

# Part 1

Life Impact



THE UNIVERSITY  
OF ADELAIDE  
AUSTRALIA

## **The University of Adelaide** **Annual Report 2003**

Part One, Annual Review

# From the Chancellor

## 2003 was a historic year for the University of Adelaide.

The passing in State Parliament of the University of Adelaide (Miscellaneous) Amendment Bill in November effected major changes to the structure of Council and the governance of the University, including abolition of the Senate, establishment of the Academic Board as an advisory body to Council, clarification of the powers and responsibilities of Council, and the incorporation of best practice provisions in respect of Council members' activities.

In 2003, the University of Adelaide also returned to a sustainable financial position and outlook. The University achieved a consolidated surplus of \$23.9 million, a sound result, which, provided it is maintained, will ensure the University is able to operate successfully in the new environment established by the Nelson reforms.

Those reforms, outlined in *Our Universities: Backing Australia's Future*, and enacted in the Federal Parliament in December, significantly changed the operating environment for Australian higher education. The new legislation will allow universities to consolidate

and build on their existing strengths, while it ensures that funding is linked to strong performance measures. In this context, the University of Adelaide is well positioned to become more competitive and strategic in its outlook.

In particular, the University's new Strategic Plan 2004-2008, developed through a sustained, consultative planning process throughout 2003, and approved by Council early in 2004, now provides both a vision and a road map for sustained and effective development over the next five years.

In the context of good governance at a university, succession planning is crucial for both the governing body and the management of the institution hence my decision to hand over the reins during the second half of 2004.

It has been a privilege to serve the third oldest university in Australia, during a period of enormous change. The University has amended its Act and going forward it is in sound academic and financial shape.

## Report of the Council of The University of Adelaide

### For the period 1 January 2003 to 31 December 2003

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 Your Excellency the Report of the Council of The University of Adelaide for the period 1 January 2003 to 31 December 2003, furnished in compliance with Section 25 of the University of Adelaide Act 1971.



**Robert Champion de Crespigny AC**  
Chancellor

## Note

### This Report comprises two volumes.

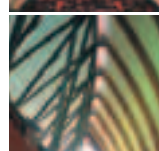
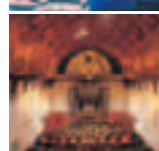
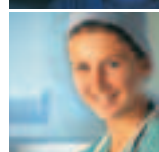
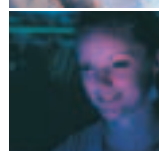
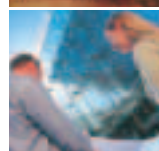
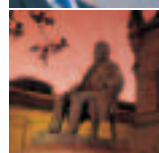
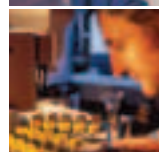
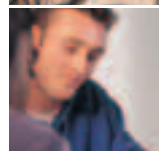
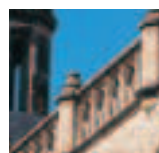
Part One, Annual Review, reports on key activities and achievements of the University of Adelaide in 2003. It covers Governance, Strategic Planning, Learning and Teaching, Research and Research Training, Internationalisation, Community Relations and Property and Infrastructure. This section also discusses the Higher Education environment and provides an overview of financial matters for 2003.

Part Two, Financial Statements, provides a full statement of the University of Adelaide's financial position.

These volumes are available together or separately from the Marketing and Strategic Communications Office (contact details inside back cover).

They are also available on the University's web site at [www.adelaide.edu.au/pr/publications](http://www.adelaide.edu.au/pr/publications)

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# From the Vice-Chancellor

In 2003, the University of Adelaide moved to take stock of itself, to examine its own beliefs and circumstances, and to consider its future directions.

The greatest imperative was a desire to ensure that the University's vision of its future should arise directly from its inherent values, and that those values should be understood and expressed in a way that both reflected and reinforced the University's ability to achieve its vision of the future.

That vision, and the road map to achieving it, are expressed in the major outcome of 2003, The University of Adelaide Strategic Plan 2004-2008, which was completed in the second half of 2003 and approved by Council at its first meeting in 2004.

The year also saw major achievements in the area of Quality Assurance, particularly in respect of Learning and Teaching. The Australian Universities Quality Agency (AUQA) report on the University of Adelaide was released in March 2003. It identified many significant achievements by the University, and some areas requiring further attention. The University itself had identified these in the self-assessment portfolio prepared as part of the Quality Audit process. Work had begun on addressing them even before the release of the AUQA, and continued throughout 2003.

In 2003, the University also embarked on an ongoing campaign to define and promote its brand story. The campaign, built on market research that illuminated the key attributes of the University's public image, focused on the outcomes of research and education at the University under the theme of "Life Impact". It was the first such campaign in the University's 130-year history, and a critical component of the University's strategic focus on communication of its core values.

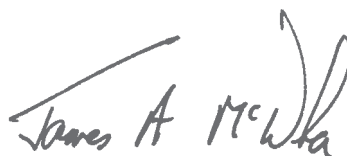
The University continued to perform outstandingly in the area of research. Using various indicators of research performance, from funding awarded through to higher degree completion rates, the University of Adelaide's achievements far exceeded the average performance of the Australian universities.

Great credit for this must be given to the former Deputy Vice-Chancellor (Research), Professor Edwina Cornish. During her time at Adelaide, Professor Cornish oversaw a 33% increase in research revenue and a major increase in domestic research student numbers.

International student numbers increased significantly in 2003, and the University moved to strengthen its commitment to internationalisation by the appointment of Professor John Taplin as its first full-time Pro Vice-Chancellor (International). The University acknowledges the seminal contribution made by the former part-time Pro Vice-Chancellor (International), Professor Ian Young — who has taken up the position of Vice-Chancellor at Swinburne — in laying the foundation for the future development of the internationalisation program.

Financially, the University achieved a consolidated surplus of \$23.9m in 2003 — an excellent result that confirms the strategic restructuring undertaken in 2002 to improve the University's financial position.

This report highlights some but by no means all of the strengths and achievements of the University of Adelaide in 2003. Above all, we remain committed to excellence, to the quality of the student experience, and to a belief that research intensity and innovative high quality teaching have a symbiotic relationship, and together underpin the finest universities of the world. The University's belief in these values, together with the undoubted talent and dedication of its staff, will drive us forward so that we continue to make an impact on the world around us.



**Professor James A. McWha**  
Vice-Chancellor





**“Universities exist by the will of the communities of which they are a part.”**

# Mission, Vision, 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-focussed 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

### 1. 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.

### 2. 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: [www.adelaide.edu.au/pr/docs/reconciliation.html](http://www.adelaide.edu.au/pr/docs/reconciliation.html)

### 3. 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.

### 4. 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.

### 5. 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.





# 2003 at a glance

## Some highlights of 2003

### January

- Completion of a 10.5km optical fibre link between North Terrace and Waite Campuses.

### February

- University agrees to lease National Wine Centre from South Australian government for 40 years.
- Sydney operations open to expand commercialisation and entrepreneurship courses.

### March

- Singapore's Ministry of Health recognises University's medical qualifications.
- The University has 371 new graduates after offshore ceremonies in Malaysia and Singapore.

### April

- Independent audit by the Australian Universities Quality Agency (AUQA) is welcomed.

### May

- Industry links strengthened after \$2.2 million won in funding from the Australian Research Council (ARC) plus a further \$2.8 million in industry support.

### June

- Australian School of Petroleum formed following merger of the School of Petroleum Engineering and Management and National Centre for Petroleum Geology and Geophysics.
- Hydra, a \$1.7 million supercomputer, is unveiled at the University.

### July

- Statement of Reconciliation affirms commitment to the reconciliation process; acknowledges and apologises for past injustices against Aboriginal and Torres Strait Islander communities.
- Team of researchers awarded US\$1.27 million grant from the United States to study how lifestyle and health "stress" on eggs and embryos can impact on the later life of children.
- New \$10 million Automotive Safety Research centre to focus on improving safety for all road users by working with local car manufacturers, other universities and Government organisations.

### August

- 1100 students graduate at mid-year graduation ceremonies.
- University of Adelaide launches first major branding campaign in its history.

### September

- University of Adelaide moves into National Wine Centre.
- South Australia's research effort into cancer receives significant boost with development of \$3 million state-of-the-art research centre at the University.

### October

- University and CSIRO embark on research partnership designed to advance the understanding of nutrition and health.
- Nobel Prize for Literature awarded to Dr JM Coetzee, an Honorary Visiting Research Fellow in the Discipline of English.
- \$10.7 million won in the latest funding round from the Federal Government's peak research body, the Australian Research Council (ARC).

### November

- China's most senior scientist opens new soil environment laboratory during visit to University.
- Thirty-one new grants totalling more than \$11 million awarded for medical science and dentistry research.
- World Health Organisation Collaborating Centre for Research in Treatment of Drug and Alcohol Problems opens at the University.

### December

- Professor Shane Cloude appointed inaugural DSTO Chair of Microwave Radar in the School of Electrical and Electronic Engineering.
- The University welcomes 3137 new graduates at the December graduation ceremonies.

## At a glance

### Student Statistics

	Persons		EFTSU	
	2003	2002	2003	2002
Total Student Enrolments	17777	16664	13909	12950
Commencing student enrolments	6702	6278	5053	4767
Aboriginal & TS Islander enrolments	125	137	97	103
International Students - onshore	2398	2011	1983	1706
International Students - offshore	631	499	346	261
By level of program				
Postgraduate Research	1587	1482	1139	1011
Postgraduate Coursework	2731	2286	1382	1103
Bachelor Degree	12367	12557	10885	10679
Other	1092	319	503	157
By Faculty				
Engineering, Computer & Mathematical Sciences	2911	2767	2462	2399
Health Sciences	2493	2339	1975	1844
Humanities & Social Sciences	4125	3913	3137	2908
Sciences	3008	3002	2375	2303
Professions	5020	4422	3846	3395
Central Areas	220	201	114	101
By Gender				
Female	8686	8221	6738	6317
Male	9091	8423	7171	6633
By Attendance Type				
Full Time	12902	12013	12172	11285
Part Time	4875	4631	1737	1665

Source: DEST 2002-2003 Student Data Collection

### Staff Statistics

	Persons		FTE	
	2003	2002	2003	2002
Total Staff	2307	2231	2107	2055
By Type				
Academic	1036	999	957	929
General	1271	1232	1150	1126
Academic Staff by Faculty				
Engineering, Computer & Mathematical Sciences	142	125	135	121
Health Sciences	276	249	237	218
Humanities & Social Sciences	138	155	129	143
Sciences	316	316	307	307
Professions	120	113	107	102
Central Areas	44	41	41	38
Academic Staff by Function				
Teaching and Research	717	702	655	650
Research only	300	271	284	257
Teaching only	3	4	3	4
Other	16	22	15	18
Academic Staff by Gender				
Female	323	308	287	275
Male	713	691	670	654

Note: Full-time and Fractional Full-time Staff Statistics as at 31 March.

Source: DEST 2002-2003 Staff Data Collection

## At a glance

### Research Activity

Research Income	2003 \$000	2002 \$000	2001 \$000	2000 \$000	1999 \$000
Australian Competitive Research Grants	47,763	41,333	37,310	36,321	29,760
Other Public Sector Research Funding	16,611	12,401	12,084	9,695	10,235
Industry & Other Funding for Research	17,453	20,623	16,432	13,276	13,229
Cooperative Research Centres	5,049	4,117	3,605	4,414	-
Total University Research Income	86,876	78,474	69,431	63,706	53,224

Source: DEST 1999-2003 Higher Education Research Data Collection

Research Block Funding (2001-2004)	2004 \$000	2003 \$000	2002 \$000	2001 \$000
Institutional Grant Scheme*	15,950	15,378	15,310	15,234
Research Infrastructure Block Grant	12,193	10,381	8,134	5,778
Research Training Scheme	29,161	27,304	25,248	23,501

\*2001 Small Grants & Research Quantum

### Financial Performance

	Consolidated		University	
	2003 \$000	2002 \$000	2003 \$000	2002 \$000
<b>Financial Performance</b>				
Revenue	396,346	371,377	363,029	338,340
Expenditure	372,495	355,654	342,792	325,921
Operating Result	23,851	15,723	20,237	12,419
Operating Margin	6.0%	4.2%	5.6%	3.7%
<b>Financial Position</b>				
Net Assets	670,560	621,201	665,295	617,880
Current Ratio	2.0	1.6	1.9	1.4
Cash at end of reporting period	53,795	24,253	43,214	13,859

The University achieved an operating surplus of \$20.2m in 2003 compared with an operating surplus in 2002 of \$12.4m. When the results of University subsidiaries are added, the consolidated result was a surplus of \$23.9m in 2003. 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 most significant factor shaping the environment for higher education institutions in 2003 was the major review of Higher Education announced in 2002 by the Minister for Education, Science and Training, the Hon Dr Brendan Nelson. This culminated in the reforms outlined in the policy document *Our Universities: Backing Australia's Future*, released as part of the Federal Budget in May 2003. The Higher Education Support Act 2003 (HESA) was subsequently enacted (after substantial amendment) in December 2003.

These reforms focus primarily on learning and teaching, rewarding excellence, and providing additional support measures for students. The key features of the final package are summarised below and were the result of substantial amendment, taking into consideration the many contributions from the University of Adelaide and the wider higher education sector.

- Flexibility in raising or lowering Higher Education Contribution Scheme (HECS) fees according to demand;
- Increased flexibility in the number of domestic fee-paying students;
- Introduction of new student loan schemes in conjunction with an increase in the load repayment threshold;
- Introduction of a Student Learning Entitlement, limiting the number of years that a student may undertake Commonwealth supported study;
- Introduction of a range of Commonwealth scholarships and other equity measures;
- Introduction of new Commonwealth supported places;
- Increased emphasis on performance-based funding, particularly in relation to equity, governance and university management, collaboration and structural reform;
- Changed reporting requirements and funding agreements, designed to measure University performance and monitor compliance with legislative requirements;
- Introduction of a Higher Education Information Management System (HEIMS);
- Introduction of a National Institute for Learning and Teaching, including performance-based institutional funding and National Teaching Awards;
- Announcement of three major research reviews – the National Research Infrastructure Taskforce, the Evaluation of Knowledge and Innovation Reforms, and the Review of Closer Collaboration between Universities and Major Publicly Funded Research Agencies.

During the course of 2003, the University participated in many activities associated with the passage of these reforms, with the aim of ensuring that the best interests of both South Australia and the University of Adelaide were represented, including:

- providing comprehensive written submissions and lobbying on behalf of the University to the Senate Inquiry into Higher Education Funding and Regulatory Legislation, and the Department of Education, Science and Training (DEST) in response to the draft legislation (August 2003);
- attending hearings of the Senate Inquiry into Higher Education Funding and Regulatory Legislation (October 2003);
- providing written submissions on behalf of the University to both the State and Commonwealth Governments in response to the introduction of new Commonwealth supported higher education places (September 2003);
- providing a written submission on behalf of the University in response to a discussion paper on the proposed National Institute for Learning and Teaching in Higher Education (October 2003);
- providing comprehensive written submissions to DEST in response to the three major Research Reviews – National Research Infrastructure Taskforce, Evaluation of Knowledge and Innovation Reforms, and the Research Collaboration Review;
- contributing to written submissions made by the Australian Vice-Chancellors' Committee (AVCC) and the Group of Eight (Go8) on the policy document, the legislation and proposed amendments which were subsequently incorporated into HESA;
- providing written information to and attending regular meetings with State and Federal politicians and government representatives; and
- liaising regularly with the media, student representative and community organisations.

The new legislation will provide opportunities for universities to consolidate and build on existing strengths, while at the same time ensuring that funding is tied to competition and performance measures. As a result, the University of Adelaide is becoming more competitive and strategic in its outlook, both in obtaining funding from the Commonwealth and attracting students. A key priority for the University will be increasing and diversifying revenue to become more independent of government funding, while at the same time dealing with challenges in sustaining current levels of disciplinary breadth, and managing student load.







# Governance

## The University of Adelaide Act

In November the South Australian Parliament passed the University of Adelaide (Miscellaneous) Amendment Bill 2003, effecting significant changes to the University of Adelaide Act 1971. The University had requested a substantial review of its Act in response to a report on governance structures commissioned from Professor David Penington in 2001. Major changes to the Act include:

- alteration of the structure of the Council to make its membership more consistent with that of the Councils of the other two South Australian universities — the variations strengthen the role of the University's graduates on the Council;
- the incorporation of best practice provisions in respect of Council members' activities, including conflict of interest, obligation of care and diligence, misconduct and responsibilities to the Council;
- clarification of the powers and responsibilities of the governing body;
- an updating of the power to confer awards and the inclusion of a power to confer honorary awards;
- the abolition of the Senate;
- a stipulation that the Council convene and attend an annual meeting of the University community;
- provision for the Vice-Chancellor to be the University's chief executive officer;
- the establishment of an Academic Board as an advisory body to Council;
- greater accountability requirements on the Adelaide University Union (the student union).

The majority of the changes to the Act were proclaimed on 4 December 2003, with some provisions concerning the constitution of the Council held over until 2004.

## Planning for Good Governance

The development of a new Strategic Plan for the University provided the focus for two Council workshops during the year. At the workshop held in October, Council decided to include in the Plan both a statement of its responsibilities and a number of enabling strategies aimed at ensuring good governance of the University. In particular it agreed that these strategies "support the achievement of financial stability and growth, and the maintenance of excellence in learning, teaching, research and community service".

In December Council considered the results of a review of its own operation and adopted a suite of proposals intended to improve its effectiveness.

## Risk Analysis

An institution-wide risk analysis project was completed during the year with a view to establishing a risk management framework for the University. A risk analysis model which complemented work previously undertaken by internal audit, the quality audit (AUQA) process and a values survey was used to determine the University's risk exposure. In December Council approved a new risk management policy and referred the accompanying Risk Report to management for implementation.

## Council Membership

Two new Council members were appointed in 2003 – Ms Kate Castine and Mr Charles Bagot. Dr Baden Teague also joined the Council in March as a member elected by the University's Senate. The University appointed a new Council Secretary, Ms Heather Karmel, following the restructuring of the Office of the University Secretary.

### Council members as at 31 December 2003

#### *Ex officio members:*

Mr Robert Champion de Crespigny AC  
(Chancellor)

Professor James McWha  
(Vice-Chancellor)

Professor Maciej Henneberg  
(Presiding member of the Academic Board)

The Hon Gregory Crafter  
(Presiding member of the Graduate Association)

#### *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 (Senate)*

Dr Harry Medlin  
The Hon Justice John Perry  
Dr Baden Teague

#### *Elected (Academic Staff)*

Dr Rodney Crewther  
Dr Peter Gill

#### *Elected (General Staff)*

Mr John Cecchin JP  
Ms Janet Dibb-Smith

## Student members

Mr Phil Harrison  
Ms Georgina Heath  
Mr Sebastian Henbest

## Standing Committees of Council

Academic Board  
Convenor – Professor Maciej Henneberg

Audit, Compliance and Risk Committee  
Convenor – Ms Pamela Martin

Convenors' Committee  
Convenor – Mr Robert Champion de Crespigny AC

Finance Committee  
Convenor – Mr Ross Adler AO

Personnel Committee  
Convenor – Mr Brian Croser AO

## Senior Management Senior Managers at 31 December 2003

Deputy Vice-Chancellor (Education) and Provost  
Professor Penny Boumelha

Interim Deputy Vice-Chancellor (Research)  
Professor Neville Marsh

Acting Pro Vice-Chancellor (International)  
Professor Fred McDougall

Executive Director, Finance and Infrastructure  
Mr Paul Duldig

Executive Director, Student and Staff Services  
Ms Susan MacIntosh

Acting Executive Dean, Faculty of Engineering,  
Computer and Mathematical Sciences  
Dr Anthony Parker

Executive Dean, Faculty of Health Sciences  
Professor Derek Frewin

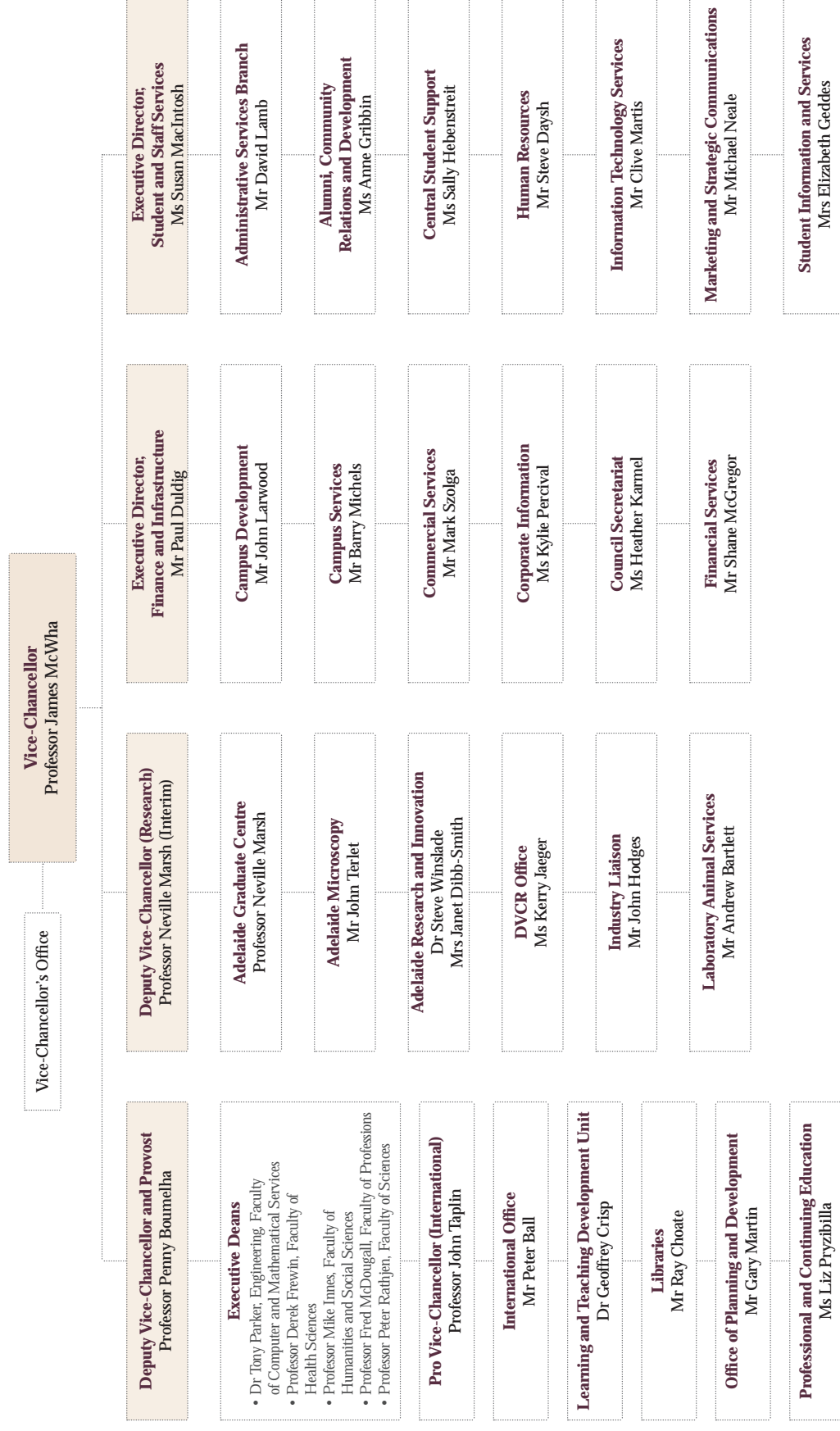
Executive Dean, Faculty of Humanities  
and Social Sciences  
Professor Michael Innes

Executive Dean, Faculty of the Professions  
Professor Fred McDougall

Executive Dean, Faculty of Sciences  
Professor Peter Rathjen

## Vale

In May the University community was saddened by the death of Emeritus Registrar Dr Victor Edgeloe AM, who served the University from 1927 to 1973, occupying the position of Registrar from 1955. Dr Edgeloe continued to contribute to the life of the University in his retirement, writing histories of the Faculties of Law, Medicine and Music, and undertaking archival work with the Barr Smith Library. He was appointed a Member of the Order of Australia in 1979 and awarded the degree of Doctor of the University in 1980.







**“External stakeholders helped to clarify community expectations and needs, and to identify emerging external issues and trends.”**

# Strategic Planning

## The University of Adelaide Strategic Plan 2004-2008

During 2003 the University of Adelaide undertook a comprehensive planning process to develop *The University of Adelaide Strategic Plan 2004-2008*.

An inclusive, values-based planning model was adopted to involve the University community in achieving the University's goals. Drawing staff and students together to explore external issues having an impact on the University broadened and deepened awareness of the need for flexibility, responsiveness and effective change management. External stakeholders helped to clarify community expectations and needs, and to identify emerging external issues and trends.

### The following activities informed the development of the 2004-2008 Strategic Plan.

- A Values Survey of staff, students and external stakeholders;
- An Environmental Scan Workshop, bringing together University staff and individuals from Government, Education Providers, Research and Industry Partners, Professional organisations and the general community;
- A Retreat of members of the Vice-Chancellor's committee held in early February 2003, where a range of operational priorities and possible approaches to them were considered;
- A University Forum on 23 May 2003 at which the Vice-Chancellor outlined activities to date, and significant developments and possibilities for the future; and

- A two-day Future Directions Retreat of senior managers, heads of academic and administrative areas and identified future leaders on 22/23 July 2003.

### Values Survey

The Values Survey utilised both focus groups and questionnaires and was undertaken over three months beginning in December 2002. Its principle aim was to identify the core values of the University and the characteristics that its staff, students and external stakeholders believed distinguish it and should continue to characterise it in the future.

### Recommendations from the survey focused on the need to:

- establish opportunities for open communication and consultation between management and academic staff;
- build on the university's key strengths in research, teaching and innovation and identify and reward achievement in these areas;
- actively promote the university's values and public profile internally and externally;
- develop strategies to establish effective links with the community, government and industry;
- review teaching workloads and address concerns relating to student to staff ratios;
- upgrade buildings and teaching rooms;
- monitor and respond to the needs of the university's student population, including international students with special language needs.

**“...the campaign effectively created and retained positive attribute associations towards the University of Adelaide and as a result improved and reinforced its market positioning.”**

### Environmental Scan Workshop

The Environmental Scan Workshop on 31 January 2003 was an opportunity for the University to hear from stakeholders in business, research, education and the community about what they valued about the University, and gave stakeholders the opportunity to assist in identifying the critical issues facing their sectors and the University in the next five years.

#### The workshop identified six strategic issues facing the University:

- the effectiveness of marketing of the University of Adelaide;
- the quality and relevance of service delivery;
- the desirability of collaboration to increase critical mass;
- the building of industry and government links;
- the desirability of cultural change; and
- the need for structural and system change.

An environmental trend analysis also identified the following as rapidly approaching issues likely to have an impact on the University:

- demographic trends;
- globalisation and international competition;
- reduced public resources;
- implications of information technology; and
- changing expectations of customers.

The findings of both the Environmental Scan Workshop and Values Survey provided data to inform the Future Directions Retreat in July, which identified

key objectives and critical success factors for the Strategic Plan.

As a result of this extensive process of consultation and feedback, members of the University community had an opportunity to contribute their views, understand the reasons for decisions taken, and feel able confidently to commit their support to them into the future.

### Development of the Strategic Plan

The Strategic Plan was developed through the second half of 2003 and approved by Council on 23 February, 2004.

The Strategic Plan sets out clear, high-level goals and related strategies in the areas of the University's core business:

- growth with excellence in educational activities;
- student focus in the experiences provided for those who study at the University;
- scale and focus in the pursuit of continued research excellence.

The Plan is complemented by a series of Enabling Strategies in the areas of Governance, Student Services, Human Resources, Financial Resources, Planning and Budget, Facilities and Infrastructure, Internationalisation, Information Technology, Information Management, Marketing, Student Recruitment and Communication and Community and External Relations. These Enabling Strategies are designed to support the University's ability to advance and co-ordinate the principal goals of the Strategic Plan.

The Strategic Plan is also underpinned by an annual Operational Plan specifying projects, activities and targets to be achieved during the calendar year, together with designated accountabilities.



## Quality Assurance

The Australian Universities Quality Agency (AUQA) delivered its first audit report on the University in March 2003.

Many of the AUQA Report findings confirmed those of the University's own Performance Portfolio self-assessment and there was considerable overlap between proposals for improvement made in the AUQA Report and those previously identified by the Portfolio.

AUQA requires audited institutions to submit an Action Plan outlining how they intend to address the findings. The University's Quality Improvement Action Plan was developed by the Deputy Vice-Chancellor (Education) and Provost through the Office of Planning and Development (OPD) and presented to the Quality Improvement Board (QIB) for its approval and support in July 2003. The Action Plan was commended by AUQA, noting the University's willingness to respond positively and appropriately to the Audit Report.

Key achievements against the Action Plan to date include:

- the review of Council committees in line with the University of Adelaide Act 1971 (Miscellaneous Amendment Act 2003);
- finalisation of the University's Strategic Plan 2004-2008;
- implementation of the policies on semesterisation and academic program structures;
- the reports of the working parties on evaluation, assessment and plagiarism in the areas of learning and teaching;
- implementation of the policy on panel supervision for higher degree research students;
- the review of Human Resources (HR) and the consequent HR Facilitation Committee and Implementation Plan;
- formation of the Internal Communications Strategy Group;
- the schedule of surveys (coordinated, centralised database of all internal surveys);
- establishment of the Data Warehouse and Data Quality Project.

The University was also invited by AUQA to submit information on its operations at Research Park (Thebarton Campus) and on its Structured Program for Higher Degree by Research Students for the AUQA Good Practice Database ([www.auqa.edu.au/gp/search/index.php](http://www.auqa.edu.au/gp/search/index.php)). This database showcases examples of good practice that have emerged from AUQA's auditing of universities and is designed to encourage institutions to engage in benchmarking.

## Marketing and Strategic Communications: University Branding Campaign

The Values Survey and Environmental Scan Workshop identified the importance of effective marketing and communication for the University. In 2003, the University restructured its marketing functions, appointed a new Director of Marketing and Strategic Communications, and undertook the first major branding campaign in its history.

The campaign, launched on 30 August, was built on market research that illuminated the key attributes of the University's public image. Under the theme "Life Impact", it featured stories of recent graduates who had had a significant impact on the life of the community. Specific care was given to establishing an inspirational creative execution designed to communicate the benefits of the higher education experience at the University of Adelaide.

The campaign's first stage involved radio, press and transit advertising, and in October 2003 the University commissioned a qualitative evaluation of the campaign's impact among key stakeholder groups (prospective students, parents and potential employers).

The market research confirmed that the "Life Impact" theme was influencing perceptions to make the University a more favourable destination for prospective students and a more admired institution in the eyes of the general public.

In late 2003, the campaign was extended to television with the development of a group of five advertisements. These advertisements went to air in January and February 2004.

At the time that the campaign was being developed, key performance indicators were established to help determine its success. While many of these are interdependent with other factors, such indicators as an increase in the TER required for entry into Adelaide courses, an increase in first preference applications for 2004, an increase in the number of applicants and enrolments for the Australian Fee-Based Enrolment program, and an increase of 122% for the number of hits to the University's website from January 2003 to January 2004 all act together to reinforce the research conclusion that the campaign effectively created and retained positive attribute associations towards the University of Adelaide and as a result improved and reinforced its market positioning.

The ongoing branding campaign is a key component of the University's strategic focus on communication of its core values — in particular, its commitment to excellence, and its focus on the quality of the student experience.





# Learning and Teaching

## Educational planning and policy development

The University is working to maintain a high-quality educational experience for its students, and a rewarding environment for its staff, within the context of changes to the higher education system. Over the next few years, 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 its commitment to supporting students and staff, the University aims to maximise the benefits that may accrue from the forthcoming Learning and Teaching Performance Fund, the National Institute for Learning and Teaching in Higher Education, and other changes to the higher education system.

In 2003, the Deputy Vice-Chancellor and Provost established a set of working parties to propose policies and planning frameworks in the following areas: postgraduate coursework programs; assessment policy; plagiarism; and evaluation and review of learning and teaching activities. They contributed to meeting the requirements of the AUQA Audit recommendations and to general University planning. Each of these reports has been endorsed by the Academic Board.

### The Evaluations Working Party

The Evaluations Working Party was established as part of wider activities within the University for continual improvement in a more competitive higher education environment. The Working Party developed a Framework for the Evaluation of Learning and Teaching, and recommended an accompanying Evaluation Matrix.

## The Plagiarism Working Party

The issue of plagiarism in university study is a matter of considerable public attention and the Report addressed both the need to educate students on the importance of academic integrity, and the appropriate policies and mechanisms to discourage deliberate acts of plagiarism. The Working Party developed a set of principles on which to base a new policy on plagiarism, collusion and other forms of cheating, as well as guidelines and procedures for implementing that policy.

### Review of Assessment Policies Working Party

The development of consistent policies and procedures in assessment across the University has been acknowledged as an important issue. The Report contained recommendations on better information provision, the wider monitoring of assessment outcomes, mechanisms for increased consistency and comparability, the development of new guidelines and revision of some policies, and other practical initiatives. One of the main recommendations concerns the establishment of a new Academic Board sub-committee on Assessment Monitoring.

### Postgraduate Coursework Programs Working Party

This working party addressed issues of policy, administration, support and program content, structure, delivery and assessment. Its report (delivered in January 2004) contains 23 recommendations, including suggestions for the development of a Code of Practice, reviewing the viability of programs, the establishment of a new committee, changes to IELTS scores, improvements to infrastructure and services for postgraduate students, and a review of existing policies.

### Graduate Attributes

Recent surveys show that 82.2% of University of Adelaide graduates obtained positions in key professions, making the University the only institution in South Australia with a figure higher than the national average. In addition, graduates from the University of Adelaide currently enjoy the highest starting salaries in the State.

During 2003, considerable work was put into identifying sets of graduate attributes at university and program level to describe the qualities, knowledge and capabilities the University aims to develop in its students. Linking these to a cycle of program review and evaluation informed by student, graduate and employer surveys offers a promising route to defining the differentiation of the University's education activities and to the competitive edge its graduates will bring to their career aspirations.

A revised set of University Graduate Attributes was given final endorsement in 2003, for full implementation in 2004.

### Technology in Education

The Technology in Education Committee, a sub-committee of the University Learning and Teaching Committee, met for the first time in February 2003. It is convened by Associate Professor Geoff Crisp, Director, Learning and Teaching Development Unit. The TEC was established to co-ordinate the educational aspects of the use of technology in learning and teaching. It provides a forum for collaborative initiatives between the areas of the University responsible for the technical aspects of advanced computer systems, the Library and education components of content creation, staff development and evaluation. The Committee works collaboratively with Faculties, Information Technology Services, the University Library and the Learning and Teaching Development Unit to ensure that staff and students are able to derive maximum benefit from the use of technology in learning and teaching.

### Learning and Teaching Development Unit (LTDU)

The Learning and Teaching Development Unit (LTDU) assists the University community to improve student learning and staff teaching through development programs and research.

The LTDU consists of two major programs: Professional and Staff Development Program (including Learning and Teaching Induction and Development, Evaluation, and Online Learning and Teaching support) and the Student Development Program (including Language and Learning Development and the Maths Drop-In Centre).

The LTDU has taken an active role in influencing change in and providing support for the University's policies and practices with respect to learning and teaching. In 2003, the Unit offered particular support to the areas of Evaluations and Surveys, Online Education and First Year Experience student support, which has already had a positive impact on the programs offered and the interactions between the LTDU and the faculties.

### Professional and Continuing Education

#### Summer Semester

In a new arrangement, the 2003/2004 Summer Semester was centrally managed and marketed by Professional and Continuing Education on a fee-for-service basis. The new procedures offer students flexible learning options and provide opportunities for members of the community to attend courses offered by the University of Adelaide, as well as providing an extra source of income to the faculties.

#### English Language Centre

Student numbers in the English Language Centre continued to rise in 2003, with total numbers almost doubling over the past two years. The in-bound study tour program has also been very successful and continued to grow in 2003.

### The University Library

The Library organised the subscription to a number of packages of electronic journals in 2003. Over 16,000 titles will be acquired for the use of the University community, the majority of which are new to the Library's collection, but also including a number of titles that the University was not able to renew over the past few years. The new titles cover all disciplines taught and researched at the University, and will be available 24 hours a day to all members of the University, from their office or home computer.

### University-TAFE Collaboration

In May 2003, the Vice-Chancellor and the Chief Executive Officer of DFEEST signed a revised version of the Memorandum of Understanding between the University and TAFE, for the period 2003-2006. The MOU is designed to foster wide ranging cooperation and collaborative activities between the University and TAFE, which could include admission processes, articulation, credit transfer and recognition of prior learning, collaborative curriculum development, resource sharing, strategic planning, marketing, professional development and research.



## “The LTDU has taken an active role in influencing change in and providing support for the University’s policies and practices with respect to learning and teaching.”

### Accreditation

The School of Architecture, Landscape Architecture and Urban Design was reviewed by the National Visiting Panel of The Royal Australian Institute of Architects and The State and Territories Registration Boards, 21-23 May 2003. The panel was of the unanimous opinion that the Bachelor of Design Studies/Bachelor of Architecture, Master of Architecture (Coursework), and double degree Bachelor of Architecture/Bachelor of Landscape Architecture programs should be granted full accreditation and recognition for a further five years.

On 15 May 2003 the Legal Practitioners Education and Admission Council approved accreditation for the Adelaide law degree until 2006. This process completed a lengthy process of review of the Law School’s academic programs and funding base.

### IT developments supporting Learning and Teaching

In 2003 the University trialled and subsequently made available to all members of the University the plagiarism detection software program Turnitin. The major benefit to be derived from the use of the program is the potential to raise student awareness of plagiarism issues and the accepted standards associated with acknowledgement and referencing. The reports generated by Turnitin will also assist staff to identify and address the kinds of difficulties experienced by students in relation to the incorporation and appropriate referencing of source materials into their assessment work.

### Strategic External Reviews

The following reviews occurred in 2003:

- Review of the Adelaide Graduate School of Business.
- Review of Professional and Continuing Education.
- Review of the Discipline of Wine and Horticulture.

### Staff Awards

#### International

**Professor Adrian Bradbrook** (Law School) was awarded an Honorary Doctor of Laws degree from the University of Mannheim, Germany in recognition of his services to internationalisation and research.

One of the most renowned prizes in the world, the Nobel Prize for Literature, was awarded to **JM Coetzee**, an Honorary Visiting Research Fellow at the University of Adelaide’s Discipline of English. Dr Coetzee was appointed to his position at the University of Adelaide in June 2002, in which he provides mentoring and support to Creative Writing postgraduate students and staff.

**Professor Maciej Henneberg** received academic recognition from his native Poland, a country he was forced to leave in 1984, by being awarded the title of Professor of Biological Sciences. The unique award is Poland’s highest academic qualification and enables Professor Henneberg to evaluate all levels of tertiary education in the Eastern European country.

#### National

**Associate Professor Geoff Crisp** received the D Stranks Medal from the South Australian Division of the Royal Australian Chemical Institute for “Outstanding Achievement in the field of Chemical Education”.

Two staff members of the LTDU, **Ms Barbara Wake** and **Ms Elizabeth Yong**, working with three staff members of the School of Mechanical Engineering, were awarded the 2003 Australasian Association for Engineering Education (AAEA) Award for Cultural Change in Engineering Education.

#### University awards

There were two winners of the Stephen Cole the Elder Prize for Excellence in Teaching for 2003: **Dr Anna Chur-Hansen**, Department of Psychiatry, and **Dr Samer Akkach**, School of Architecture, Landscape Architecture and Urban Design.

**“To achieve financially sustainable excellence in education the University will need to remain competitive through managed growth in student numbers, the pursuit of economies of scale and the maintenance of relevant and accessible academic programs.”**

## Professorial Appointments

### *New Appointments*

Professor David Buchanan –  
Adelaide Graduate School of Business

Professor John Carver –  
Physics

Professor Wayne Powell –  
Agriculture and Wine

Professor Bob Hill –  
Earth and Environmental Sciences

Professor Richard Ivell –  
Molecular and Biomedical Sciences

### *Further Appointments*

Professor Ieva Kotlarski –  
Health Sciences

Professor Ashok Kurana –  
Australian School of Petroleum

Professor Don Moyes –  
Anaesthesia and Intensive Care

### *Promotions to Professor*

Dr Roger Clay –  
Chemistry and Physics

Dr Caroline Crowther –  
Obstetrics and Gynaecology

Dr John Gray –  
Social Sciences

Dr Shaun McColl –  
Molecular and Biomedical Science

Dr Charles Pearce –  
Applied Mathematics

Dr Lindsay Richards –  
Dental School

Dr Douglas Vickers –  
Psychology

Dr Anthony Williams –  
Chemistry and Physics (Director of SAPAC)

### *Professorial Titles*

Professor Ross Bensley –  
Engineering

Professor Peter Brooks –  
Psychology

Dr Eric Haan –  
Paediatrics

Professor Susan Magarey –  
Humanities

Dr James Meyer –  
Medicine

Professor Thomas Rades –  
Medicine

Dr Don Sinnott –  
Electrical & Electronic Engineering

Dr Peter Sutton –  
Social Sciences

## Student Awards

Media Students students **Monique Bowley** and Commerce/Law student **Rebecca Schwarz** were members of the winning team in the \$70,000 2003 Echallenge.

PhD student **Ben Davies** (Clinical & Experimental Pharmacology) won the \$15,000 Freemasons' Medical Research Scholarship.

Chemical Engineering students **Daniel Duffy**, **Henry Huang**, **Thoa Nguyen** and **David To** won the 2003 ChemECar Downunder Competition.

PhD student **Jonathan Hutton** won the 2003 Young Investigator Award, a joint initiative of the Women's & Children's Hospital and the University of Adelaide's Faculty of Health Sciences that recognises the best in science and science communication among young researchers studying women's, children's or young people's health.

Music (Performance) student **Michael Ierace** won the 2003 David Galliver Memorial Award.

University of Adelaide commerce and law student **Jennifer Lovell** was named South Australian CA Global Achiever by the Institute of Chartered Accountants in Australia (ICAA).

Identical twins **Pei-Jee** and **Pei-Sian Ng** (Bachelor of Music, Honours) won scholarships worth more than \$120,00 for study at the Royal Northern College of Music in Manchester. Pei-Sian won the Elder School of Music's most prestigious scholarship, the Elder Overseas Scholarship. Pei-Jee won a coveted International Postgraduate Scholarship from the Associated Board of the Royal Schools of Music.

**Dr Derek Rogers** (Science & Technology Commercialisation) won a special leadership award from the University of Texas at Austin. The award has never been given to a non-US student, and is rarely given at all.

University of Adelaide student **Rachel Swift** beat tough national competition to win one of three Rhodes Scholarships for Australia at Large. She is a Science/Arts double-degree student at the University of Adelaide. She completed her Bachelor of Science (Molecular Biology) degree in 2002, and in 2003 received First Class Honours in Biochemistry. She is currently finishing her Bachelor of Arts degree, majoring in politics and environmental studies.

Ms Swift was the second University of Adelaide student to win a Rhodes Scholarship in 2003, with **Phillip Killicoat** announced in October as the South Australian Rhodes Scholar for 2004. The Rhodes is one of the world's most prestigious scholarships and is offered annually in every State in Australia, plus three for Australia at Large.

**Troy Tobin** (Science/Electrical & Electronic Engineering) and **Lan Lieu** (Optics and Photonics) were the inaugural winners of the Vice-Chancellor's Scholarships.

**Teegan Waples** (Agriculture) and **Christian Winterfield** (Arts and Mechatronic Engineering) were among five winners nationwide of the prestigious Charles Hawker Scholarship, "Australia's Rhodes".

**George Young**, who is doing a double degree in Mathematical and Computer Science/Mechatronic Engineering, won the Andy Thomas Scholarship.

## Looking forward

The development process for the University's new Strategic Plan saw the emergence of two themes with significant implications and support for high quality learning and teaching processes.

### Growth with Excellence

The University aspires to draw upon the research excellence of its staff to shape an enriched learning experience for its students and to ensure continuous improvement in teaching. Curriculum informed by current research, scholarship and professional practice, evaluation and review strategies making effective use of feedback from stakeholders, and attentiveness to evolving good practice in teaching will ensure that the qualifications offered by the University are internationally prestigious and will enhance the lifelong career paths of its graduates.

To achieve financially sustainable excellence in education the University will need to remain competitive through managed growth in student numbers, the pursuit of economies of scale and the maintenance of relevant and accessible academic programs.

The University's primary goal is therefore to manage growth in the student profile in such a way as to support academic excellence and achieve financial sustainability. The University of Adelaide will provide a distinctive learning experience of high quality for its students, and will produce graduates whose knowledge and attributes will fit them to have significant impact within their communities.

### Student Focus

It is clear that students' needs and preferences can and do differ widely, but their single unifying requirement is a quality experience. Putting students first whenever possible will enable the University to recruit and retain the best students, to produce graduates sought after by employers and to develop a lifelong relationship with its alumni.

The University's primary goal is therefore to ensure that it is regarded as a University of choice for students, through excellent program offerings, innovative delivery and high quality supervision of research, and the provision of quality student administration and support services.





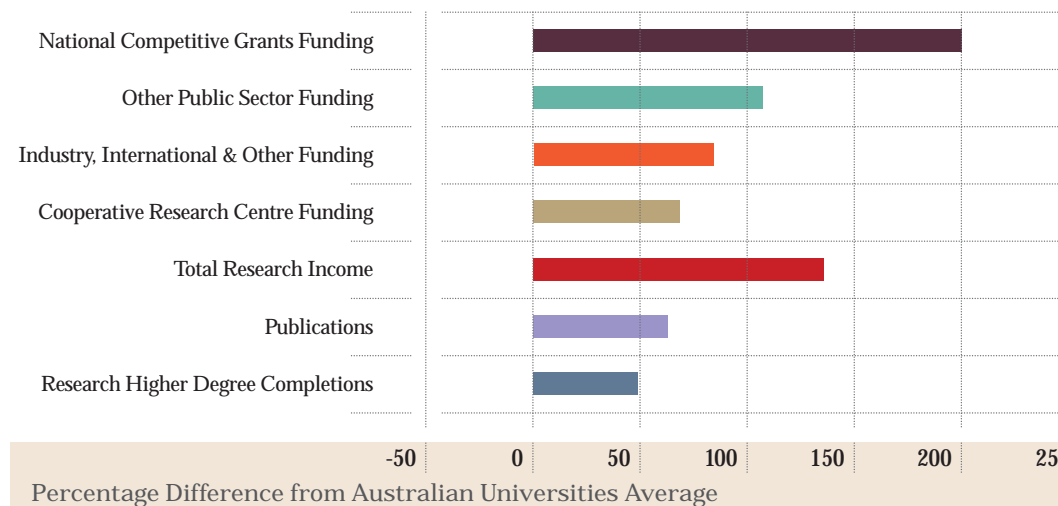
**“Using various indicators of research performance the University of Adelaide’s achievements far exceed the average performance of the Australian universities.”**

# Research and Research Training

## Research Performance

The University of Adelaide is recognised as one of Australia’s leading research universities. The audit report of Australian Universities Quality Agency (AQUA) released in March 2003 noted that the University has “an impressive, benchmarked, national and international research reputation and a strong research culture.” This reputation is highly prized by University staff who are committed to advancing knowledge and understanding through research of distinction and integrity. AQUA commended the University for good outcomes across a number of research indicators and for a demonstrated trend of improved performance in recent years. 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 2002. Latest Comparative Data Available.

Adelaide earns the highest total research funding per capita in Australia and directly contributed in excess of \$140 million to South Australia's research and development activity. Analysis of the impact of publications and citations over an eleven-year period from 1993-2003 from the ISI Essential Science Indicators (based on a survey of over 8,500 journals) shows that the University of Adelaide is ranked in the top 1% in the world in 11 of 22 research fields. Within Australia's Group of Eight (G08) research-intensive universities, Adelaide has high impact (ranked 3rd or above) in the fields of Agricultural Science, Environment/Ecology, Plant Science and Physics.

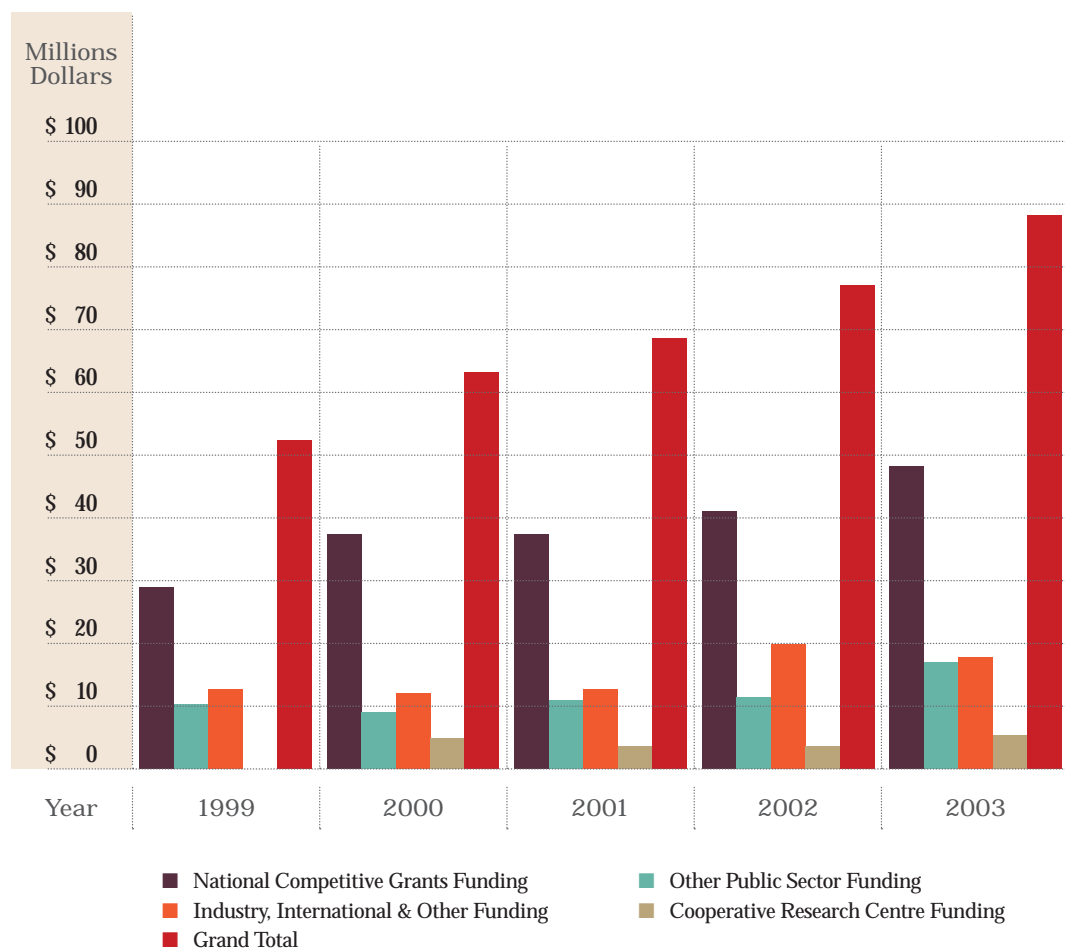
Throughout 2003 the University worked to maintain its breadth of expertise while giving focus to key research areas of national and international distinction. Significant research questions continued to be addressed as linkages within and outside the University were encouraged and new opportunities for both fundamental and applied research activities were developed. The University recognises that to maintain its pre-eminent research position external funding levels, research critical mass and postgraduate numbers need to continue to grow. To this end, Adelaide's recent strategic goals have included broadening the research-funding base, building scale in areas of

research strength and constructing strong alliances with industry, other research providers and the wider community. Collaboration, research income growth and an increase in research higher degree student numbers were key elements of research and research training developments at the University in 2003.

Continued research income growth and the broadening of the research-funding base are necessary for the long-term sustainability of the University's research and education programs. The University of Adelaide's research income in 2003 was over \$86 million. The University's growth rate of 11% in 2003 from 2002 means that the University is meeting the challenge of maintaining its position as a quality research-intensive university. Adelaide's income growth in relation to its involvement in Co-operative Research Centres highlights one outcome of the University's strategy of developing strong alliances with other research organisations and industry.

The University continued to broaden its funding base in 2003 through the commercialisation of its intellectual property as seen in the generation of licence income and patent development. After a period of massive growth in the previous year, returns from licences and patent developments stabilised in 2003. The University

### University of Adelaide Research Income 1999-2003





received over \$790,000 from licences and royalties while the University IP protection for 2003 included 13 provisional patents, 6 PCTs (Patent Co-operation Treaty), 6 patent applications, 5 granted patents and 4 PBRs (Plant Breeder's Right).

## Research in Health Sciences

In November 2003 the University of Adelaide and its research partners in the teaching hospitals, Child Health Research Institute and Institute of Medical and Veterinary Science were awarded more than \$11 million of National Health and Medical Research Council (NHMRC) funding. Thirty-one new projects were funded including a national survey of adult oral health, research into systematic asthma care and a study into stem cell function. The University of Adelaide ranked 4th in Australia's Group of Eight (Go8) universities for total funding for Project Grants and 6th for Project and Program Grants combined. On a per capita basis the University ranked 2nd for Project Grants and 4th for Project and Program Grants combined.

The strength of Adelaide's research in reproductive health continues to be recognised nationally and internationally. In 2003 the US National Institute of Child Health and Development (NICHD) provided nearly \$US1.3 million for a collaborative research project on how lifestyle and health "stress" on eggs and embryos can impact on the later life of children. The project's research team is led by Dr Jeremy Thompson and includes researchers from the University of Adelaide's Department of Obstetrics and Gynaecology and the University of Queensland.

A collaborative research team led by the University of Adelaide including researchers from the Royal Adelaide Hospital, SA Department of Human Services, Institute of Medical and Veterinary Science, Hanson Institute, Commonwealth Scientific and Industrial Research Organisation (CSIRO), and Glenside Hospital was awarded the \$450,000 Florey Research Grant to undertake a major study into the health and ageing of Australian men. The study of 1,000 men in Adelaide's north-west suburbs is unique in Australia in its attempt to identify the wide range of factors that contribute to Australian men's health (reproductive, physical and emotional), and their relationship with the ageing process. The Florey Research Grant is jointly funded by the Deputy Vice-Chancellor (Research) and the Florey Medical Research Fund, the major fundraising arm of the University's Medical School. The grant aims to support research teams that are looking for better solutions to major health problems in South Australia, and promotes stronger partnerships between researchers in different disciplines in Adelaide.

Adelaide is set to become the leading site for the coordination of drug and alcohol research and training in the Asia-Pacific region. A new World Health Organisation (WHO) Collaborating Centre for Research in Treatment of Drug and Alcohol Problems was opened at the University of Adelaide in November. The new centre is the first in Australia to develop culturally specific programs that can be adapted for overseas and staff are already working in partnership with service providers from Indonesia, Thailand and China to develop new programs. The Adelaide facility is a draw card for recruiting and retaining the best drug

and alcohol workers, as well as exporting knowledge overseas. The WHO Centre is a joint effort between the University and the Drug and Alcohol Services Council (DASC).

## Australian Research Council

The University of Adelaide has continued to be recognised for the quality of its broad-ranging research with the award of over \$12.8 million in the 2003 Australian Research Council (ARC) funding round for projects commencing in 2004. This total ARC funding awarded to the University for 2004 compares to over \$10.8 million awarded for 2003, representing an 18% growth in funding from the previous year. The University will receive more than \$7.4 million in large Discovery-Projects grants for 26 research projects, \$3.75 million in Linkage-Projects funding for 13 research projects linked to industry partners and almost \$1.6 million in four grants under the Linkage-Infrastructure Equipment and Facilities (LIEF) program towards new equipment and facilities based at the University.

In national rankings of total allocations awarded, the University of Adelaide ranked 2nd for Linkage-Projects. The improvement in the University's achievements for Linkage-Projects is encouraging and highlights the success of the University's commitment to building partnerships with industry and other research organisations.

Adelaide was also one of only three universities in Australia to receive a special ARC Discovery grant for indigenous researcher development. The grant will support research on identity, place and belonging in recent works of Australian autobiography, including works by indigenous writers. The study of indigenous communities was further supported by the award of a Discovery grant to the University for an ethnographic history of the Wik region in Queensland, examining how shifts in demography, land tenure, occupations and power relations have changed the lives of the Wik people in the last 400 years.

In 2003 the ARC developed a new program, Research Networks, to encourage collaborative approaches to research in inter-disciplinary settings. The ARC Research Networks are platforms for generating new knowledge in areas that span traditional disciplines and are designed to assist groups of researchers to coordinate and communicate their research activities across disciplinary, organisational, institutional and geographical boundaries. Network applications from the University which successfully attracted initial funding were:

- Discovering the past and present to shape the future: networking environmental sciences for understanding and managing Australian biodiversity;
- Genes and Environment in Development;
- The Australian Plant Nutriomics Network.

## Research Collaboration

Reinforcing the importance of national and state-based research collaboration, the University completed Memoranda of Understanding (MOU) with the South

Australian Museum and South Australian Research and Development Institute (SARDI) in 2003. A further MOU with the Commonwealth Bureau of Meteorology was developed during the year for signing in early 2004. The strength of these collaborative relationships is seen in the development of projects such as a research and regional museum program on Australia fossil marine reptiles involving staff from the University and the South Australian Museum, which was awarded ARC funding in 2003.

New University research centres approved in 2003 included BioCity: Centre for Urban Habitats, the Research Centre for Human Movement Control and the Research Centre for Reproductive Health. BioCity was developed by leading ecological and environmental institutions in South Australia with the support of the Adelaide City Council to promote urban environmental awareness. Rooftop gardens are just one of the centre's projects designed to enrich the urban landscape.

The University has maintained significant national alliances through its participation in 17 Co-operative Research Centres, the ARC Special Research Centres for the Molecular Genetics of Development and for the Subatomic Structure of Matter, numerous national research centres, and research collaborations with the publicly funded research agencies, CSIRO and the Defence Science and Technology Organisation (DSTO).

A long history of collaboration between the University and the DSTO was strengthened in 2003 with the funding of two new Chairs by DSTO in the niche technology areas of Photonics and Microwave Radar. The University worked through 2003 to develop a Strategic Alliance Agreement (to be signed in early 2004) with DSTO. The Agreement will enhance the relationship between the University and the defence community. It 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 Excellence in line with the national research priority of "Safeguarding Australia".

During 2003 the University of Adelaide had staff exchanges and research co-operation agreements with more than 70 universities in Asia, Europe, UK and the Americas. Adelaide academics 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 300 scientists from 19 countries with key sites in the USA and Argentina.

### Linkages with China

The University's increasingly strong research relationship with China was demonstrated by the November visit to Adelaide by a delegation from the Chinese Academy of Sciences (CAS) led by Professor Lu Yongxiang, Vice Chairman of the Standing Committee

of the National People's Congress of the People's Republic of China and President of CAS. The Chinese Academy of Sciences is China's peak research and development organisation and as President, Professor Lu is equivalent to the Australian "Chief Scientist" with responsibility for advising the Chinese Government on science policy. As a member of the NPC Standing Committee Professor Lu is a very senior member of the Chinese government. During the visit Professor Lu was awarded the title of Honorary Professor in the Faculty of Sciences. He also formally opened the Adelaide facilities of joint laboratories in Soil Biology and Soil Environmental Science at the University of Adelaide and the Research Centre for Eco-Environmental Sciences (RCEES) at CAS. The establishment of these joint laboratories in Beijing and Adelaide is a first for Australia.

Fundamental and strategic research and research training in soil environmental quality and productivity in plant ecosystems at the University also succeeded in obtaining funding under the new Chinese Higher Education Strategic Initiative (CHESI) in 2003. This Commonwealth Government program aims to promote education, training and research cooperation between Australian and Chinese universities, to raise the profile of Australia's quality research and education system within China, and to promote a greater awareness of the benefits of collaboration.

### Biosciences

The University of Adelaide's place at the forefront of national and international developments in the biosciences was further strengthened by developments in 2003. Professor Mark Tester from the University of Cambridge, UK was awarded a prestigious \$1.45 million Federation Fellowship to return to Adelaide to undertake work in the Australian Centre for Plant Functional Genomics (ACPFPG). Professor Tester's research on salinity tolerance and long-distance transport in cereals aims to produce cereals which have increased tolerance of saline soils. Research in this area has major agricultural significance in Australia.

Throughout 2003 the development of the ACPFG continued at the Waite campus with the recruitment of key scientific staff and postgraduate students. In addition, construction of the new purpose-designed building, the Plant Genomics Centre, was completed. The University has been consolidating the management and research structures for its role as the lead site for the ACPFG and as a key partner in the National Stem Cell Centre (NSCC) whose aim is to consolidate research and development efforts across Australia in stem cell biology and medicine.

Since its formation in 2002 by the University, the State Government of South Australia (through SARDI) and the Grains Research and Development Corporation, the new wheat breeding company Australian Grain Technologies Pty Ltd (AGT) has worked hard to

achieve economies of scale through the rationalisation of its wheat breeding field operations while at the same time growing its technical program. Through better capture of the technological benefits from the advances in gene technology, AGT aims to build on the strengths of the current Australian wheat breeding industry for the competitive advantage of Australian wheat growers. During 2003 AGT developed a comprehensive co-operative program targeting eastern Australia in collaboration with DPI Victoria (Horsham) and established a node at Esperance in Western Australia.

The University continues to work with BioInnovation SA, and other universities and research organisations in South Australia to develop the Adelaide Integrated Bioscience Laboratories (AIB Labs) initiative as a means of supporting bioscience research capabilities. Through a whole-of-state approach to infrastructure investment, AIB Labs brings together world-class expertise and facilities in biotechnology, nanotechnology, protein structure and materials science. In 2003 the University and the Hanson Institute also established the Adelaide Proteomics Centre which provides purpose-built state-of-the-art laboratories and equipment for cancer genomics/proteomics research. Work undertaken at the Centre will not only help in worldwide efforts to fight cancer, but also diseases such as Alzheimer's, Parkinson's and multiple sclerosis.

Adelaide's biosciences profile was further enhanced in 2003 with the appointment of Professor Richard Ivell to the University supported by a \$500,000 BioInnovation SA Fellowship. The BioInnovation SA Fellowships are a major State Government initiative designed to bring internationally renowned scientists to South Australia. Professor Ivell, who took up the position of Head of the School of Molecular and Biomedical Science, was previously the Director of the Institute for Hormone and Fertility Research at the University of Hamburg. He is renowned for his expertise in the molecular physiology of reproduction, and brings to the University a wealth of experience of working with industry to increase research funding.

### Engineering, Computer and Mathematical Sciences

The Australian School of Petroleum was created at the University in 2003 through a merger of the Santos-sponsored School of Petroleum Engineering and Management (SPEM) and the National Centre for Petroleum Geology and Geophysics (NCPGG). The new School consolidates Adelaide's position as an international centre of research excellence in petroleum geology and geophysics. It is the first school of its kind in the southern hemisphere to combine engineering and geoscience disciplines into a single entity. The School draws on the NCPGG's long commitment to maximising the role of the petroleum geoscientist in exploration and development, and is recognised by the petroleum industry as providing a multidisciplinary approach to enhance understanding of petroleum

habitats and promote new concepts in exploration. In 2003 the University joined with the world's largest oil and gas company, ExxonMobil, to establish a new joint program in educational and scientific research projects.

The creation of a new \$5.3 million South Australian Virtual Reality Centre (SAVRC) at the University has been made possible by major funding support from industry and the Australian Research Council. This fully immersive dimensional facility will not only support research in engineering but has applications for research in fields as diverse as petroleum exploration, space sciences, architecture, surgery, archaeology and the arts.

A \$1.7 million world-class supercomputer called Hydra was unveiled at the University in June. With an operating speed of more than 250 times that of a high-end desktop computer, Hydra is among Australia's top three supercomputers. It is one of the fastest computers of its kind in the world, offering unique benefits to the South Australian researchers and industry. Hydra is owned by the South Australian Partnership for Advanced Computing (SAPAC), a consortium of the three South Australian universities based at the University of Adelaide. SAPAC is the primary organisation for advanced and high-performance computing in the state.

### Wine Science

The University's reputation as one of the world's leading educational institutions in wine sciences was enhanced in 2003 with the establishment of the Angove's Still House at the Waite campus. This facility ensures the University's teaching and research into spirits and fortified wines are amongst the best in the world. While Adelaide has long been recognised as an international centre of excellence in wine science research, it has also recently developed strong capabilities in wine processing, business and marketing research. In early 2003 the University agreed to undertake a 40 year lease of the National Wine Centre in Adelaide as part of a major strategy to enhance the university's international profile in wine education and research, and strengthen its links with industry and the community.

### Research Training

Research training at the University aims to equip its research postgraduate students to become leaders in their chosen fields, be that within academia, industry or the wider community. In March 2003, the University's Board of Research Education and Development (BRED) was commended by the AUQA for its active response to the recommendations of the 2001 Review of the Higher Degrees by Research Program. Major initiatives of the Board in 2003 included the development of General Academic Program Rules for Masters Degrees by Research, which standardise expectations of these



programs across disciplines, the introduction of flexible pathways to the PhD including by publication during candidature and by submission of creative works, and mandatory panel supervision for all research students.

The University's commitment to growth in higher degree by research student numbers was supported throughout the year with a substantial increase in scholarships and enhanced marketing of research training opportunities at the University. Student numbers in 2003 increased by 12% from the previous year (851 EFTSU in 2002 to 952 in 2003) while central funding for scholarships was increased by 130% to over \$1.46 million. An additional 100 scholarships were provided in 2003.

### Research-related compliance

Throughout 2003 the Deputy Vice-Chancellor (Research) undertook a process of review to ascertain how the University can best support research related compliance activity. With the support of the State Government, the University restructured 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. The restructure, effective from January 2004, means that the University will be 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 is expected to take place in mid-2004. In restructuring these activities, and placing suitable resources around Animal Ethics, Animal Welfare, Human Ethics, Biosafety and Quarantine, the University is responding to increasing workloads in ethics and other research related compliance demands. This situation has arisen not only from the growth in the research activity of the University in recent years but also from increasing external accountability, risk management and insurance requirements.

Key policies relating to intellectual property (IP), commercialisation of research and management of contractual arrangements were reviewed in 2003 and a new comprehensive IP policy was near completion by the end of the year. The new policy will address IP management (ownership and sharing of returns from commercialisation), consulting, contract research and conflict of interest.

In December 2003 Professor Edwina Cornish left the University to take up the position of Deputy Vice-Chancellor & Vice-President, Research & Development at Monash University. Professor Cornish had been the Deputy Vice-Chancellor (Research) at Adelaide since February 2000. During her time at Adelaide Professor Cornish oversaw a 33% increase in research revenue, a major increase in domestic research student numbers, a restructure of the University's commercialisation activities, the restructure of the Faculty of Sciences, and improved collaboration with other South Australian and national research bodies.

### Looking Forward

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. The development of a Research Cluster program is planned for 2004 to allow the University to capitalise on its impressive research strengths by building cross-disciplinary teams in thematic areas of state, national and international significance.

### Awards

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

**Professor Michael Bruce** (Chemistry) won the Australian Academy of Sciences David Craig medal for contributions to chemistry.

**Dr Nigel Bean** (Applied Mathematics) won the Australian Academy of Sciences Moran Medal.

The Royal Society of New South Wales awarded the prestigious Clarke Medal for 2002 to the University of Adelaide's **Professor Robert Hill** for distinguished work in the natural sciences done in, or on, the Australian Commonwealth. Professor Hill is a Senior Research Fellow in the School of Earth and Environmental Sciences at the University of Adelaide and is also Head of Science at the South Australian Museum.

**Dr Michael Lee** (Psychology) was the first Australian to win the US Society for Mathematical Psychology's New Investigator Award.

**Dr Jane Mathias** (Psychology) won the Anna Veneri Scientific Award of the International Brain Injury Association.

**Professor Sandy McFarlane**, head of the Department of Psychiatry at the University of Adelaide and based at The Queen Elizabeth Hospital, won the Robert Laufer Award. Professor McFarlane is an international expert in the field of post-traumatic stress disorder. The award is presented by the International Society for Traumatic Stress Studies for outstanding scientific achievement in the field of post-traumatic stress disorder.

**Dr Tobi Payenberg** (Australian School of Petroleum) won the JC 'Cam' Sproule Memorial Award from the American Association of Petroleum Geologists (AAPG).

The University of Adelaide's Wine Industry Professor of Viticulture, **Professor Steve Tyerman**, was elected a Fellow of the Australian Academy of Science.

## University of Adelaide Research Centres

### Commonwealth-Funded Research Centres

#### 1. National Research Centres

*Funded by the Australian Research Council*

Special Research Centre for the  
Molecular Genetics of Development  
Special Research Centre for the  
Subatomic Structure of Matter

*Funded by Australian Research Council and  
Grains Research and Development Corporation*

Australian Centre for Plant Functional Genomics

*Funded by the National Biotechnology  
Centre of Excellence Program*

National Stem Cell Centre (partner)

*Funded by the National Health and 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

CRC for Australian Weed Management  
CRC for Biological Control of Pest Animals  
CRC for Cattle and Beef Quality  
CRC for Clean Power from Lignite  
CRC for Desert Knowledge (Associate)  
CRC for Environmental Biotechnology  
CRC for Freshwater Ecology  
CRC for Greenhouse Gas Technologies  
CRC for Landscape Environments and Mineral Exploration  
CRC for Molecular Plant Breeding  
CRC for Plant-Based Management of Dryland Salinity  
CRC for Poultry  
CRC for Sensor Signal and Information Processing  
CRC for Smart Internet Technology  
CRC for Viticulture  
CRC for Water Quality and Treatment  
CRC for Welded Structures

## University-Designated Research Centres

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 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 National Institute for Theoretical Physics)

## Faculty Research Groups/Units

Adelaide Fire Safety Research Unit  
Centre for Asian and Middle Eastern Architecture  
Centre for Australian Indigenous Research and Studies  
Centre for Automotive Safety Research  
Centre for Functional Genomics in the Productivity  
and End-use Quality of Cereals  
Centre for the History of Food and Drink  
Centre for Improved Business Performance  
Centre for Intercultural Studies and Multicultural Education  
Centre for Social Applications of Geographic  
Information Systems (GISCA)  
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-Australian Centre for International  
Research in Marketing  
Human Cognitive and Applied Decision  
Making Research Unit  
Institute for International Business, Economics and Law  
Joanna Briggs Institute for Evidence Based Nursing  
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

## 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





**“The contribution of international students to the life of the University is highly valued.”**

# Internationalisation

## The Position of Pro Vice-Chancellor (International)

Professor Ian Young, who held the position of Pro Vice-Chancellor (International) concurrently with his appointment as Executive Dean of the Faculty of Engineering, Computer and Mathematical Sciences, resigned from the University in 2003 in order to take up the position of Vice-Chancellor at Swinburne University.

During his two years as Pro Vice-Chancellor (International), Professor Young established a sound foundation for the future development of the internationalisation program at the University of Adelaide. A draft plan for internationalisation was prepared, cooperative and exchange agreements were signed with a number of overseas partner institutions, and international student numbers grew steadily to 16% of the total student population. The University acknowledges the seminal contribution made by Professor Young in this area.

With the departure of Professor Young, the University took two important decisions. The first was to appoint Professor Fred McDougall, Executive Dean of the Faculty of the Professions, as Acting Pro Vice-Chancellor (International). Professor McDougall, whose Faculty has a significant involvement in the provision of both on-shore and off-shore teaching programs for international students, held this position until the end of 2003.

Professor McDougall initiated discussions with Tsinghua University, one of China's leading universities, on the establishment of a jointly-badged Foundation Studies Program to be taught partly in China and partly in Adelaide, and on enrolment options for graduates from Tsinghua to enter postgraduate coursework

and research programs at the University of Adelaide. This collaboration promises significant numbers of Foundation Studies enrolments in 2004 and beyond.

The University's second major decision was to convert the position of Pro Vice-Chancellor (International) to one that would in future be full-time rather than half-time. This step brought the University into line with other Australian universities to have seen significant growth in their international student numbers in recent years. Further, it recognised the crucial role that the area of internationalisation would be expected to play in the strategic development of the University's teaching and research programs over the next five years.

This new full-time position as Pro Vice-Chancellor (International) was advertised during the second half of 2003 and a strong field of applications was received. The person eventually chosen for this key role was Professor John Taplin, who had been Head of the University's Department of Psychology since 2000. Under his leadership, the performance of the Psychology Department had improved markedly, with a six-fold increase in research income and substantial growth in student numbers at both postgraduate and undergraduate levels. Professor Taplin had also played an important role in several other initiatives of significance for the internationalisation of the University's programs proposed in the new Strategic Plan.

## International Agreements and Links

In 2003 the University signed a number of important international agreements covering research, teaching, study abroad, student exchange, articulation and twinning. Important changes were also made to a number of existing links.

**International highlights for the year included:****China**

- The President of the Chinese Academy of Sciences, Professor Lu Yongxiang and a delegation from Beijing visited in November for the formal opening at the Waite campus of the Soil Environmental Science/Soil Biology Laboratories-Research Center for Eco-Environmental Sciences, Chinese Academy of Sciences and the University of Adelaide. This joint laboratory provides research and office facilities for visiting scientists and fosters joint supervision of research higher degree candidates and remote PhDs. This will lead to the University's research capabilities achieving wide recognition in China.
- An Agreement with Dongbei University of Finance and Economics which provides for students to study for two years within China and then transfer to the University of Adelaide to undertake a further year of study to complete a Master of Commerce (Applied Finance).
- A Memorandum of Understanding signed with Neusoft Institute of Information Technology, a leading National Software Park in Dalian, China, strengthened the University's global educational links with China. Following two years of studying Computer Science in Dalian, students articulate to the University of Adelaide for two further years of study and graduate with a Bachelor of Computer Science.

**Germany**

- A Memorandum of Understanding was signed with Muenster University of Applied Sciences.

**Italy**

- A Memorandum of Understanding for research exchange and co-operation was signed with the University of L'Aquila. Research collaboration between Professor Tony Thomas from the National Institute of Theoretical Physics (NITP) and Professor Umberto Villante from the World Institute for Space Environment Research (WISER) will further the development of research and training activities.
- An Agreement developed by Associate Professor Michael Griffith in the School of Civil & Environmental Engineering with the Università degli Studi di Pavia and the European School of Advanced Studies in Reduction of Seismic Risk at the Istituto Universitario di Studi Superiori di Pavia will promote academic exchange and graduate activities for the education of future earthquake engineering professionals.

**Iran**

- Discussions commenced on a comprehensive Memorandum of Understanding with Kish University. This co-operation will also involve both universities and the Petroleum industry in joint research and continuing education.

**Malaysia**

- Twinning continued with Sepang Institute of Technology (SIT) at Klang, Malaysia but with a further reduction in enrolments in the Engineering degrees. Although twinning in Commerce degrees continues to be viable at SIT, twinning in the

Engineering degrees has now become non-viable with the transfer of only a small number of Engineering students in 2003. A decision was therefore made to terminate the Engineering program on 31 December 2003. To maintain twinning numbers from Malaysia, successful negotiations were held with INTI College Malaysia to deliver both Engineering degrees and Commerce degrees under a twinning format at the Nilai campus. Malaysian Government approval is necessary to permit implementation and approval is expected for commencement no later than February 2005. Twinning at the INTI campuses at Subang Jaya, Penang and Kuching in Malaysia is also under consideration.

- To continue the Engineering link with SIT, the University has agreed to accept students from the SIT Diplomas in Engineering into its degree programs and award these students advanced standing as appropriate.
- Articulation from Diploma courses at Malaysian Colleges remained strong in 2003, particularly into Commerce and Engineering degrees. Transfers with advanced standing from the INTI campuses were strong, with 98 transfers in Engineering and 58 transfers in Commerce in 2003.

**South Africa**

- A proposal from the Faculty of Sciences to offer courses in Wine Business at the University of Cape Town was developed as part of a jointly-badged program.

**United Kingdom**

- A Student Exchange Agreement was signed with the University of Newcastle upon Tyne.

**United States of America**

- A Memorandum of Understanding signed with Cornell University will further Study Abroad and Student Exchange opportunities.

**Vietnam and Indonesia**

- Articulation agreements signed in 2001/2 started to generate small numbers of student transfers. Numbers are expected to increase in future years.

**Growth in International Student Numbers**

Building on the success of the previous year, there was further excellent growth of 18.5% in the international student load in 2003. The majority of this growth was from the People's Republic of China (PRC), with numbers almost doubling over the previous year. There was also good growth from Singapore and Hong Kong. Numbers from Malaysia remained excellent and Malaysians continue to comprise the largest international group on campus. The major source countries for the University were Malaysia, Singapore, PRC, Hong Kong and the United States of America.

The main courses in which international students were enrolled included: Bachelor of Medicine and Bachelor of Surgery; Bachelor of Dental Surgery; Bachelor of Engineering (and related majors); Bachelor of Commerce (and related majors); and the Master of Business Administration.

## Trends in International Student Enrolments 1999-2003

	1999	2000	2001	2002	2003
Total international student load	1,363	1,418	1,413	1,965	2,329
Number of countries presented	64	64	66	80	80
Income from fees (m)	21.5	19.8	21.3	27.6	30.5

Source: Student data from the DEST Selected Higher Education Student submission.  
International student fees are from the University's audited financial statements.

The University continued to receive an excellent flow of students from its pathways programs, the Degree Transfer Program and the Foundation Studies Program offered via a joint venture agreement with Bradford College. The University also enrolled a significant number of students from the Eynesbury College Foundation Studies Program, a joint Foundation Studies Program of the three South Australian Universities. Numbers also continued to build in the Pre-Enrolment English Program run by the English Language Centre.

The number of University of Adelaide students going overseas on exchange continued to increase in 2003. The University had 67 formal Student Exchange Agreements in place, with new agreements signed with the University of Toronto, Hokkaido University, the University of Hong Kong and Cornell University.

The International Office, which was established in 2002, undertook a comprehensive review of international admissions processes in 2003. This resulted in significant improvement in services to students and overseas representatives as well as a substantial improvement in the turnaround time of applications. The International Office also expanded the number of countries in which it undertook recruitment activities and re-entered some countries where there had been little or no activity for a number of years. These included Japan, Kenya, the United Kingdom, New Zealand, Bahrain and Saudi Arabia.

## Student Support Services

### International Student Centre

The contribution of international students to the life of the University is highly valued and the International Student Centre (ISC) provides pastoral care and coordinates academic advice and support programs across the University campus to ensure students' experience is rewarding and successful. From the moment international students are greeted at Adelaide airport to the time they graduate three to six years later, every assistance is provided to ensure a smooth transition to student life in Adelaide.

In 2003, the ISC assisted 460 students with temporary accommodation, while the students looked for permanent accommodation. The ISC offered eleven Orientation programs in February and July. These included assistance with budgeting information, cultural adjustment, MyUni, email and computing

assistance, city and campus tours and links to community organisations. In conjunction with LTDU, Information Technology Services, the Accommodation Service and Library Services, academic preparation workshops were presented on topics such as Effective Writing at University, Effective Seminar Presentations and Time Management workshops.

### Student Accommodation

Awareness of the shortage of accommodation for international students prompted the University to invest more capital in student accommodation in 2003 with the result that twenty CITI Townhouses were built to be available for students in 2004. Well positioned close to Gouger Street and the Central Markets, and managed by the YMCA, each spacious townhouse offers fully self-contained, fully furnished student accommodation.

### Overseas Students' Association

In 2003, the Overseas Students Association (OSA) worked towards its aims of representing international students and providing international students with opportunities to interact with and feel supported by fellow students. Many social activities were undertaken which enabled the students to form friendships and helped them to adapt to life in Australia. These included an Orientation Camp in February at Victor Harbour and an Impressions Dinner in September, which was organised for international students from the three South Australian universities. Handbooks, a Yearbook and Newsletters distributed to the students during the year publicised coming events and obtained feedback on issues of concern to the students.

The OSA also took part in University forums and conferences and represented international students on such issues as accommodation and tenancy rights, health insurance and visa regulations. Through representation on the University of Adelaide Learning and Teaching Committee Plagiarism Working Party, staff and student development programs relating to plagiarism and collusion were developed.

In 2003, the President of the OSA discussed with the University Library the possibility of providing foreign magazines and newspapers for international students. The University has funded this initiative and the prospect of more foreign magazines and newspapers in the Barr Smith Library in the future will reflect the University's strategy to establish a teaching and learning environment where international students can flourish.





**“The Elder School of Music... continued to provide one of the University’s most significant and extensive engagements with the community in 2003.”**

# Community Relations

## Alumni Association

2003 saw the establishment of stronger connections with graduates and the community. To bring more graduates back to campus, the University and the Alumni Association coordinated a program of activities for a broad cross-section of individuals and organisations, such as the reunion programs which were attended by an increasing number of graduates.

In October, 105 graduates from the class of 1953 and their families gathered in Bonython Hall to celebrate their Golden Jubilee at a special presentation hosted by the Vice-Chancellor. In 2003, the University also hosted its first 30th anniversary reunion for graduates from 1972-1973, attracting 70 graduates from across Australia and the world.

The work of the Board of the Alumni Association further developed by committing a Board subcommittee to a strategic planning process, which was complete by the end of 2003.

The Alumni Association continued to develop programs of interest to the wider community, with the Chapters of the Association conducting nearly 150 meetings and activities during the year, attracting over 3,500 participants. Significant amongst these was a talk by Nobel Prize Laureate, Honorary Visiting Research Fellow Professor J M Coetzee, to a Friends of the Library Chapter event. Other events included the video-conferencing of the inaugural John Crawford Lecture to the Malaysian High Commission in Kuala Lumpur, an event co-hosted by the West Malaysia Chapter Bhd.

The three South Australian universities collaborated on a national and international level, with the inaugural

gathering of graduates in Port Augusta, and a well-attended function in King’s College, London, hosted by the South Australian Agent-General. In November, the Australian High Commissioner in New York and the Vice-Chancellor hosted a gathering of graduates at the High Commission.

The Alumni Board selected Professor Wyatt Rory Hume, Dr Miriam Hyde AO OBE and Dr Tony Tan Keng Yam as the 2003 Distinguished Alumni Award recipients. Mutual Community Postgraduate Travel Grants were awarded to Ms Diana Howard, Mr Kin S Yau, Miss Dana Thomsen and Mr Luke Selth, whilst the recipient of the 2003 AUGU/RC Heddle Award was Miss Beverly S Mühlhäusler.

The Alumni Association’s medals for academic merit were again awarded to two outstanding graduates of the University. The Honours Alumni University Medal was won by Dr Shom Goel, who holds Bachelor degrees in Medicine, Surgery and Medical Science. The Postgraduate Alumni University Medallist was Dr Said Al-Sarawi, who completed his PhD in Engineering, Computer and Mathematical Sciences during 2003.

## Elder School of Music

The Elder School of Music, through its various public activities, including evening and lunchtime concerts, continued to provide one of the University’s most significant and extensive engagements with the community in 2003. The School’s always packed Friday lunchtime concerts have now become an institution in the musical life of Adelaide.

### Highlights in 2003 included:

- award of the Elder Overseas Scholarship to Pei-Sian Ng and an International Postgraduate Scholarship from the Associated Board of the Royal Schools of Music to his twin brother Pei-Jee Ng;
- the world premiere of a work by PhD student Quentin Grant;
- an outstandingly successful production in the Scott Theatre of Mozart's *The Marriage of Figaro* (in collaboration with the technical divisions of AIT Arts);
- a series of extraordinary concerts, in both the lunch hour and evening series, including the David Galliver Memorial Awards concert, sold-out performances by the Australian String Quartet and cellist twins Pei Jee and Pei Sian Ng (with pianist Lucinda Collins) in their farewell concert, and the special guest appearance of Errol Buddle with the Conservatorium Big Band and the Bruce Hancock Trio at the Jazz Concert in August.

Overall, 32 concerts were presented in the lunchtime series, and six in the evening series in 2003. The lunchtime concert series attracted more than 13,400 people; the evening concerts averaged 500 patrons per concert, with the Opening Concert and the Choral-Orchestral Finale both selling out.

The Evening Concert Series and the Opera were supported in 2003 by ETSA Utilities, Helpmann Academy, Peter Lehmann Wines, American Express Corporate Travel, Allan's Music, AIT Arts and Radio Adelaide.

### Fundraising

Philanthropic support for the University of Adelaide continued to grow in 2003. The Barr Smith Library Appeal, the Vice-Chancellor's Scholarships Appeal and a new appeal for the Library (the Filling the Shelves Appeal for Dental Journals), raised over \$130,000 in gifts and pledges. Early in 2003, Troy Tobin and Lan Lieu were the inaugural winners of the Vice-Chancellor's Scholarships.

The Diana Harris Prize for Accompaniment was established, available to students at the Elder School of Music, whilst the Mares-Eaden Fund successfully conducted an art exhibition of Robin Eaden's artworks to raise extra support for the fund.

The memory of a University icon, Emeritus Registrar Vic Edgeloe, who died in 2003 just short of his 96th birthday, will be preserved through his very generous perpetual gifts to the Elder School of Music and the Special Collections of the Barr Smith Library.

The proceeds of an anonymous gift and two separate books about remarkable South Australians John Bray and Roma Mitchell allowed the establishment of the JJBray/Roma Mitchell Scholarships Fund. The initial

winners were Emma Leske and Sarah Callaghan, both of whom undertook internships through the United Nations in 2003.

The winding up of the J H & J D Gunn Foundation contributed a major gift of \$1.5 million to establish a research endowment to support the Department of General Practice. Ongoing support for medical research in the Department of Obstetrics and Gynaecology was received from Repromed Pty Ltd.

The Takata Corporation from Japan continued its significant support of traffic accident research. Donations from Takata Corporation have now exceeded \$600,000 over the past four years.

### Inaugural Lectures

Eight of the University's recently appointed professors delivered Inaugural Public Lectures in 2003, providing an opportunity for both the University and the wider community to engage with their particular research interests.

**Professor Andy Austin**  
(*Environmental Biology*)

"Documenting biodiversity - new approaches to long standing problems"

**Professor Nick Harvey**  
(*Geographical and Environmental Studies*)

"Global sea-level rise: how significant is the threat?"

**Professor Michael Innes**  
(*Executive Dean of Humanities and Social Sciences*)

"The nexus of psychology, modern media and politics: the place of humanities and the social sciences in the modern university"

**Professor Neville Marsh**  
(*Dean of Graduate Studies*)

"Research Students at the University of Adelaide - what do we want, quality or quantity?"

**Professor Pascale Quester**  
(*Commerce*)

"I cheer, therefore I buy: sponsorship as the ultimate marketing tool"

**Professor John Randles**  
(*Applied and Molecular Ecology*)

"Viruses, viroids, and plant disease"

**Professor Hemanta Sarma**  
(*Petroleum Engineering*)

"Enhanced petroleum recovery processes, the environment and energy self-sufficiency"

**Professor Gary Slade**  
(*Oral Epidemiology*)

"Who has healthy teeth? Oral Health in the Australian population".





## Radio Adelaide

The University's community Radio station RADIO ADELAIDE 101.5FM 'powered up' in 2003, the culmination of a two year fundraising and planning process. Radio Adelaide moved its transmitter to the large 'ABC' tower on Mt Lofty, connecting to a high power antenna and increasing its broadcast power and reach significantly.

The power upgrade completed the station's long journey from a mono AM station to a stereo, high power FM broadcaster also streaming its programming 24 hours a day online. Radio Adelaide is now heard around the world, and closer to home is available to audiences throughout the Adelaide metropolitan area, the Fleurieu and Yorke Peninsulas, the Barossa, Kangaroo Island, and out to the east more than halfway to the South Australian border.

Programming highlights in 2003 included national live broadcasts from the Womadelaide Festival in March, and the Festival of Ideas ON AIR, presenting daily feature sessions for people who could not attend this popular Adelaide event. The increasingly popular Public Domain presented public talks and lectures in Adelaide — a Festival of Ideas each week. Lifelong Learning series in 2003 included Courts in the Act and Aspects of Ageing, and among the many arts and culture programs a feature was 21 Days, a theatre/radio co-production with Vitalstatistix, exploring the lives of women on the LeFevre peninsula.

Radio Adelaide was awarded triennial funding from ArtsSA for the first time — recognition of the station's significant role in creating and promoting creative endeavours in South Australia, nationally and internationally.

2003 saw the advent of a new teaching role for Radio Adelaide within the University, with the station taking on design and teaching of second and third year subjects in the Bachelor of Media.

Radio Adelaide played a significant role in the Educause conference in May 2003, co-ordinating a stream called New Ideas in Educational Broadcasting, outlining interconnected contemporary educational strategies, connecting production, training, technology and access. The station brought to Adelaide key players from community broadcasting nationally to connect with those involved in communication and information technologies.

Teaching and learning radio continued to be a core focus, with Radio Adelaide now supporting the development of vocational teaching options in high schools across South Australia and running specific workshops for teachers. A training project in partnership with the Migrant Resource Centre brought ten young people from new communities in Adelaide, many from refugee backgrounds, into the station as the Radio NEO team. The project's success won the station Community Broadcasting's national New Voices award.

## Roseworthy

The Roseworthy Information Centre at the University's Roseworthy Campus continued to provide the latest information to the farming community from a wide variety of sources including PIRSA, government agencies, CSIRO, universities, research and development organisations and private agronomic companies.

The Centre now has 10,000 fact sheets available which are easily accessible via a simplified cataloguing system. Its state-of-the-art computers allow visitors to explore the latest electronic information products prior to purchase. The Centre assists with product launches and displays, distribution of information products, industry events, agribusiness tours, workshops, training and searches for information.



### Thebarton

The University's Thebarton campus was engaged in a wide range of community activities in 2003. Organisations with which the campus worked in 2003 included: Migrant Resource Centre of South Australia (MRCSA), Adelaide Central Community Health Services, Australian Refugee Association, Anglicare, Wesley Uniting Mission, West Torrens Council, Port Adelaide Enfield Council, Western Area Business Centre, Young Achievement Australia, Western Region Schools, Playford Council, Playford Community Capacity Building Network, Austcare, Futures Connect: Transition Broker for Western Region Schools.

Highlights of community engagement activities included:

- Refugee Week festivals and art exhibitions at the Adelaide Festival Centre in October;
- African Festival in April;
- formation of Playford Capacity Building community groups;
- SA Health Reform Implementation Task Group: contribution to the development of a new constitution for three new Health Services boards;
- Western Region Enterprise Day held at Bonython Hall and Napier Building, involving more 200 Primary and secondary school students.

### University of Adelaide Theatre Guild

The University of Adelaide Theatre Guild continued to involve members of the community with its activities in 2003. The Guild mounted five productions, including a critically acclaimed production of Peter Shaffer's *Equus* that played to sold-out performances in the University's Little Theatre. Cast members from *Equus* and *The Ugly Man* were among nominations for the Adelaide Critics' Circle Coopers Award for Individual Achievement.

Overall, Theatre Guild productions attracted 3,418 people onto campus, including 413 secondary students from 26 schools. 120 students and staff of the University

and members of the general community actively participated in the five productions. The Theatre Guild received community support through sponsorship from BRL Hardy, Coopers Brewery and Tip-Top Drycleaners, as well as the State Government through Living Health, and additional in-kind support from 20 organisations and businesses, including six schools.

### Urrbrae House Historic Precinct

The main focus for the Urrbrae House Historic Precinct in 2003 was on conservation work and strategic planning.

A Strategic Plan covering the development of the precinct through to the end of 2008 was completed and accepted during 2003. A focus group of stakeholder representatives including the History Trust of South Australia, the Mitcham Community and Friends Groups played a valuable role in responding to drafts of the plan to help create a blueprint for progress over the next five years.

The precinct's program of guided tours, care of collections, exhibitions, school tours, special events and functions continued during 2003. Highlights included an increase in the number of private functions, which raise funds for the precinct, and a Scottish-themed Open Day in April that attracted some 1500 people.

### Volunteers Committee

2003 was the first year of operation of the University of Adelaide Volunteers Committee, established under the patronage of Mrs Lindsay McWha. The committee aims to provide an institutional focus for coordinating, training, and recognising the many volunteers who are involved with the University across a wide spectrum of activities.

These include the Urrbrae House Historic Precinct, Waite Arboretum and Waite Conservation Reserve, Radio Adelaide, Records and Archives, Barr Smith Library, Florey Medical Research Fund, Elder School of Music, Discipline of Philosophy, Animal Sciences, Roseworthy Museum, School of Chemistry and Physics, International Student Centre, Alumni, Community Relations and Development Office, Theatre Guild, Professional and Continuing Education, Learning and Teaching Development Unit, School of Civil & Environmental Engineering, School of Electrical & Electronic Engineering, Commerce, Don Dunstan Foundation, and the work of the Australian Federation of University Women's SA Gown Room.

In 2003, the Volunteers Committee established a Volunteers Policy, developed a Volunteer Register and

a Handbook for Volunteer Coordinators, and launched a new Volunteers website. The year culminated in a successful morning tea for all University Volunteers held on 5 December, World Volunteers Day. As of December 2003, there were 1089 volunteers recorded on the Volunteer Register.

### Waite Arboretum and Waite Conservation Reserve

The 75th anniversary of the establishment of the Waite Arboretum was celebrated with a successful Open Day in November. Special themed guided walks were given on each Sunday in November and were well attended. Professor Bob Hill and PhD student Rosemary Paull prepared a display of fossils whose descendants are represented in the Arboretum for the Arboretum's permanent exhibition in Urrbrae House. Eight interpretive signs were installed as part of the ongoing education program.

Tree planting continued and a grant from the Friends of the Waite Arboretum enabled valuable arboricultural work to be done on the collection. The Arboretum again hosted the 4th National TREENET Street Tree Symposium, which attracted a capacity audience. In collaboration with the University of South Australia and the City of Mitcham, TREENET has established innovative storm water harvesting trials in Claremont Avenue, adjacent to the Arboretum.

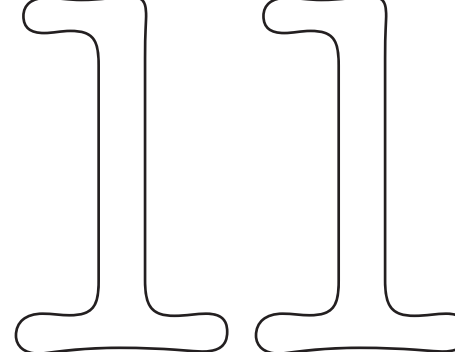
More interpretive elements were installed in the Garden of Discovery including signage and a soundscape relating to the history of wine and vine research at the Waite Institute. The new Sun Dial Garden has extended the 20th Century Rose Garden, and a dedicated band of volunteers continued their efforts in the gardens of Urrbrae House Historic Precinct and the Waite Arboretum.

Development of a section of the Yurrebilla Trail through the Waite Conservation Reserve allowed enhanced public access to the Reserve. A Geographical Information System was also developed for the Reserve, in collaboration with the Department of Land, Water and Biodiversity Conservation. Over 1,000 plants have now been logged with a GPS, as well as the trails, boundaries and other features of interest. Botanical surveys have assisted with analysis of condition zones to inform the action plan for the Reserve. A revegetation program involving grey box, sheoaks and a host of understorey species continued with the propagation and planting of material sourced from the Reserve.

Weed control is the main focus of ongoing work and considerable progress was made with the support of grants from Envirofund, SA Heritage Agreement Grant and the Work for the Dole grant scheme, as well as the efforts of Friends of the Reserve at regular working bees.







# Property and Infrastructure

## Australian Centre for Plant Functional Genomics

The new Plant Genomics Centre on the Waite Campus reached Practical Completion Stage by December 2003 with various groups expected to take up occupancy early in 2004.

## Flinders-Baudin Research Station, Kangaroo Island

This jointly funded research station reached Practical Completion in 2003 with an opening planned for February 2004.

## Joint Library Store

Major progress was made on the \$1.8 million Joint Library Store project, with completion expected in early 2004.

## Lift Access: Upper to Lower Level Campus

Design and documentation for the lower level lift access plan began in 2003. The lift will be located to the east of the Staff Club and provide disabled access between the Upper and Lower levels of the North Terrace Campus, including access to levels 2,3,4 and 5 of the Plaza Building and Staff Club.

## Music Co-location

Major changes affecting the Music School teaching facilities were completed in 2003 with some remaining work, including refurbishment of the Pfizner Court and alterations to the eastern entrance to the Schulz Building and the foyer to Scott Theatre, to be completed early in 2004.

## National Wine Centre

The University moved into the National Wine Centre in September 2003. As part of the implementation of the Business Plan for the National Wine Centre, the University in late 2003 developed a tender document to formally outsource the food, beverage and catering functions of the Centre.

A project group was also established to review the current exhibition and to look at ways of substantially reducing the ongoing maintenance costs associated with the exhibition. The exhibition remained open to the public free of charge, with numbers passing through the exhibition increasing three-fold since the University took over the Centre.

## North Terrace Frontage Upgrade

Upgrading work for the North Terrace frontage of the University continued, in tandem with works by the Adelaide City Council and the State Government along North Terrace. Proposals for the re-design of the University's frontage were endorsed by the Vice-Chancellor and Council, and positive discussions about the proposals took place with the Adelaide City Council and Heritage SA.

## Parks and Grounds

The University undertook an Expression of Interest and Tender process to identify and select a Service Provider for the managed delivery of Parks, Grounds and Amenities Maintenance Services. The successful tenderer was Programmed Maintenance Service, for a five-year contract beginning in 2004.

## Records Storage Plan

Preliminary investigations began in 2003 into future records storage requirements for central administrative records (RMO), Finance Branch and Campus Development. Investigations include examination of the scope for expansion of records storage on University property and the cost and benefits of commercial storage.

## Student Accommodation

Arrangements for 60 leased beds in townhouse accommodation at the CITI development off Grote Street were completed, with the first intake of students expected in February and March 2004. Plans for a proposed 400-bed development at the Forum (also off Grote Street) progressed well during 2003.







# Financial Review

	Consolidated		University	
	2003 \$000	2002 \$000	2003 \$000	2002 \$000
<b>Summary Financial Performance:</b>				
<b>Operating Revenue</b>				
Received under Higher Education Funding Act	158,173	161,089	158,173	161,089
Learning and Teaching	56,055	49,374	56,055	49,374
Research Grants and Fees	74,956	66,646	74,736	66,426
Research Other	17,584	12,703	17,584	12,703
Other	89,578	81,565	56,481	48,748
Total operating revenue	396,346	371,377	363,029	338,340
<b>Operating Expenditure</b>				
Salaries, superannuation and related expenses	196,597	201,306	187,268	193,548
Non salary expenses	175,898	154,348	155,524	132,373
Total operating expenditure	372,495	355,654	342,792	325,921
<b>Operating Result</b>				
Operating Margin	23,851	15,723	20,237	12,419
	6.0%	4.2%	5.6%	3.7%
<b>Summary Financial Position:</b>				
Total Assets	773,986	719,039	760,137	706,534
Total Liabilities	103,426	97,838	94,842	88,654
Net Assets	670,560	621,201	665,295	617,880
Current Ratio	2.0	1.6	1.9	1.4
<b>Cash at end of reporting period</b>	<b>53,795</b>	<b>24,253</b>	<b>43,214</b>	<b>13,859</b>

During 2002 and 2003 The University of Adelaide worked to improve underlying operating performance, and improve liquidity.

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 achieved the minimum acceptable levels in 2003.

This improvement was partly due to an increase in grant revenues received in advance of expenditure of \$9.4m.

The liquidity of the University has significantly increased during 2003 with current assets exceeding current liabilities by \$33.7m.

Cash has increased by \$29.3m in 2003, compared to a \$17.7m decrease in 2002. The increase in net cash flow is primarily due to the increase in unspent grant revenues of \$9.4m and the proceeds of North Adelaide properties of \$9.6m.

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

## Notes

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