher Digital Archive was launched in 2004, representing a digitisation of some unique and rare materials to make them available to scholars on the Web. The Archive, presenting the papers of the world-renowned geneticist and statistician R A Fisher, who was associated with the University, received up to 300,000 hits in a month.

In providing excellent physical resources and access to state-of-the-art information technology for students the Library reported that:

- The special services programme for Year 12 students in the State's high schools was very successful.
- Stage three of the Library's Store, a cooperative amongst the three South Australian universities, was completed, increasing capacity by about 150,000 volumes.
- Renovations were made to the Law Library and to the Reserve and Multi-media areas, and also the training facilities, of the Barr Smith Library.
- The Image and Copy Centre's equipment was upgraded in 2004, making the Centre a state-of-the-art facility for printing.
- A new funding model was developed for the allocation of funds for library

materials amongst the Faculties of the University, and Faculty Library Committees were established to monitor these allocations.

In addition, the Library has been extensively involved in the provision of services and facilities to the University Senior College, the South Australian Mental Health Service, and Primary Industries and Resources, South Australia, and also has affiliations with many other institutions in South Australia.

There was a successful Annual Library Appeal (in association with the Development and Alumni Office) and also an appeal for funds, in association with the Dental School, to support dentistry research journals. The Library hosted several art exhibitions in the Barr Smith Library and there was an active program of volunteers working on the theatre arts materials in Special Collections. The Friends of the University Library had an active and well-attended program of author events during the year, sponsored by Unibooks.

An agreement was reached with ten other university and research libraries in South Australia and Victoria for a purchasing consortium for monographs, providing substantial discounts on the purchase of books.

Professional and Continuing Education

Professional and Continuing Education (PCE) has undertaken a range of exciting initiatives throughout 2004 to ensure that opportunities for lifelong learning are available at the University of Adelaide. PCE has played an important role in creating a link between the local, national and international community and the University. A range of high-quality educational and training programs in developing career aspirations, upgrading skills and preparing for University study was offered to meet community needs.

PCE offered a diverse range of programs, developed in consultation with the community, business and the University and presented by the highest quality teachers and lecturers. These included:

- Pre-Enrolment English;
- English for Community as study abroad semester;
- Tailored short study tours for groups;
- Professional Development short courses;
- Project Management in conjunction with Faculties;
- Award and non-award student administration and program management;
- Fourteen different community languages;
- Year 12 Revision courses.

Strategic External Reviews

The following reviews were carried out in 2004:

- The School of Architecture, Landscape Architecture and Urban Design;
- The Discipline of Wine and Horticulture (commenced in 2003);
- The Review of the Master of Business Administration.

External Accreditation

The academic programs offered by the School of Computer Science in the Faculty of Engineering, Computer and Mathematical Sciences were successful in receiving full accreditation by the Australian Computer Society for a five-year period.

Learning and Teaching

Academic Programs approved for introduction in 2005

The following are the academic programs at both the undergraduate and postgraduate level that were approved in 2004 for introduction in 2005:

Bachelor of Engineering
(Civil & Structural)
and Bachelor of Engineering
(Civil & Environmental)

Bachelor of Engineering
(Petroleum)
and Bachelor of Engineering
(Civil & Structural)

Bachelor of Engineering
(Petroleum)
and Bachelor of Engineering
(Civil & Environmental)

Bachelor of Computer Science
(Software Engineering)

Bachelor of Engineering
(Automotive Engineering)

Bachelor of Science
(Evolutionary Biology)

Bachelor of Science
(EcoChemistry)

Bachelor of Science
(Sustainable Environments)

Bachelor of Science
(Nanoscience and Materials)

Bachelor of Media and Bachelor of Arts

**Bachelor of Media and
Bachelor of International Studies**

**Bachelor of International Studies
and Bachelor of Arts**

**Bachelor of Arts and
Bachelor of Economics**

**Bachelor of International Studies
and Bachelor of Economics**

Master of Sciences
(Defence Signal Information Processing)

Graduate Diploma of Sciences
(Defence Signal Information Processing)

Graduate Certificate of Sciences
(Defence Signal Information Processing)

Master of Sciences
(Defence)

Graduate Diploma of Sciences
(Defence)

Graduate Certificate of Sciences
(Defence)

Graduate Certificate in Education
(Higher Education)

Master of Laws

**Master of Laws by Coursework
and Master of Commerce**

**Master of Laws by Coursework
and Master of Commerce**
(Accounting)

**Master of Laws by Coursework
and Master of Commerce**
(Applied Finance)

**Master of Laws by Coursework
and Master of Commerce**
(Marketing)

Master of Business Law

**Master of Business Law and
Master of Commerce**

**Master of Business Law and
Master of Commerce**
(Accounting)

**Master of Business Law and
Master of Commerce**
(Applied Finance)

**Master of Business Law and
Master of Commerce**
(Marketing)

VET Diploma in Music
(Jazz)

**Graduate Certificate in Alcohol
and Drug Studies**

**Master of Grief and
Palliative Care Research**

**Professional Certificate in
Urban Habitat Management**

**Graduate Certificate in
Urban Habitat Management**

**Graduate Diploma in
Urban Habitat Management**

Master of Urban Habitat Management

Master of Accounting and Finance

Master of Applied Project Management

Graduate Certificate in Education
(Science and Technology)

Graduate Certificate in Education
(Mathematics and Technology)

Master of Education
(Science and Technology)

Master of Education
(Mathematics and Technology)

Professorial Appointments

New Appointments

Professor Shane Cloude
Electrical & Electronic Engineering

Professor Peter Dowd
Executive Dean, Engineering,
Computer & Mathematical Sciences

Professor Dorothy Driver
Humanities

Professor Graham Hubbard
Head, Adelaide Graduate School
of Business

Professor Neville Marsh
Deputy Vice-Chancellor (Research)

Professor Zbigniew Michalewicz
Computer Science

Professor Tanya Munro
Chemistry & Physics

Professor Paul Rolan
Clinical & Experimental Pharmacology

Professor Richard Russell
Dean, Graduate Studies

Professor Prashanthan Sanders
Medicine

Professor John Taplin
Pro Vice-Chancellor (International)

Professor Mark Tester
Agriculture & Wine

Professor Deborah Turnbull
Psychology

Professor Stephen Worthley
Medicine

Re-appointments

Professor Robert Goldney
Psychiatry

Professor Alastair Goss
Dental School

Professor Ashok Khurana
Australian School of Petroleum

Professor Ieva Kotlarski
Health Sciences

Professor Jack McLean
Centre for Automotive Safety Research

Professor Donald Moyes
Anaesthesia & Intensive Care

Professor Robert Vink
Pathology

Professor Jason White
Clinical & Experimental Pharmacology

Titles

Professor Geoffrey Driscoll
Visiting Professor, Obstetrics
& Gynaecology

Professor Patrick James
Affiliate Professor, Earth &
Environmental Sciences

Professor Nigel Jones
Clinical Professor, Surgery

Professor Daniel Leonard
Adjunct Professor, Economics

Professor Liu Qi
Visiting Professor, Dental School

Professor Anton Middelberg
Adjunct Professor, Chemical Engineering

Professor Antonio Travaglione
Adjunct Professor, Adelaide Graduate
School of Business

Title Renewals

Professor David Armstrong
Visiting Professor, Obstetrics
& Gynaecology

Professor Leslie Cleland
Clinical Professor, Medicine

Professor Jagan Mazumdar
Adjunct Professor, Electrical &
Electronic Engineering

Professor Malcom Oades
Adjunct Professor, Earth &
Environmental Sciences

Professor Heddy Zola
Affiliate Professor, Paediatrics

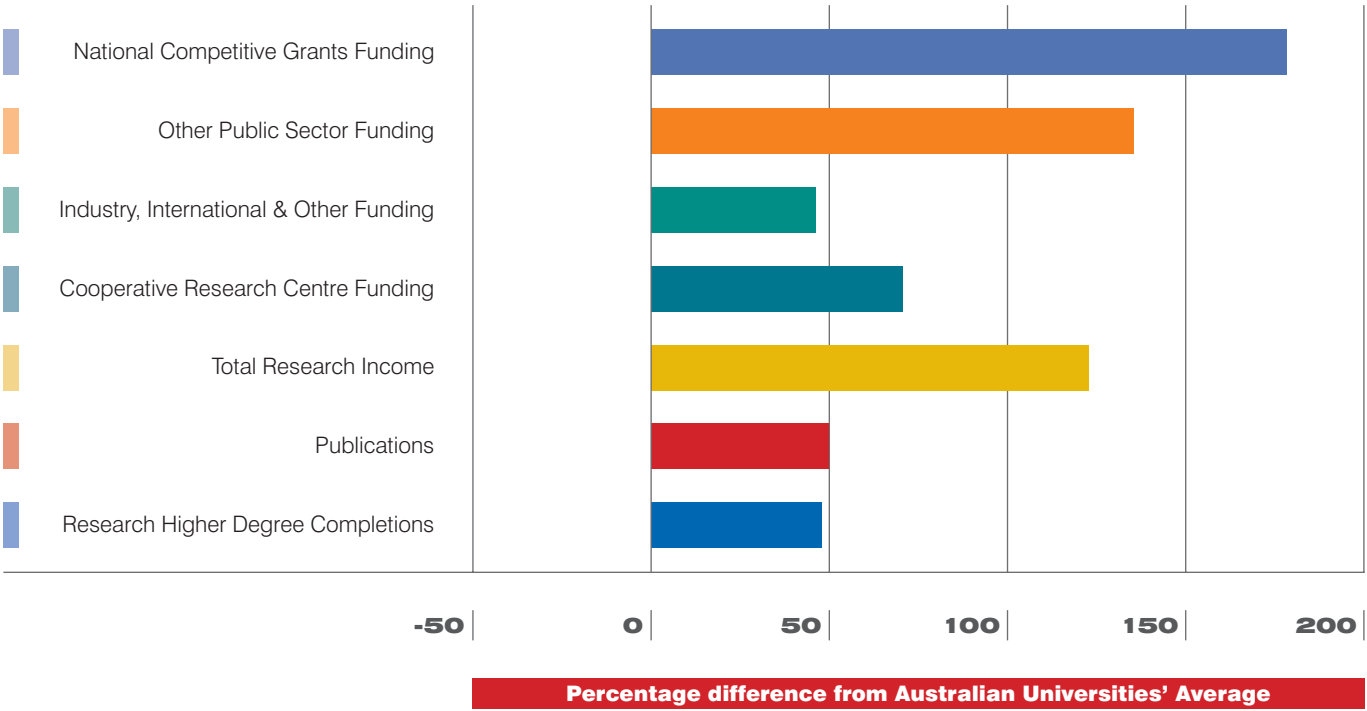


Research and Research Training

The University of Adelaide is recognised as one of Australia’s leading research universities with a strong commitment to advancing knowledge through research of national and international distinction. Adelaide earns the highest total research funding per capita in the country. It is a member of the prestigious Group of Eight (Go8) universities, who as a group

conduct over 60% of all Australian university research and receive over 70% of national competitive research grants. Using various indicators of research performance from funding awarded through to higher degree completion rates, the University of Adelaide’s achievements far exceed the average performance of the Australian universities.

The University of Adelaide’s Total Research Performance compared to the Australian Universities’ Average*



* Based on the average of the 38 members of the Australian Vice-Chancellors’ Committee (AVCC).
Source: AVCC time series 2003. Latest Comparative Data Available.

Research and Research Training

Research Cluster Program

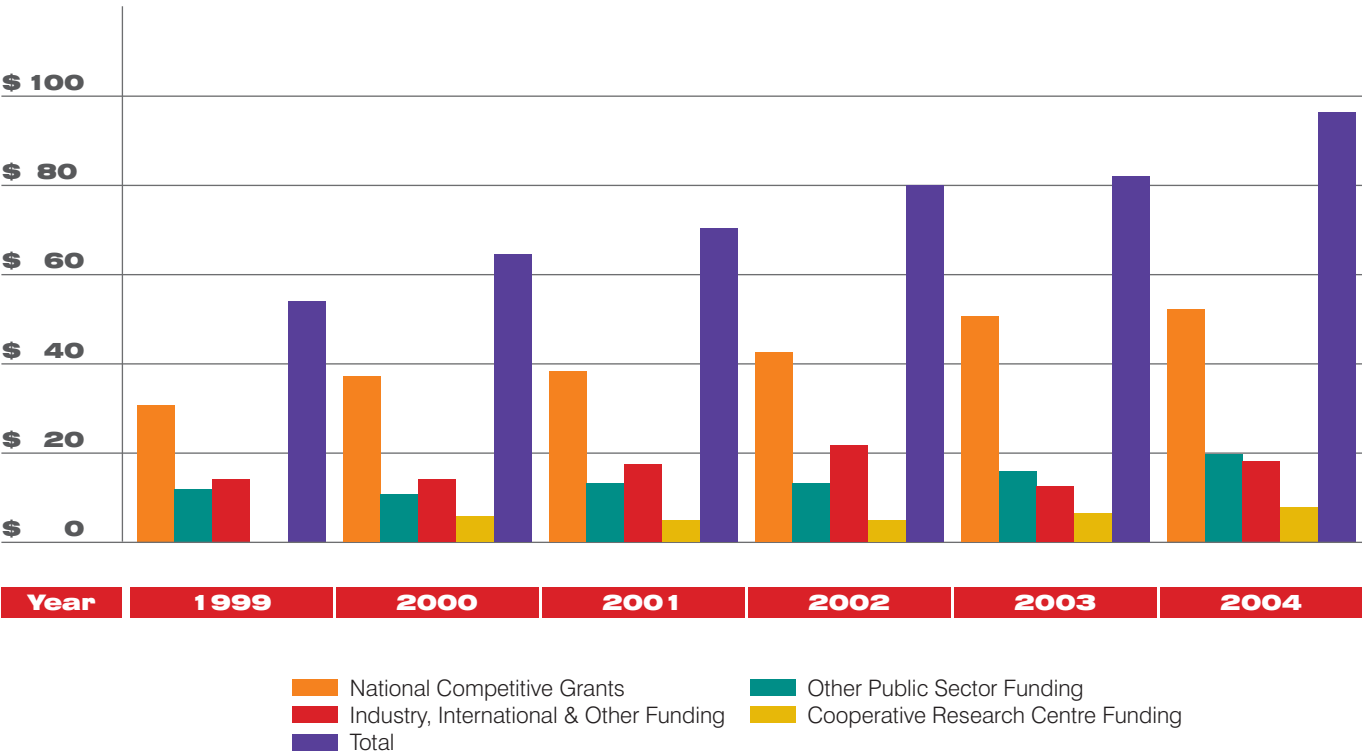
The University of Adelaide recognises that to remain a research-intensive university, innovative strategies are needed to build research critical mass and multi-disciplinary approaches to complex problems in the future. In accordance with the University’s Strategic Plan, a Research Cluster program was initiated in 2004 to allow the University to capitalise on its collective research strengths by building cross-disciplinary teams in thematic areas of state, national and international significance where the University of Adelaide has research strengths in at least three faculties. The cluster strategy was also designed to promote research income growth and to nurture postgraduates and early career researchers.

Following a rigorous evaluation process, the University Research Committee (URC) recommended that the Vice-Chancellor’s Strategic Initiatives Fund provide seed support to establish four Research Clusters in 2004, in the areas of Healthy Ageing, Healthy Development, Water, and Defence & Security. Each of these clusters had identified an initial set of strategies and measurable outcomes covering the areas of competitive grant income generation, cross-disciplinary research activity, support for early career researchers, infrastructure sharing and external stakeholder interaction. During the year cluster leaders and newly appointed facilitators were involved in a wide range of establishment activities such as organising workshops, strategic planning, developing databases and websites, and drafting marketing and

fund-raising strategies. The development of further clusters in 2005 and 2006 is planned. Subject to available funding, the URC has agreed that four new clusters should be funded in 2005 including Preventive Healthcare and Food Plus.

In addition to developing research critical mass, continued research income growth and the broadening of the research-funding base are necessary for the long-term sustainability of our research and education programs. The University of Adelaide’s research income in 2004 was \$94.8 million with a growth rate of 9.1% in 2004 from 2003. To maintain its position as a quality research-intensive university within the Group of Eight (Go8), continued income growth will be needed to underpin our research programs.

University of Adelaide Research Income 1999-2004



Commercialisation of Intellectual Property

The commercialisation of its intellectual property (IP) involving the generation of licence income and patent development is one means by which the University is broadening its funding base. Returns from licences rose in 2004 by 110% from 2003. The number of patent developments also rose by 16% compared to the previous year. The University received almost \$1.5 million in income from licences and royalties while the University IP protection for 2004 included 11 provisional patents, 8 PCTs (Patent Co-operation Treaty), 10 National Phase filings, 21 patent applications, 1 granted patent and 1 filed PBR (Plant Breeder's Right).



National Health and Medical Research Council

In November 2004 the University of Adelaide received 26 new project grants awarded for medical, dental and biomedical fields totalling more than \$11.1 million from the National Health and Medical Research Council (NHMRC). The strength of the University's research in reproductive medicine, the healthy development of children, dentistry and the molecular and biomedical sciences was recognised with substantial project funding. Research teams led by Professor Caroline Crowther, a Senior Lecturer in the Department of Obstetrics and Gynaecology, will receive almost \$990,000 in two grants for work on planned delivery options for women who have had a single previous caesarean section, and on the effects of prenatal corticosteroids on childhood development, behaviour, growth and health. Dr Maria Makrides, from the Child Health Research Institute based at the Women's & Children's Hospital and a Senior Research Fellow in the University's Department of Paediatrics, won the largest grant of over \$1.6 million for a randomised trial of DHA (docosahexaenoic acid) in pregnancy.

The projects funded in this NHMRC round included researchers from the University of Adelaide's Faculty of Health Sciences and the Faculty of Sciences, and their research partners at the Women's and Children's Hospital, Royal Adelaide Hospital, Queen Elizabeth Hospital, Child Health Research Institute and Institute of Medical and Veterinary Science.

The total funding of \$11.1 million awarded in 2004 for projects commencing in 2005 compares to \$11 million awarded for 2004 and nearly \$7 million awarded for 2003. The University of Adelaide ranked 6th in the Go8 universities for total funding for Project Grants and ranked 3rd on a per capita basis. Adelaide was also awarded fellowships to a total value of more than \$3.5 million.

In addition, the University achieved a major success under the NHMRC's Capacity Building Grants in Population Health Research program in late 2004 with Professor Gary Slade from the Dental School winning almost \$2.5 million for his program on "Oral health research for the Australian population". The five-year program will include projects that range from an analysis of inflammation caused by periodontal (gum) disease in the

Australian population, to the evaluation of school dental services provided over the last 30 years. Team investigators will work on oral health surveys within the Australian Research Centre for Population Oral Health at the University to tackle public health problems confronting four distinct dental generations of Australians: 1) people in the oldest tooth loss generation who have lost, on average, half of their natural teeth; 2) the amalgam generation of middle-aged adults who had unprecedented numbers of cavities that are now filled — treatment that requires extensive maintenance and repair; 3) the younger fluoride generation that has historically-low rates of dental decay; 4) and today's pre-schoolers among whom there is evidence that oral disease is becoming concentrated within the most disadvantaged segments of the population.

Of only five applications nationally to receive funding in 2005 under the Capacity Building Grants in Population Health Research program, two went to South Australian universities. The University of Adelaide is also involved in the successful Flinders University program led by Professor Fran Baum on "Australian health inequalities" which was awarded funding of \$2.4 million.

Research and Research Training

Australian Research Council

Adelaide has continued to be recognised for the quality of its broad-ranging research with the award of over \$18.4 million in the 2004 Australian Research Council (ARC) funding round for projects commencing in 2005. This total ARC funding awarded to the University for 2005 compares to over \$12.8 million awarded for 2004, representing almost a 44% growth in funding from the previous year. The University was awarded more than \$15.2 million in large Discovery-Projects grants for 48 research projects, over \$1.3 million in the first round of Linkage-Projects funding for seven research projects linked to industry partners and more than \$1.8 million in four grants under the Linkage-Infrastructure Equipment and Facilities (LIEF) program towards new equipment and facilities based at the University.

The total funding of over \$15.2 million awarded in 2004 for Discovery-Projects commencing in 2005 compares to nearly \$7.5 million awarded in 2003. The University's Discovery-Project success rate of 33.8% was above the national rate of 30.8%. Of the 48 successful ARC Discovery Grants, 12 were won by early-career researchers. Major Discovery-Projects funded at the University included \$1.45 million to ARC Federation Fellow Professor Mark Tester based at the Australian Centre for Plant Functional Genomics (ACPFPG) for research on "Controlling accumulation of elements in the shoots of higher plants by manipulating processes in specific cell types in the roots", and \$800,000 to Dr Sam Mickan, an early career researcher from the School of Electrical and Electronic Engineering for research on "TeraHertz Cell Cluster Imaging" with the aim of developing a non-invasive imaging system to show contrast between diseased and healthy cells.

In addition, Associate Professor Derek Abbott from the School of Electrical and

Electronic Engineering secured more than \$860,000 through the LIEF scheme for the development of a national T-Ray facility in Adelaide. T-Rays are between microwaves and infrared on the electromagnetic spectrum. They represent a rich new science leading to advanced forms of biophotonics, biomedical imaging and spectroscopy.

Earlier in the year the University had been awarded a total of over \$3.7m in the second round of the 2004 ARC Linkage-Projects program. The funding was for 2004 through to 2007. Of this total the Faculty of Humanities and Social Sciences received \$2.3 million with an application success rate of 80%. Within the Faculty, Geographical and Environmental Studies received more than \$910,000 towards a cross-disciplinary research project led by Federation Fellow Professor Graeme Hugo on "Obesity, Health, Social Disadvantage and the Environment in Australia". The significant increase in the proportion of Australians obese and overweight in the last 20 years has important implications for the well being of Australians and the costs of the health system. Developing effective policies to reverse this trend is dependant upon achieving better understanding of the inter-related social, economic, environmental and medical causes of obesity and its effects. This study seeks to extend this understanding through innovative analysis of a unique survey of 4,000 adults in north-western Adelaide and develop recommendations for effective policy intervention.

In 2003 the ARC developed a new program, Research Networks, to foster collaboration across discipline and geographic boundaries among researchers at the forefront of their fields of expertise. Two Network applications from Adelaide which successfully attracted final stage funding in 2004 with the award of \$1.5 million each over three years were: a) "Discovering the past and

present to shape the future: networking environmental sciences for understanding and managing Australian biodiversity", headed by Professor Robert Hill, School of Earth and Environmental Sciences; and b) "ARC Research Network in Genes and Environment in Development (NGED)", led by Associate Professor Robert Richards, School of Molecular and Biomedical Science.

Professor Alan Cooper, one of the world leaders in the field of fragmentary DNA research and Professor of Ancient Biomolecules at the University of Oxford, was awarded a prestigious five-year Federation Fellowship by the ARC in 2004 to establish an ancient DNA (aDNA) research laboratory at the University of Adelaide. Professor Cooper completed a PhD in Biochemistry and Genetics at Victoria University of Wellington before moving to the United Kingdom. He became the youngest-ever full Professor in the Department of Zoology at Oxford, and one of the youngest-ever professors at the University. Since 1999 he has also been the Director of the Henry Wellcome Ancient Biomolecules Centre. Professor Cooper will bring unique expertise built up over a 15-year research career to Australia where fragmentary DNA research is still in a very embryonic state. Adelaide will be well-placed to become an international centre for genetic paleoenvironmental research.

Ancient DNA research requires specialist facilities. The Federation Fellowship forms the core of a new research initiative at the University where a dedicated high-technology laboratory has been designed to serve as the focus for aDNA research in Australia. It is hoped that the laboratory will be constructed at the Plant Diversity Centre of the Botanic Gardens. The success of this project testifies to the strength of the collaborative efforts of the University and organisations such as the South Australian Museum and the Botanic Gardens.



an international reputation for his work in genetic biotechnologies. Three projects are being undertaken at the campus under the Sheep Genomics Program: 1) Manipulation of follicle density and fibre formation during gestation (University of Adelaide); 2) Characterisation of gene function in Merino skin and wool follicles throughout development (SARDI); and 3) Characterisation of gene activity in sheep with extreme fibre and fleece phenotypes (University of Adelaide and SARDI).

In addition, four projects at the University involving research on gene function, wool follicle and accessory gland development and function, and genetic determinants of fleece quantity and quality were awarded total funding of more than \$1.6 million from Australian Wool Innovation during 2004. Two of the projects are being undertaken in collaboration with SARDI. The work of Professor Phil Hynd and Dr Cynthia Bottema from the School of Agriculture and Wine aims to reduce the impact of diseases such as fly strike, fleece rot and dermatitis, and to improve fleece production.

Land and Water Australia

In November Land and Water Australia awarded over \$1 million over four years to Professor David Coventry and Ms Sam Doudle from the School of Earth and Environmental Sciences for the research project, "Grain and Graze Regional Initiative: Eyre Peninsula", aimed at increasing livestock and cropping profitability. The University's research is to be undertaken in collaboration with Primary Industry and Resources SA (PIRSA), South Australian Research and Development Institute (SARDI), Rural Solutions SA, Eyre Regional Economic Development Board, Eyre Peninsula Natural Resource Management Group, Eyre Peninsula Agricultural Research Foundation Inc, and Eyre Peninsula Catchment Water Management Board.

Meat and Livestock Australia/ Australian Wool Innovation

Researchers from the University of Adelaide and the South Australian Research and Development Institute (SARDI) will play a pivotal role in a \$30 million national Sheep Genomics Program, designed to increase productivity in the sheep industry. It is one of the largest research programs ever mounted in Australia to address specifically the discovery of genes that are vital to wool and meat production. The Program is a joint initiative between Meat and Livestock Australia, and Australian Wool Innovation. Funding of at least \$2.8 million over three years will be provided to researchers at Roseworthy to support wool research. The wool program is headed by the Director of the Roseworthy Campus, Professor Phil Hynd, who has

Grains Research and Development Corporation

The strength of grains research at Adelaide has continued to be recognised with the Grains Research and Development Corporation (GRDC) awarding total funding of more than \$7.5 million to eleven projects in the latter half of 2004. Ten projects were funded in the School of Agriculture and Wine and one in the School of Earth and Environmental Sciences. Projects range from wheat grain components that determine the colour stability in Asian noodles, faba bean breeding, improved frost tolerance in wheat, improving the adaptation of wheat to hostile soils, and field trials to eradicate parasitic weeds.

Research and Research Training

Australian Stem Cell Centre

The University of Adelaide is a key partner in the Australian Stem Cell Centre (ASCC) whose aim is to consolidate research and development efforts across Australia in stem cell biology and medicine.

Molecular and biomedical researchers Professor Peter Rathjen, Dr Joy Rathjen and Dr Michael Morris secured substantial funding from the ASCC in late 2004. Earlier funding agreements with the ASCC subsequently resulted in two projects receiving total funding of more than \$620,000 and nearly \$1.2 million respectively. The first project, entitled "Immunology Platform 3", will involve research on cellular reprogramming aimed at overcoming the immune barrier associated with transplantation and at providing a source of autologous cells (taken from an individual's own body) for use as cell therapeutics. The second project, "Embryonic Stem Cell Platform 3", aims to understand the molecular mechanism responsible for maintaining the ability of stem cells to develop into specific tissues with specific functions ("pluripotency") and for directing cell differentiation. This funding success came in the context of the Australian Government's increased funding of the ASCC until 2011 under *Backing Australia's Ability: Building Our Future through Science and Innovation (BAA2)*.

Australian Institute for Social Research

University research centres are intended to be a focus for particular research expertise and generally consist of groups of researchers drawn from a variety of schools and/or faculties. A centre also implies a formal commitment by its members to develop a broad research program. The Australian Institute for Social Research, led by Associate Professor John Spoehr as Executive Director and Professor Graeme Hugo as Scientific Director, was established at the University in 2004. The Institute is one of Australia's largest social science research centres. Priority areas for future research in the Institute include social inclusion,

health and wellbeing, and sustainable communities. Research will also focus on population, gender issues, public sector budgeting, employment and skill formation.

Flinders-Baudin Research Centre

In February 2004 the Flinders-Baudin Research Centre at Flinders Chase on Kangaroo Island was opened by Mr Dick Smith, AO, and the Deputy Vice-Chancellor (Research). The development of this Centre was a collaborative effort between the University of Adelaide and the State Government's Department of Environment and Heritage who shared a vision of maintaining a research presence within Flinders Chase. The Flinders-Baudin Project was conceived in 1999 and is the University's contribution to a lasting commemoration of the voyages to Australia of Flinders and Baudin (which celebrated their bicentenary in 2002). The Project's goals were to construct a new field research centre, secure scholarships for postgraduate students, and develop international, national and regional networks. Industry sponsors of the Research Centre included Collex, Thales International, Thames Water, Veolia Water and SA Water while the Centre also received support from the French Government's *Terra Australis* program. Industry, community groups and government bodies such as the South Australian Museum, the South Australian National Parks and Wildlife Service, and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) will use the Centre. Researchers from tertiary institutions across the world are also being encouraged to use the new facilities.

Royal Zoological Society

Reinforcing the importance of national and state-based research collaboration, the University completed a Memorandum of Understanding (MOU) with the Royal Zoological Society of South Australia, Inc. in August 2004. The University Council had already recognised the Society as an approved institution of the University for



the purposes of conferring affiliated titles in 1996 and the new MOU is designed to foster further research collaboration between the institutions. While the Zoo does not have a large group of research staff, it is interested in growing this part of their organisation and the University can strongly support them in this endeavour. This collaboration will enhance research and teaching in natural living systems in South Australia. The Society is already a key partner in Biocity: The Centre for Urban Habitats, which was designated as a University research centre in 2003.

SARDI/Eyre Peninsula Agricultural Research Foundation

The University also entered into a Strategic Alliance with SARDI and the Eyre Peninsula Agricultural Research Foundation Inc. The Alliance will foster co-operation for the mutual benefit of all three organisations, and the farmers and their communities on the Eyre Peninsula. The new Alliance evolved from the University's association with the Minnipa Agricultural Centre (MAC), which was formed in 1997/98. The Centre, which is managed by SARDI,



receives in-kind support from University researchers and a number of honours and postgraduate student projects are undertaken at the research centre. In 2004, the Eyre Peninsula Agricultural Research Foundation was incorporated to replace the Minnipa Research Foundation Trust. The University and SARDI are both Board members of the new Foundation. Other members include representatives of the Eyre Peninsula farming communities. The Foundation will not only support and promote farming systems, dryland cereal and livestock research but will also leverage funds from stakeholders to support research.

Australian Institute of Health and Welfare

In October an Agreement was signed between the University of Adelaide and the Australian Institute of Health and Welfare in support of the AIHW Public Health Information Development Unit (PHIDU) "Collaborating Unit". The University and AIHW have agreed to collaborate to develop the Unit to collect and analyse statistics relating to public health and to undertake associated research studies. The Unit will also promote research in geographical representation of population health data.

Ethics Centre of South Australia

Throughout the year the three South Australian universities worked together to develop a new Ethics Centre of South Australia (ECSA). The establishment of this cross-institutional centre, which is planned for 2005, will facilitate ethics research and teaching in the state and foster high ethical standards in public policy and practice. The creation of a collaborative centre responds to national calls to support and concentrate areas of research strength while focussing consideration of ethical and moral issues. It will allow the universities to engage with the broad community to raise awareness of ethical issues in an increasingly secular society. The Deputy-Vice Chancellors (Research) of the three universities and members of the ECSA Working Party have agreed to establish ECSA as an unincorporated joint venture.

South Australian Partnership for Advanced Computing

The South Australian Partnership for Advanced Computing (SAPAC) formed by the three South Australian universities is the primary organisation for advanced, high-performance and grid computing in the state. SAPAC serves the HPC needs of a wide range of researchers from academia, government funded research organisations and industry. In 2004 SAPAC installed a new \$4.5 million supercomputer named "Aquila" at the University of Adelaide, featuring 160 powerful processors joined together with extremely high-speed networking and capable of a peak operating speed of 830 gigaflops. With the Aquila and SAPAC's supercomputer cluster, Hydra – IBM eServer, South Australia has two of the five fastest computers in Australia.

Cooperative Research Centres

The University has maintained significant national alliances through its participation in 16 Co-operative Research Centres (CRCs), national research centres such as the Australian Centre for Plant Functional Genomics and the Australian

Research and Research Training



Stem Cell Centre, the ARC Special Research Centres for the Molecular Genetics of Development and for the Subatomic Structure of Matter, and research collaborations with the publicly funded research agencies, CSIRO and the Defence Science and Technology Organisation (DSTO).

In December 2004 it was announced that the University of Adelaide's Roseworthy campus would become the national headquarters for an \$81.5 million CRC for an Internationally Competitive Pork Industry ("Pork CRC"). The Centre's major objective will be to reduce production costs and increase demand for quality pork and niche products. Other participants in the CRC are Australian Pork Farms Group, Australian Pork Limited, Murdoch University, New Zealand Pork Industry Board, QAF Meat Industries Pty Ltd, The CHM Alliance and the

University of Sydney. Dr Dean Revell, from the School of Agriculture and Wine, was instrumental in the negotiations to ensure that the Pork CRC would be based at Roseworthy. Adelaide will also be involved with three other new Cooperative Research Centres from 2005: the CRC for Beef Genetic Technologies (replacing the CRC for Cattle and Beef Quality), the CRC for National Plant Biosecurity, and the e-Water CRC, which builds on the success of the existing Catchment Hydrology and Freshwater Ecology CRCs.

Defence Science Technology Organisation

A long history of collaboration between the University and the DSTO culminated in the signing of a Strategic Alliance Agreement between the two organisations in March 2004. The Agreement is designed to position the

University and DSTO to build research collaboration of national and international importance in defence and security, and establish Centres of Expertise (initially in the areas of Microwave Radar and Photonics.)

In 2004 appointments were made to DSTO-sponsored Chairs in Microwave Radar and Photonics. Professor Shane Cloude was appointed to the inaugural DSTO Chair in Microwave Radar in the School of Electrical and Electronic Engineering. A PhD graduate of the University of Birmingham, Professor Cloude has held appointments at universities in Scotland, England, France and Spain. Prior to coming to Adelaide Professor Cloude had been running a start-up company, AEL Consultants, working for the United Kingdom (UK) defence sector and international space agencies developing new radar systems and algorithms for advanced surveillance and remote sensing applications. Australian scientist Professor Tanya Monro was also recruited from the UK to the newly-created Chair in Photonics. Awarded her PhD from the University of Sydney in 1998, Professor Monro received the Bragg Gold Medal for the best physics PhD thesis in Australia in the same year. She subsequently spent six years at the University of Southampton where she ran two research groups in the Optoelectronics Research Centre. In addition, she developed significant experience of defence related technologies through contract work with the UK Defence Science and Technology Laboratory and the US Defence Advanced Research Projects Agency. Professor Monro is the youngest academic to receive a Chair in Physics in recent years.

Plant Genomics Centre

A new \$9.2 million Plant Genomics Centre at the Waite Campus was officially opened by the Premier of South Australia, the Hon. Mike Rann, and the Vice-Chancellor in March. The state-of-the-art building houses the ACPFG Pty Ltd, the



Australian Genome Research Facility, the Molecular Plant Breeding Cooperative Research Centre, University of Adelaide researchers, the SARDI's molecular marker laboratories and Crops Research headquarters, and commercialisation facilities. The two-storey building features 1,461 square metres of laboratory space to accommodate over 150 scientists, and houses new computing infrastructure and upgraded scientific equipment.

Pierre Auger Observatory Project

During 2004 the University of Adelaide had formal staff exchanges and research co-operation agreements with nearly 80 universities in Asia, Europe, the UK and the Americas. Adelaide academics continued to actively collaborate with colleagues around the world in such innovative schemes as The Pierre Auger Observatory Project. This project has the endorsement of key science research funding agencies and involves over 250 scientists from Argentina, Australia, Bolivia, Brazil, the Czech Republic, France, Germany, Italy, Mexico, Poland, Slovenia, Spain, the United Kingdom, the United States, and Vietnam. The Pierre Auger Project aims to discover the sources and likely acceleration mechanism for highest energy cosmic rays, the most energetic particles known in the Universe.

Thebarton Business and Research Alliance

In late May the Deputy Vice-Chancellor (Research) launched the Thebarton Business and Research Alliance as part of the University's ongoing commitment to the development of infrastructure, resources and research synergies at the University's Research Park, Thebarton campus. The new Alliance involves a network of 80 innovative commercial and applied research enterprises located within or adjoining the Research Park and builds upon the original tenant network, Radnet, founded in 1996. Closer collaboration between all organisations at the "Thebarton hub" or "Thebarton Innovation Precinct" (as it is identified in the State Government's *STI¹⁰: A 10-Year Vision for Science, Technology and Innovation in South Australia*) offers opportunities for new research and commercial interactions, and employment growth in the future.

Research publications

The publication of books, journal articles and conference proceedings by University researchers is an important mechanism for communicating the outcomes and benefits of University research effectively to the wider community, both nationally

and internationally. The collection of 2003 research publications for submission to the Department of Education, Science and Training (DEST) was completed in mid-2004. A total of 1,960 publication items were included in the DEST categories. After counting the contribution by eligible University author(s) to each item, the total unweighted score reported to DEST was 1299.71. This score was 38.56 greater than previous year's figure and the second highest recorded (the highest being the 2001 count reported in 2002).

Early Career Researchers

The University understands the crucial role that early career researchers play at our institution, as the generators of new knowledge and our future academic staff. An Early Career Researchers (ECR) Task Force was established in 2004 to advise the URC and the Deputy Vice-Chancellor (Research) on strategies to support this cohort of staff and to facilitate the sharing of good practice across the University. A major new conference focussing on the work of early career researchers in law was held in 2004 at the National Wine Centre. The conference included sessions conducted by leading legal researchers from around Australia focussing on developing research skills and obtaining research grants. In addition, the Water Cluster held a workshop in November to explore future research career options for early career researchers and postgraduates. Leading decision-makers from state and federal funding bodies, industry and government attended the workshop to outline where investment in water resources and management will be focussed in future.

Research Training

The University's continued commitment to growth in higher degree by research student numbers was supported throughout the year with a further increase in scholarships and enhanced marketing of research training opportunities at the University. Student

Research and Research Training

numbers (including international) in 2004 increased by 10% from the previous year (1,248 Equivalent Full-time Student Units [EFTSU] in 2004 compared to 1,139 in 2003) while central funding for new scholarships was increased by 50% to \$2.23 million.

During 2004 the Board of Research Education and Development (BRED) consolidated many of the major new initiatives which it had developed in 2003, including the introduction of General Academic Program Rules for Masters Degrees by Research, new flexible pathways to the PhD such as by publication during candidature and by submission of creative works, and mandatory panel supervision for all research students.

Since 1994 Adelaide has been the host city for the biennial Quality in Postgraduate Research conferences which have been sponsored by the three South Australian universities. The Deputy Vice-Chancellor (Research) was the Convenor of the Organising Committee for the 2004 conference held in April. As universities around the world face new national policy frameworks that impact on postgraduate supervisory practice and on student experiences and performance, the 2004 conference focussed on the theme of "Re-imagining Research Education". The conference provided an important forum in which to debate current policies affecting postgraduate education, and for the exchange of views on current research and good practice.

Research Ethics

The restructure of the operations of the former Animal Ethics Committee (AEC) from a single committee with an informal sub-group process to two formal discipline-based committees and a Policy Committee came into effect from January 2004. This restructure ensured that the University was well placed to respond to the implementation of the new National Health and Medical Research Council (NHMRC) *Code of Practice for the Care and Use of Animals for Scientific Purposes* which took place in late 2004.



Research Policy and Management

In March 2003 the audit report of Australian Universities Quality Agency (AUQA) noted that the University of Adelaide had "*an impressive, benchmarked, national and international research reputation and a strong research culture*". While the University was pleased to be commended by AUQA for good outcomes across a number of research indicators, the portfolios under the Deputy Vice-Chancellor (Research) have worked to further enhance research policy and management in line with the University's Quality Improvement Action Plan. A commitment to quality in

these areas included the development of the Research Cluster strategy to develop scale and focus in research, the development of new management processes for participation in CRCs and other similar entities, and the development through the URC of the University Research Plan 2004-2006. In addition, as part of the continuous improvement of all University processes that support knowledge transfer, work on a new operational framework for Adelaide Research and Innovation (ARI) Pty Ltd commenced in late 2004. The aim of the new framework is to improve the quality and breadth of services supporting knowledge transfer activities, including commercialisation.

Research Commercialisation

Throughout the year the Deputy Vice-Chancellor (Research) and the Executive Director, Finance and Infrastructure undertook a process of review to ascertain how the University can best support its research commercialisation activity. A series of related initiatives, which will form part of a new commercial framework, were developed for implementation in 2005. These initiatives will better position the University to manage its commercialisation activities and include the restructure of ARI Pty Ltd, a revised intellectual property

policy, and a new policy framework for the management of University equity in investments.

Deputy Vice-Chancellor (Research)

In June Professor Neville Marsh was appointed to a two-year interim period as Deputy Vice-Chancellor (Research). First appointed to the position in December 2003 following Professor Edwina Cornish's move to Monash University in Melbourne, Professor Marsh had been Dean of Graduate Studies at the University since September 2002. Originally from

the United Kingdom, Professor Marsh came to Adelaide from the Queensland University of Technology. He has a Bachelor of Science (First-class Honours) degree from Queen Elizabeth College in London and a PhD from the Royal London Hospital Medical College. Through his physiology research, Professor Marsh has contributed to world-wide understanding of the pathophysiology of haemostasis. The first of his five papers in *Nature* appeared in 1968 and he has subsequently published over 200 articles on bleeding and thrombotic disorders.

Awards

Professor Derek Abbott, Director, Centre for Biomedical Engineering, was elected a Fellow of the Institute of Electrical and Electronic Engineering, and also won a Young Tall Poppy Science Award.

Dr Pal Ahluwalia (Politics) was elected a Fellow of the Academy of Social Sciences in Australia.

Dr Robert Anderson (Centre for Automotive Safety Research) and **Dr Mike Ridding** and **Dr Julie Pitcher** (Molecular and Biomedical Science) were awarded the Australian Brain Foundation's Elizabeth Penfold Simpson Prize.

Professor Andrew Austin, **Professor Mike Lee** and **Dr Greg Rouse** (Centre for Evolutionary Biology and Diversity) received more than \$300,000 from the US National Science Foundation to support "Assembling the Tree of Life" projects working to understand how all organisms on earth relate to one another.

Professor Kym Anderson, Director of the Centre for International Economic Studies, was invited by the German Senate to be a member of the External Evaluation Committee of the Kiel Institute of World Economics (one of the German Science Council's prestigious Blue List Institutes).

Dr Neville Hicks (Public Health) and **Professor Deborah Turnbull** (General Practice) won Flagship Visiting Fellowships to work with CSIRO on nutrition and preventative health research.

Mr Derrick Kendrick, Visiting Research Fellow, School of Architecture, Landscape Architecture and Urban Design, was

awarded the SJ Salmon Medal by the Victorian Chapter of the Illuminating Engineering Society of ANZ for the best paper presented to the Society in 2003-2004.

Dr Graham Koehne (Elder School of Music) won the Sir Bernard Heinze Award for 2004 for his outstanding contribution to music in Australias.

Dr Michelle Lane (Obstetrics & Gynaecology, Director of the IVF Laboratory at Repromed) won a Young Tall Poppy Science Award.

Professor Jack McLean, Director, Centre for Automotive Safety Research, was elected a Fellow of the Australian Academy of Technological Sciences and Engineering.

The Vice-Chancellor, **Professor James McWha**, was awarded an honorary Doctor of Science degree from Massey University in New Zealand. Before joining the University of Adelaide, Professor McWha was Massey's fourth Vice-Chancellor (1996-2002) in its 75-year history.

Mr Richard Muhlack, a PhD student in Engineering, won one of two \$6,000 Roger Pysden Memorial Fellowships for 2004/05. Leading business group Australian Business Limited funds the annual awards to help foster the development of a learning culture in Australian industry.

Dr Gary Slade, Professor of Oral Epidemiology in the Dental Statistics and Research Unit, won the 2004 Geriatric Oral Research Award from the International Association for Dental Research (IADR).

Research and Research Training

University of Adelaide Research Centres

1. National Research Centres

The University of Adelaide is home to or a significant participant in the following National Research Centres funded by the Commonwealth Government and research organisations.

Funded by the Australian Research Council (ARC)

Special Research Centre for the Molecular Genetics of Development

Special Research Centre for the Subatomic Structure of Matter

ARC Research Network

Understanding and Managing Australian Biodiversity

ARC-NHMRC Research Network

Genes and Environment in Development

Australian Research Council & Grains Research and Development Corporation

Australian Centre for Plant Functional Genomics

National Biotechnology Centre of Excellence Program

National Stem Cell Centre (partner)

National Health & Medical Research Council

Program for Early Origins of Adult Disease

Program in Reproductive Health for Women:
From Egg to Embryo

Program for Understanding the Human Genome:
Molecular Mechanisms of Genetic Disease (affiliate)

Program for Leukocyte and Endothelial Cell Biology (affiliate)

Program for Lysosomal Storage Disorders: Diagnosis,
Treatment and Biology (affiliate)

Program for the Molecular Basis of Bacterial Infectious
Diseases (partner)

Program for a Practical Model of Pig Islet
Xenotransplantation (partner)

Program for Posttraumatic Mental Health:
Enhancing Resilience and Recovery (partner)

2. Cooperative Research Centres

The University is also a core partner, supporting participant or associate in 16 of Australia's 70 Cooperative Research Centres (a Commonwealth Government program linking industry with government and higher education research organisations).

CRC for Australian Weed Management (core)

CRC for Biological Control of Pest Animals (core)

CRC for Cattle and Beef Quality (supporting)

CRC for Clean Power from Lignite (core)

CRC for Desert Knowledge (associate)

CRC for Freshwater Ecology (supporting)

CRC for Greenhouse Gas Technologies (core)

CRC for Landscape Environments and Mineral Exploration (core)

CRC for Molecular Plant Breeding (core)

CRC for Plant-based Management of Dryland Salinity (core)

CRC for Sensor Signal and Information Processing (core)

CRC for Sustainable Aquaculture of Finfish (supporting)

Smart Internet Technology CRC (supporting)

CRC for Viticulture (core)

CRC for Water Quality and Treatment (core)

CRC for Welded Structures (core)

3. University-designated Research Centres

Australian Institute for Social Research

Australian Research Centre for Population Oral Health

Biocity: Centre for Urban Habitats

Centre for Applied Modelling in Water Engineering

Centre for Biomedical Engineering

Centre for Computer Systems and Software Engineering

Centre for Early Origins of Adult Health

Centre for Evolutionary Biology and Biodiversity

Centre for High Performance Computing and Applications

Centre for High Performance Integrated Technologies and Systems

Centre for Human Movement Control

Centre for Infrastructure Diagnosis, Assessment and Rehabilitation

Centre for International Economic Studies

Centre for Internet Technology Research

Centre for Labour Research

Centre for Reproductive Health

Centre for Soil-Plant Interactions

Institute for Geometry and its Applications

South Australian Institute for Theoretical Physics
(incorporating the National Institute for Theoretical Physics)

4. Other University Teaching and Research Centres

Centre for Australian Indigenous Research and Studies

Centre for Automotive Safety Research

Education Centre for Innovation and Commercialisation (ECIC)

Institute for International Business, Economics and Law

National Centre for Social Applications of Geographical Information Systems (GISCA)

5. University Research Clusters

Defence and Security

Healthy Ageing

Healthy Development

Water

6. Faculty Research Groups/Units

Adelaide Fire Safety Research Unit

Centre for Asian and Middle Eastern Architecture

Centre for Functional Genomics in the Productivity and End-use Quality of Cereals

Centre for History of Food and Drink

Centre for Improved Business Performance

Centre for Intercultural Studies and Multicultural Education

Colgate Australian Clinical Dental Research Centre

Convergent Communications Research Group

Dental Statistics and Research Unit

Disabilities Research Unit

Discourse and Rhetoric Unit

Food Technology Research Group

Forensic Odontology Unit

Franco-Australia Centre for International Research in Marketing

Human Cognitive and Applied Decision Making Research Unit

Joanna Briggs Institute

Microalgal Biotechnology Group

Microarray Analysis Group

Power Systems Dynamics Research Group

Primary Mental Health Care Research Centre

Research Centre for South East Asian Ceramics

SARDI / University of Adelaide Food Safety Alliance

TRC Mathematical Modelling

Turbulence Energy and Combustion Group

7. Joint University Units

Human Nutrition and Vascular Physiology Research Facility

South Australian Centre for Economic Studies

South Australian Centre for Parallel Computing

South Australian Centre for Rural and Remote Health

South Australian Partnership for Advanced Computing



Internationalisation

Major Developments

The year saw several major developments in internationalisation:

- A significant increase in international students. The percentage growth was well above the average for Australian universities.
- Development of articulation and twinning arrangements for selected University of Adelaide degrees in China, India, and Malaysia.
- Signing of agreements with leading universities overseas for student exchange and research collaboration.
- Approval of a new Internationalisation Plan for the University.
- Establishment of the full-time position of Pro Vice-Chancellor (International), and of the Internationalisation Committee of the Academic Board.
- University of Adelaide students will be encouraged to include at least one semester of their degree studying overseas.
- Cultural awareness training will be provided for all staff.
- A quality assurance framework will be developed for offshore activities. This will include regular monitoring and evaluation processes.
- High standards of service delivery to international students.
- Measures to encourage lifelong engagement with the University by international alumni.

Almost all of the sub-strategies targeted for completion during 2004 were carried out on time.

Internationalisation Plan

A new Internationalisation Plan was approved by Council. Key features of the new Plan are:

- The major growth of the University will be in international rather than domestic student numbers. The target is a 72% growth in international students between 2003 and 2008. To achieve this, new markets must be developed.
- In addition to attracting international students to study in Adelaide, the University will develop offshore teaching activities in conjunction with local partners.
- Research partnerships will be developed with leading universities internationally.

countries we have specially targeted for marketing and recruitment purposes. Singapore and Hong Kong continued to be expanding markets for the University, although it should be noted that for these two countries the majority of our students were taught offshore. The USA and Germany were our major sources of fee-paying study abroad students. Importantly, from the perspective of ethnic and cultural diversity, the University's international students now come from 88 different countries.

During 2004, steps were taken to open up some new pathways as well as consolidate existing recruitment pathways into the University for international students. By not relying on any single avenue for entry into the University, further increases in our international student numbers are more likely to be secured in the future.

International Enrolments

International student load rose from 2,329 EFTSUs in 2003 to 2,905 EFTSUs in 2004, an increase of 24.7%. This was more than double the increase nationally for the higher education sector, according to DEST figures. Significantly, commencing load for the University increased by 29.2%, compared to a 6.9% increase nationally.

Increases were achieved in all Faculties and at all levels of teaching. International students were an increasing proportion of the total students, being 20.1% of total student load in 2004.

Malaysia continued to be our largest supplier of international students. However, the largest increases in student numbers in 2004 were from China (149%) and India (72%), the two

Since the days of the Colombo Plan, the University of Adelaide's approach to international education has focussed largely on the delivery of academic programs to overseas students who come to Adelaide for this purpose. However, the University also has substantial student enrolments offshore. In Singapore, nearly 500 (mostly part-time) students were enrolled in 2004 in four postgraduate programs – the MBA, Master of Applied Finance, Master of Project Management and Master of Environmental Management – plus one undergraduate program (the Bachelor of Computer Science). During 2004 a new business plan was developed for the Ngee Ann Adelaide Education Centre (NAAEC) in Singapore. In Hong Kong, 182 students were enrolled in the MBA.

In addition, the University has ongoing twinning or articulation arrangements

Internationalisation

for a number of undergraduate and postgraduate coursework programs offered offshore, which permit successful students to transfer to Adelaide for the remainder of their studies and to take out their degrees with this University. Twinning arrangements involve an overseas partner offering the first year or two of this University's degree exactly as it is taught and assessed locally, whereas under articulation arrangements students undertake other courses which the University accredits as equivalent to the courses we offer in Adelaide. During 2004, additional articulation agreements were established: for example, with INTI College in Malaysia for the Bachelor of Psychology degree, with several Chinese universities and Indian university-affiliated colleges for engineering, computer science, and commerce. In addition, an agreement to establish a jointly taught and badged Masters degree program in wine business was set up with the University of Cape Town in South Africa.

International Agreements and Links

The University's Strategic Plan 2004-2008 identifies the development of international links and partnerships as a key objective. During the year 34 cooperative agreements were signed with tertiary institutions in 13 different countries. These new partners included many highly ranked universities, e.g. University of California, University of Cape Town, University of Denver, University of Hong Kong, University of Toronto, Korea University, Tsinghua University, Waseda University. The agreements signed in 2004 cover a wide range of academic programs – from Commerce and Business (including Wine Business), to Engineering (including Petroleum) and Information Technology, and Psychology – and encompass articulation and twinning arrangements, student exchange and study abroad, joint degree



programs, as well as opportunities for research collaboration. The University now has an extensive list of MOUs with key institutions in major countries such as China, Hong Kong, Korea, Japan, Malaysia, Singapore, Vietnam and the USA. These relationships help to establish our standing in these countries, and make the task of student recruitment from them much easier.

Reciprocally, the University last year hosted official visits by 71 delegations from overseas universities as well as diplomats, trade commissioners and others representing many different countries from around the world.

During 2004 extensive overseas missions were undertaken by the Pro Vice-Chancellor (International), the Academic Director (Asia), staff in the International Office, and the Associate Deans (International) of the Faculties. These missions were for marketing and student recruitment, and to develop links with partner institutions. Further, in August/September the Pro Vice-Chancellor (International) accompanied the Hon Stephanie Key, Minister for Employment, Training and Further Education, on a successful Ministerial delegation to India organised by Education Adelaide.

International Portfolio

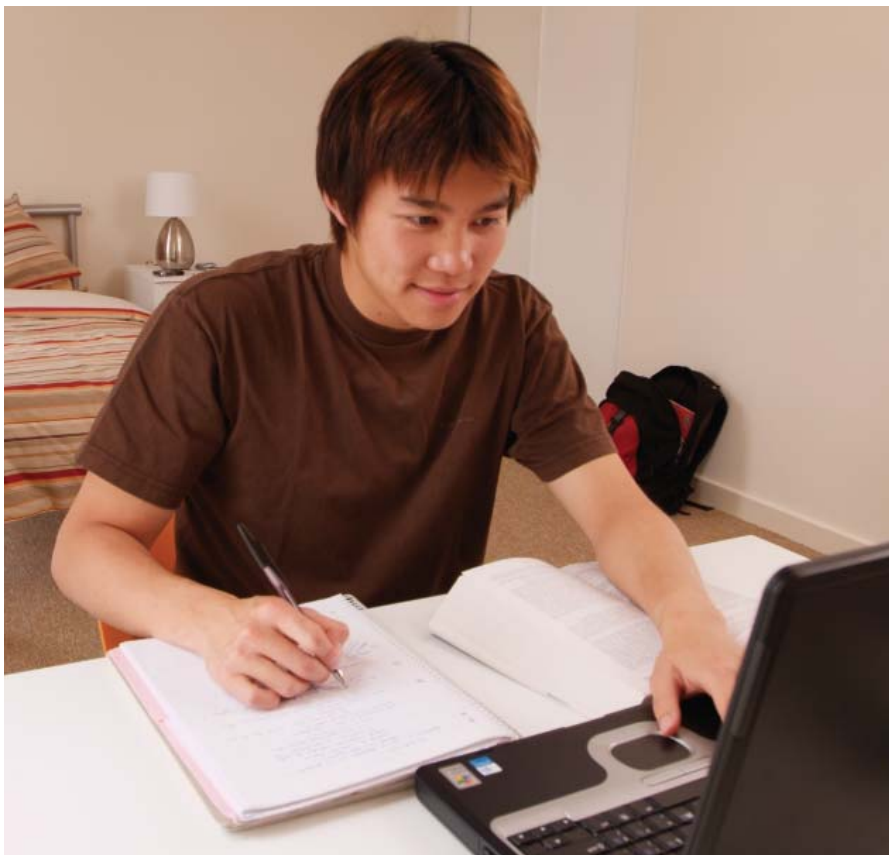
During the year the position of Pro Vice-Chancellor (International) was upgraded to full-time, reflecting the workload and the significance of the portfolio to the University's strategic objectives. The previous incumbent, Professor Ian Young, had concurrently been Executive Dean of the Faculty of Engineering, Computer and Mathematical Sciences. Professor Young left the University in late 2003 to take up the position of Vice-Chancellor at Swinburne University of Technology. Professor John Taplin was appointed as the new, full-time Pro Vice-Chancellor (International), commencing in February. The Pro Vice-Chancellor (International) is responsible to the Deputy Vice-Chancellor and Provost for the overall management of international activities, and is specifically accountable for student recruitment, international links, planning, resource management and quality assurance.

Academic Board established an Internationalisation Committee during 2004. The role of the Committee is to provide advice to the Academic Board on policies relating to the development of internationalisation in the University. This includes advice on quality assurance processes, articulation and twinning programs, and monitoring the development and implementation of the University's Internationalisation Plan. The Committee met six times during the year.

Quality Assurance

The University is committed to offering high quality education and services to international students, and to monitoring of this quality.

In 2004 the University joined with 21 other Australian universities in studying the academic progress of international and



international students graduating from the University at the end of 2003, in which their perceptions of our academic programs and support services were assessed. There were 180 respondents from 21 countries to this survey. The majority of these respondents rated the quality of the program in which they were enrolled and the quality of the teaching provided as “good” (the highest rating available), and also judged the profile of the University’s academic staff more highly at the end of their degree than at the beginning. Further, only one respondent in the sample of 180 assessed the student support services provided as “poor”. In answer to the question whether they would recommend studying at the University of Adelaide to other people, 90 percent said “yes”.

Another University initiative in 2004 related to quality assurance was to become a member of the Forum on Education Abroad, an international organization seeking to develop best practice standards for study abroad programs.

Student Support Services

Continued growth in the number of international students coming to study at the University has seen an increased demand for services across the student service portfolio. In 2004 the International Student Centre continued to provide a first point of contact for international students on a range of matters, including on-arrival needs, student visas, overseas student health cover, student loans, sponsor related issues, academic progress and general welfare issues. Over 1,050 students and accompanying family members requested airport reception services. The ISC assisted 625 students and their dependent family members with on-arrival temporary accommodation. ISC staff participated in 15 separate orientation programs and coordinated the

domestic students who were enrolled in undergraduate and postgraduate courses in the previous year. Nationally, the results showed that domestic students outperformed international students; the difference was slight but statistically significant. At the University of Adelaide, however, international students did better than domestic students, especially at the undergraduate level and in the fields of science, engineering, agriculture and arts. Gender was found to be an important variable in this study: female students outperformed male students in both the international and domestic cohorts, but the magnitude of the difference was considerably greater in the domestic group.

This study also examined the academic performance of international students entering the University via different pathways. The best outcomes (by a clear margin) were achieved by those students recruited directly from overseas. The second most successful pathway, in terms of the academic outcomes produced, was for students who completed the Foundation Studies Program delivered on our behalf by Bradford College and Eynesbury College. International students progressing from secondary schools and colleges in South Australia did least well.

The International Student Centre has analysed the data from an exit survey of

Internationalisation

two major orientation periods in February and July. Service providers from across the University including ITS, Centre for Learning and Professional Development, Accommodation Services and AUU Employment Service provided a range of workshop opportunities aimed at assisting students with their academic, social and cultural adjustment needs.

In 2004 the University commenced building work on the University Village located on Grote Street close to the Chinatown and Central Market Precinct. The Village will provide state-of-the-art purpose-built student accommodation for over 400 international and local students. The first stage is a 160-bedroom townhouse complex, which will open in July 2005, with the full facilities scheduled to open in February 2006.

This year saw the opening of the 24-hour 7 day per week computing facility on the North Terrace Campus. Along with increased printing quotas and a continuing of additional download quotas, it is hoped that these measures will meet the particular needs of international students.

The International Student Centre received strategic initiative funding to undertake three research projects specific to international student perceptions and performance:

- International Student Exit Survey. The results found a high level of satisfaction with services.
- An investigation of the English language requirements of post-graduate international students. Academic outcomes were reviewed with respect to the English language entry type and test scores at admission. The investigation made a number of recommendations with respect to desirable scores in the IELTS overall and in its subtests.
- Transition Project – a review of the results in Semester 1 of first year



international students who applied via SATAC following completion of secondary school studies within Australia. Results highlighted that this group experienced a significantly higher rate of failure in their first semester when compared to other international student cohorts.

The Overseas Students Association

The OSA council has representation on many committees within the Adelaide University Union and the University of Adelaide. In these meetings the OSA acts as the voice of international students. In 2004 the OSA opened up several more channels for representation in the University. The President was given a place on the newly formed Internationalisation Committee, which advises Academic Board on matters relating to the development of internationalisation in the University. The OSA Executive also meets regularly with the Pro Vice-Chancellor (International) to discuss international student issues and with the Manager of the International

Student Centre as well. Some of the issues that the OSA pursued this year are mentioned below.

Although the AUU now provides halal food in its outlets, the OSA was not keen to use the AUU catering service for events because the options available did not provide for Muslim students, the tastes of international students or budget of the OSA. This matter was expressed to the AUU and solved by talking to the commercial manager. Now the OSA and international student clubs have more flexibility in catering for events and can discuss the options with the AUU and use external caterers if necessary.

International students have experienced exploitation in part-time jobs in Adelaide and this has become a major issue in 2004. The OSA received many complaints regarding employers underpaying and requiring students to work long hours, and bought this issue up with the University. The OSA wrote a letter to Workplace Services, and the Executive Director of Student and Staff Services at the University wrote an accompanying letter

of support. It was brought to the OSA's attention that a new industrial law Reform bill (Fair Work) 2004 has been submitted to Parliament and that, if this bill is passed, it will give power to inspectors to check places without waiting for a formal complaint by an employee. The OSA has also discussed this issue with Education Adelaide.

The OSA communicated with the University and Education Adelaide about accommodation for international students, held discussions with the Barr Smith Library about their resources and services, made a submission to the University regarding the decision to raise HECS fees, and presented a comprehensive report to the University on International Student Issues. This report included a discussion of the level of support provided for international students with an emphasis on language and academic skills and cross-cultural awareness.

Three members of the OSA council represented the OSA at the meeting of the National Liaison Committee (NLC) Annual Conference in Queensland and in the South Australian Branch Meetings throughout the year. The theme of the 2004 Annual Conference was International Education Down Under: The Reality in Valuing Diversity. The conference discussed some of the common problems faced by international students such as international student visa fees, anonymous marking, the quality of education versus the cost of an international education, discussion and racism, OSHC, and international student security.

In 2004 the Overseas Students Association worked towards its aims of representing international students and providing international students with opportunities to interact and feel supported by fellow students. As the membership of the OSA continues to grow, the OSA is endeavouring to consolidate this role and become increasingly important to the lives of international students on this campus.

Overview

The major achievements during 2004 include: setting up the new Office of the Pro Vice-Chancellor (International); the development of the Internationalisation Plan; the increase in international student enrolment numbers; the signing of new agreements with high quality international partners plus the activation and/or renewal of several existing pathways; a series of very successful visits to China in particular, combined with the continued high standing of the University in many other Asian countries; the establishment of the Internationalisation Committee; a cultural awareness training pilot program for staff; the decision to undertake a review of University compliance with the ESOS Act and the National Code of Practice; the steps taken towards the development of a quality assurance framework applying to offshore as well as onshore internationalisation activities; regular engagement with international alumni in a number of countries; attraction of a significant number of Cheung Kong Scholarships to the University for study abroad students; and the process of negotiation with the NAAEC directors leading to the development of a new Business Plan for this Centre in Singapore.

Further attention needs to be given to a number of issues in 2005. These include:

- Continued growth in the University's international student load and fee income, including development of the Indian market and reconsideration of the marketing and recruitment strategy being pursued in Europe;
- The extent to which the University teaches offshore relative to onshore;
- Continued careful management of our current MOUs with Chinese institutions and also those with universities and liberal arts colleges in the USA;
- Developing a comprehensive quality assurance framework for offshore and onshore internationalisation activities;
- Increasing the number of Australian students who include in their degree some study abroad;
- Restoration of the University's access to AusAID funding for students with scholarship funding;
- Introduction of cultural awareness training for new staff.



Community Engagement

The University of Adelaide is involved in a comprehensive range of community service and outreach activities, which benefit people outside of the University community — locally, nationally and internationally. Many of these activities arise directly from the University's core academic business of Learning and Teaching and Research and are referred to elsewhere in this report. They include service by staff to industry, professional, government and community cultural bodies, and participation across all areas in major research and teaching partnerships and projects with government, education and industry sectors.

This chapter reports on community engagement activities by a range of non-academic areas, and on activities (such as public concerts) that extend and complement the academic functions of the area to which they are attached.

Community Sponsorships

The Faculty of Sciences sponsored the SASTA Oliphant Science Awards, the premier schools-based science event in South Australia. In conjunction with the Marketing and Strategic Communications Branch, the Faculty also sponsored the Science and Technology category of the Young Achiever Awards Program for South Australia.

The University continued its sponsorship of the Investigator Science and

Technology Centre (ISC), and the School of Chemical Engineering participated in a program of visits by ISC staff in which the facilities of the school were used to demonstrate the relevance of science within the workplace to primary school groups.

The University also continued its involvement with the Young Investigator Awards through the Faculty of Health Sciences and the Marketing and Strategic Communications Branch. These awards reward excellence in South Australia's young researchers in both science and their ability to communicate and 'sell' that science.

The University sponsored a new competition, Premier for A Day, an initiative of National Youth Week that aims to promote leadership skills in young people. Professor John Gray from the School of Social Sciences was head judge for the competition.

Development and Alumni Office

Strategic Direction

2004 saw a major review of the role and work of the then Alumni, Community Relations and Development office, with the development of a new strategic plan and the establishment of a new foundation for building, developing and strengthening links with students, staff, alumni and the community, to be implemented from 2005.

Appointments

Mr Michael Llewellyn-Smith was appointed as the new Chair of the Alumni Association, succeeding The Hon. Greg Crafter.

Communication

The biannual magazine *Lumen* is a key organ for communication with alumni. In 2004, it was distributed to more than 45,000 graduates and friends each issue. It also won an ADAPE (Association of Development and Alumni Professionals in Education) award in September 2004 for best Tertiary Alumni/Community Magazine. The online newsletter *Adelaide-Link* was sent to 3800 subscribers each issue. The new Perpetual Email Service was extended to graduates of 2004.

Events

University-wide reunions were held in 2004 for graduates of 1954, 1974 and 1984. These events were very successful, with graduates coming from places such as New Zealand and Singapore to attend. The Alumni office also supported several discipline-related reunions during the year.

The three South Australian universities jointly provided sponsorship for the Australian Universities International Alumni Convention (AUIAC), which was held in Hong Kong in December 2004. Four AUIAC Travel Grants were awarded

Community Engagement

to enable participation in the Convention. These went to: Ms Pamela Lee and Mr Kim Leong Moffat (Australia); Mr Rodger Chan (Sarawak); and Mr David Goh (Singapore).

Elder School of Music

2004 was a very successful year of public music making at Elder Hall, which enhanced the growing reputation of the Elder School of Music in the general community.

Lunch Hour Concerts

The year opened with an exciting collaboration between the Adelaide Festival and the Elder School of Music. Entitled the Beethoven Songline Series, it featured ten lunch hour concerts in Elder Hall performed by the Australian String Quartet, Macquarie Trio Australia and pianists Boris Berman and Gerard Willems. There were pre-concert talks and interviews by Professor Charles Bodman Rae, Dean of the Elder School of Music, and Gordon Abbott. The concerts and interviews were broadcast live across Australia on ABC Classic FM. Each program featured a major work by Beethoven from his middle period and a contemporary work. Many of the contemporary works were by Australian composers, including a number of premières. The series was extremely well received by the critics and attracted strong audience support.

At the conclusion of the Festival the Elder Hall Lunch Hour Concerts resumed. The series was launched by a magnificent performance by the young and very talented Tankstream Quartet. Its leader Sophie Rowell is a former student of the Elder School of Music, where she studied with Beryl Kimber. The series continued every Friday until 25 June and concluded with a jazz concert of Ballads and Bossas featuring two of the school's lecturers, Dustan Cox on Saxophone and Bill Broughton on Trombone.

During first semester there were 14 concerts which attracted an average



of 475 people per concert. 93 of these people purchased a Gold Pass so they could attend all of the concerts. In addition, approximately 50 staff and students attended weekly.

Highlights from first semester included a performance by The Idea of North and another performance by Paavali Jumppanen, a young pianist from Finland who was on his first tour of Australia for the Melbourne Symphony Orchestra.

After the mid-semester break, the concerts resumed on 6 August with a sold out performance by John Chen, winner of the 2004 Sydney International Piano Competition. The response to this concert was overwhelming, with approximately 200 people listening from the foyer via an in-house PA system. The recital received a "rave" review in the *Adelaide Advertiser*. There were 16 concerts in second semester with an average attendance of 426 paying customers each week. Of those, 104 purchased a Gold Pass.

Highlights included a recital by the legendary Polish violinist Wanda Wilkomirska with pianist Stefan Ammer and a concert featuring eight cellists from the Elder School of Music led by Janis Laurs with soprano Rosalind Martin.

Evening Concerts

There were six concerts in the Elder School of Music's Evening Concert Series in 2004, which all featured the School's premier ensembles: Elder Conservatorium Symphony and Chamber Orchestras, Elder Conservatorium Wind Ensemble, Elder Conservatorium Chorale and Adelaide Voices, Big Band 1 and the Honours Jazz Ensemble. Each of the concerts in the series, which commenced on 13 May with the final concert held on 27 November, attracted good audiences.

Also within the evening series in 2004, the School presented an opera workshop as opposed to a full-scale opera production. This was held on 17-18 September in Bonython Hall and featured operatic excerpts from Smetana's *The Bartered Bride* and Mozart's *Così fan tutte* and *The Magic Flute*, as well as Puccini's one-act opera, *Suor Angelica*. This was part-time tutor and dancer Felicia Hicks' debut as a stage director and musical direction was by Anthony Hunt.

The concert series and the opera workshops were generously supported by ETSA Utilities, Helpmann Academy, Peter Lehmann Wines, Cooper's Brewery and Radio Adelaide.

Inaugural Public Lecture Series

Sixteen of the University's recently-appointed Professors delivered Inaugural Public Lectures in 2004, providing an opportunity for the wider community to hear about and engage with their particular research interests.

First Semester 2004

Professor Charles Pearce (Applied Mathematics)
New Zealand Maori tradition and prehistory:
a mathematical perspective

Professor Reidar Bratvold (Petroleum Engineering
and Management)
Would you know a good decision if you saw one - decision-
making in the petroleum industry

Professor Caroline Crowther (Obstetrics and Gynaecology)
Born too soon - will you celebrate your birthday?

Professor Michael Murray (Pure Mathematics)
Mathematics in the new millenium

Professor Tony Williams (Physics)
Probing the heart of the matter

Professor Roger Clay (Physics)
Extreme astronomy – high-energy radiation
in our violent universe

Professor Julie Owens (Physiology)
Early life and adult health: can we overcome predestination?

Professor Lindsay Richards (Dentistry)
Our teeth - are they meant to last a lifetime?

Second Semester 2004

Professor Robert Hill (Earth and Environmental Sciences)
Fire, air, water and earth: the genesis of Australian vegetation

Professor Wayne Tilley (Medicine)
Hormones and cancer: a delicate balance

Professor Stephen Begg (Australian School of Petroleum)
I would rather be vaguely right than precisely wrong

Professor Paul Fairall (Law)
Human rights after Abu Graib. Are you a torturer?

Professor Richard Ivell (Molecular and Biomedical Science)
Biological information - the essence of life

Professor Nigel Bean (Applied Mathematics)
Mathematics and the telecommunications industry:
what do ants have to do with it?

Professor Douglas Vickers (Psychology)
Looking at lines and dots: how do we process
visual information?

Professor John Carver (Chemistry and Physics)
Molecular chaperones: proteins for stressful situations

Radio Adelaide

In 2004, the University's Community Radio station RADIO ADELAIDE 101.5FM celebrated 32 years on air and its first full year in high power stereo FM with a renewal of its commitment to the core values of community broadcasting — Diversity, Access, Innovation and Independence.

That commitment was reflected in a major national audience survey that revealed a far higher audience for community broadcasters than ever before, with strong audience support for community radio's diversity and alternative listening options. In Adelaide, 31% of the population are regular community radio listeners, and from this and other sources, Radio Adelaide estimates a regular audience of over 65,000. With over

500 volunteers involved in all aspects of station operation, Radio Adelaide continues to play an essential role in Adelaide's cultural, social and intellectual life.

Programming highlights in 2004 included national live-to-air broadcasts from the Womadelaide Festival in March, comprehensive special coverage of the Adelaide Festival and Fringe and of the Feast Festival in November. Reaching out to new communities and audiences, Radio Adelaide broadcasters were also live-to-air from the Tropicana Latin Festival in January, the Middle Eastern Community Festival in April and the African Community Festival in April.

In collaboration with community broadcasters 2SER in Sydney and Brisbane-based National Indigenous

Radio Service, Radio Adelaide kept the independent current affairs flag flying, launching the new national program *The Wire*. Broadcast daily at 5.30pm, the program is heard around the country on more than 30 stations.

Radio Adelaide also made imaginative use of the distribution capacities of community radio's satellite and Digital Delivery Network, creating an innovative new project called *The Daily Interview*. A Radio Adelaide interview is re-packaged for general broadcast and sent by internet-transfer and then satellite to over 75 stations daily. By noon daily, it is being played around the country.

Another new program — *What's So Good About Adelaide?* — profiled the city and international students at the University for an audience of prospective overseas

Community Engagement

students. Scheduled at midnight — when it's evening across Asia — this is Radio Adelaide's first program designed for listeners overseas via a 24-hour internet-streaming broadcast.

The Writing Life distilled the wealth of talk at Writers Week into 13 sharply focussed features, while a special series of profiles of South Australian artists won the national community radio award for Contribution to Local Music.

Radio Adelaide's *Lifelong Learning* series was outstanding in 2004. *Keep on Keeping On*, produced by Laine Langridge, explored the challenges of an ageing population and picked up the national *Older People Speak Out Award for Radio*. *Well... I Never Knew That*, produced by Angelina Edwards, took a broad and imaginative approach to the contemporary challenges of literacy.

2004 was also the year where indigenous broadcasters renewed their presence on the airwaves, with special broadcasts from NAIDOC Week and the formation of a new group — the Nunga Radio Mob, who premiered the program *Nunga Wangga* in December. Better radio services for Adelaide's indigenous communities are among Radio Adelaide's priorities for 2005.

In 2004 Radio Adelaide continued to develop its role as South Australia's pre-eminent broadcasting trainer, offering courses and access to training at a wide range of levels including 2nd and 3rd year subjects in the Bachelor of Media at the University of Adelaide, radio journalism training for the University of South Australia, and community access projects — including one with indigenous teenagers from Port Adelaide-based Kura Yerlo, which resulted in the special broadcast and CD series *Keepin' it Real*.

While one new focus for Radio Adelaide has been developing skills and opportunities in online teaching, much in collaboration with the University's Centre for Learning and Professional Development, another has been the development of a team of trainers and



a system able to provide quality training to people from a diversity of cultures and educational backgrounds. These strategies, along with ongoing access and support of ethnic community access, won Radio Adelaide the 2004 CBAA Award for Ethnic Broadcasting.

In all, Radio Adelaide won 10 awards for broadcasting, training and community access in 2004.

On a sadder note, the station said goodbye to one of its pioneers, Professor Alex Castles, the inaugural chair of the 5UV committee from 1972 and a contributor over many years. Shortly before his death, he remarked that his involvement in the birth of community radio was the achievement by which he most wanted to be remembered.

Thebarton

The Adelaide University Research Park (Thebarton Campus) continued its strong tradition of community involvement in 2004 across a range of projects, including a Water Catchment Care program involving 60 primary schools, which is also part of PhD research.

Staff at the campus worked with several community and government organisations on Community Development projects

focused around multicultural issues. These organisations included the South Australian Police, Migrant Resource Centre, African Communities Council, Adelaide Central Community Health Services and Northern Metropolitan Health Services. Projects included contributions to police training on how to handle issues related to people from different cultural backgrounds, assisting practising teachers to understand the behaviour of students and parents from different cultural backgrounds, and the Department of General Practice Cross-Cultural Seminars program to help student doctors understand different cultural approaches to sickness and death.

The campus is also involved in various programs focused on students in the western region of Adelaide. These include: Western Region: Futures Connect, a program to assist students involved in vocational education and traineeships; the Pathways to Tertiary Education program to increase the interest of western region students in attending University; and the Western Region Enterprise Day, which is directed at primary and secondary schools and aims to open new directions for future employment options by encouraging innovative business ideas and the acquisition of professional skills.



Urrbrae House

Highlights in the area of community engagement at Urrbrae House in 2004 included further development of the commercial program, which allows spaces to be hired within the historic precinct for private social functions. During 2004, Urrbrae House and gardens rapidly became a very popular place for small wedding groups, with demand reaching the limit of capacity.

Urrbrae House's core business as a museum and heritage centre was boosted by successful completion of the History Trust of South Australia's review program of museum standards. This involved a challenging review and assessment of policies, practices and programs. Urrbrae House has now achieved registration status, which is most important to the position of the precinct within the professional museums community.

Planning and development was completed for an activity-based schools program for upper primary students in the local area under which students can participate in a two-hour program during which they experience life at Urrbrae House in the early 1900s. Late in 2004, Urrbrae House was successful in obtaining a museums grant to fully implement this program in 2005.

The Friends of Urrbrae House continued to flourish. Numbering 150 members and a volunteer program of approximately ninety, the Friends participate in fund raising, social and cultural activities, care of collections, maintenance of garden areas and other tasks.

Volunteer Program

The Volunteer program established in 2003 under the patronage of Mrs Lindsay McWha continued to grow in 2004. The program provides an institutional focus for coordinating, training and recognising the many volunteers who are involved with the University across a very broad spectrum of activities.

A function to recognise and celebrate the work of volunteers was held in December 2004, and at the end of the year some 1000 volunteers were registered.

Among the many programs active in 2004 (and not cited elsewhere) was the University Archives group, who were engaged in sorting, indexing, listing and identifying records, including photographs and newspaper clippings. A subgroup worked on Roseworthy-related material in the University archives.

Professional and Continuing Education ran volunteer programs for international students to assist them with their English learning, while the Centre for Learning and Professional Development also ran a volunteer program to support the English language development of students.

Waite Arboretum and Waite Reserve

2004 saw ongoing development of the Arboretum collection with new plantings including nine advanced trees donated by Yarralumla Nursery, ACT and a number of rare dry rainforest species donated by Native Rainforest Flora, further development of the palm and cycad collection along the watercourse, and reinstatement of Black Forest understorey species in the NW section. Friends of Waite Arboretum also funded substantial arboricultural work on the collection.

Publications and public programs in 2004 included an invited address by the Arboretum Director, Dr Jennifer Gardner, on the Waite Arboretum and TREENET at the University of Denver, USA, installation of four more interpretive signs funded by the Friends of the Waite Arboretum, revision of the Arboretum Walking Trail and Aboriginal Plant Trail and trail notes, and commission and installation of two ceramic sculptures, "Green men".

The Arboretum Director and her guides gave 29 Guided Walks during the year, and also organised the inaugural Arboretum and Urrbrae House gardens sculpture walk in collaboration with Ms Mirna Heruc, Manager of Art and Heritage Collections at the University of Adelaide. This "meet the artists" event will take place annually.

The TREENET program continued to be very successful. The 5th Annual TREENET Street Tree Symposium was attended by 200 people, with speakers from interstate and overseas. The TREENET Avenues of Honour 2015 project, documenting Avenues of Honour throughout Australia and encouraging the planting of new ones, was officially launched in September 2004.

Members of the community contributed hundreds of volunteer hours, enabling ongoing seed collection, plant propagation, planting, weeding and watering of indigenous understorey plants for Waite Reserve and Waite Arboretum (NW). This work is invaluable for conservation of the genotype of some of the 43 species of rare and endangered plants which occur in the Reserve.

New projects in 2004 included: a 25-year production system trial in the Arboretum (in conjunction with TREENET, Melbourne and Charles Sturt universities, and several nursery and allied industries); scientific experiments on the UV-blocking qualities of different species of street trees, funded by the Cancer Council of SA and 16 Local Governments; and stormwater harvesting trials in conjunction with TREENET, the Urban Water Resource Centre, the University of SA and the City of Mitcham.



Property and Infrastructure

Facilities Strategic Framework

The Division of Finance and Infrastructure completed a six-month comprehensive review of the Facilities and Infrastructure challenges facing the University over the next five to ten years. This exercise was undertaken on the basis that the University is on a growth path, in the areas of both teaching and research.

The University Council endorsed, in principle, the Facilities and Infrastructure Strategic Framework 2004-2008 Report that sets a strategy to support the University Strategic Plan. A Facilities Committee convened by the Vice-Chancellor has been established to provide advice on strategic asset and facilities planning issues.

The Facilities Committee is also charged with the task of developing the policies and procedures necessary to give effect to the space management and facilities planning approach recommended in the Report. The Facilities Committee has established five key working groups to oversee the urgent development of a five-year blueprint for the North Terrace Campus. The working groups include:

- Learning and teaching
- Research
- New builds
- Student focus
- Core infrastructure

Procurement and Disposal

The University continued to dispose of non-core assets in the North Adelaide precinct with the sale of a further three residential properties.

Following the wind up of Mattanya Housing Association, the University acquired and now operates the Mattanya Student Accommodation Facility. This facility comprises six apartments with a total 22-bed capacity. This strategy supports the University's Strategic Plan 2004-2008 to supply 1,250 high quality student accommodation places.

2005 Key Projects

Napier Building Lower Ground

In 2004 the University commenced a \$7m project to upgrade all common teaching areas in the Lower Napier Precinct. This area serves as one of the primary teaching facilities for the University's North Terrace Campus. Once completed, these facilities will have installed the latest technology audio-visual equipment.

Core Infrastructure Upgrade

Electrical

Property Services has commenced a project to upgrade the electrical supply infrastructure to a number of key areas on its North Terrace Campus. The total value of this project will be in the order of \$3m.

Building Mechanical Services

Property Services has commenced

a project to upgrade the main North Terrace Campus Thermal Plant that serves nine major buildings. The work includes upgrading the capacity of the plant in order for it to be able to provide for air-conditioning in areas not presently air-conditioned in current and additional buildings.

Heritage Buildings

The University of Adelaide's property portfolio includes over 30 heritage-listed buildings. The management and maintenance of these buildings is a major responsibility for the University.

The University has commenced a project to develop comprehensive Conservation Management plans. This is in accord with the Burra Charter and the recommendations of the Heritage Branch of South Australia for State-listed buildings. This project also provides the opportunity for University of Adelaide Architecture and other students to be involved.

Security and Emergency Management

The University continues to invest significantly in the provision of Security and Emergency Management services across all of its campuses.

Security Services have been upgraded and increased at each of the campuses. In addition, a process has been established to review and upgrade the University's building access control and electronic security systems.

Financial Overview

	Consolidated		University	
	2004 \$000	2003 \$000	2004 \$000	2003 \$000

Summary Financial Performance

Operating Revenue

Received under Higher Education Funding Act	153,116	158,173	153,116	158,173
Learning and Teaching	69,907	56,055	69,907	56,055
Research Grants and Fees	84,495	74,956	84,275	74,736
Research Other	20,707	17,584	20,707	17,584
Other	94,185	89,578	61,299	56,481
Total operating revenue	422,410	396,346	389,304	363,029

Operating Expenditure

Salaries, superannuation and related expenses	218,069	196,597	206,337	187,268
Non salary expenses	180,012	175,898	161,382	155,524
Total operating expenditure	398,081	372,495	367,719	342,792
Operating Result	24,329	23,851	21,585	20,237
Operating Margin	5.8%	6.0%	5.5%	5.6%

Summary Financial Position

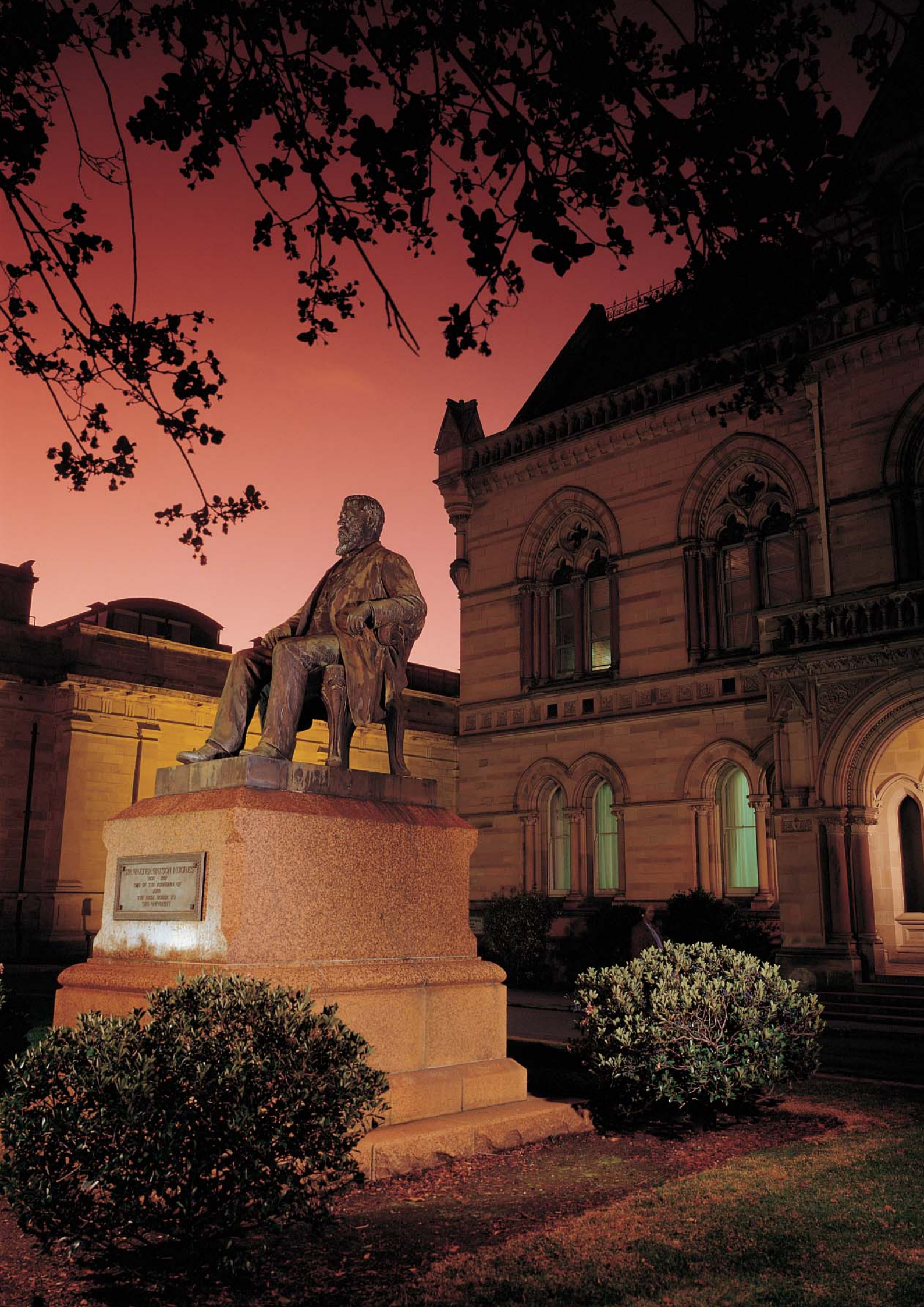
Total Assets	815,693	773,986	796,389	760,137
Total Liabilities	114,723	103,426	103,885	94,842
Net Assets	700,970	670,560	692,504	665,295
Current Ratio	1.9	1.9	1.9	1.8
Cash at end of reporting period	74,740	53,795	62,829	43,214

During 2003 the University of Adelaide Council adopted two principal financial targets:

- Operating Margin no less than 4.5% (Operating surplus as a percentage of total operating revenue as shown in the Statement of Financial Performance)
- Current ratio no less than 1.5 (Ratio of current assets to current liabilities as shown in Statement of Financial Position).

The University continued to achieve the minimum acceptable levels in 2004.

The University of Adelaide has now returned to a sustainable financial position.



MR. WALTER WATSON HUGHES
1825 - 1891
ONE OF THE FOUNDERS OF
THE WEST BRANCH OF
THE UNIVERSITY

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