

# annual report 08

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# REPORT OF THE QUT COUNCIL FOR 2008



Major General **Peter Arnison**

I have great pleasure in presenting this report for the year ending December 31 2008 to the Honourable Rod Welford, Queensland Minister for Education, Training and the Arts, as required by the *Financial Administration and Audit Act 1977*. The report also addresses the requirements of the Australian Government's Financial Statement Guidelines for Australian Higher Education Providers for the 2008 Reporting Period.

The challenges of a strong domestic labour market and associated trades and professional skills shortages were again evident in 2008; however QUT's performance remained solid and results for international student recruitment were strong.

A key part of the University's strategic vision, as outlined in QUT's institutional plan, the Blueprint, is to build research capacity and performance and provide outstanding learning environments and quality teaching and learning programs that lead to excellent outcomes for graduates. In 2008, as documented in this report, QUT made excellent progress against these goals.

QUT won Australian Learning and Teaching Council fellowships, awards, and grants, achieving the most successful outcome of any university in Australia in the number of overall awards received.

Major infrastructure achievements to enhance student learning in 2008 included the completion of the Centre for Physical Activity, Health and Clinical Education within the Kelvin Grove Urban Village; Law Library refurbishments at the Gardens Point campus; Caboolture campus developments and the Medical Engineering Research Facility at The Prince Charles Hospital.

Quality research activity continued to grow, as did the impact of QUT research to benefit the community and society at large.

Despite a global economic crisis, these significant achievements were underpinned by the University's steady financial performance and a commitment to best practice in governance and management, based on productive relationships between Council members, the Vice-Chancellor and the staff of the University.

I commend this report to all our partners and stakeholders, including staff, students, alumni, donors, the professions, the business community, government, the media, and colleagues in the education and research sectors.

A handwritten signature in black ink that reads "Peter Arnison". The signature is written in a cursive, flowing style.

Major General (Ret'd) Peter Arnison AC, CVO  
Chancellor

# INTRODUCTION

FROM THE VICE-CHANCELLOR



Professor Peter Coaldrake, Vice-Chancellor

QUT performed very strongly in 2008, making significant progress in our research and teaching endeavours, in the development of new and refurbished facilities and in the support we provide our students. This has occurred in a year marked by the transition to a new Commonwealth government, a series of major national reviews and an unfolding global financial crisis.

The most prominent transformation continues to be in the research arena. One measure of our progress has been the sustained and significant increases in research income achieved over successive years. This Report documents the diverse nature of QUT's research profile, and the way it is strengthening in quality and impact, particularly through the targeting of selected areas of research strength and potential. For example, our faculties of Education and Creative Industries have emerged as national leaders in competitive grant funding in their respective fields, while major national and international grants were secured in areas such as prostate cancer, juvenile diabetes, IT security and open-access innovation.

A key feature of our research capacity building over several years has been the recruitment of professorial staff as well as the recruitment of early career academics. We have also sought to improve the academic promotion opportunities for existing staff, and in 2008 we introduced a new program to attract research and postdoctoral fellows. These key investments in staff, together with the provision of much improved research facilities through a major building program, will enable the University's upward research trajectory to be sustained, and will position us well in terms of national research quality assessment.

For many years QUT has performed strongly in its teaching role. In 2008, this resulted in our university winning more awards under the Australian Learning and Teaching Council (ALTC) programs than any other university in Australia. Over the course of the year, QUT established the Office of Teaching Quality to give renewed focus to improve student learning. We drew on feedback from our students to lay the foundations for a revitalised and strategic approach to the design, development, and quality assurance of courses. Additionally, significant investment in merit- and equity-based scholarships are providing our students with better opportunities for greater participation at QUT.

Alongside this work, major progress was made in providing new facilities to enhance the educational experience for our students and staff. These include the QUT health clinics and recreation centre in the Kelvin Grove Urban Village (KGUV), a new purpose-built clinical teaching facility for Nursing at Caboolture and refurbishment of the Law Library to create exciting and innovative learning spaces at Gardens Point. Significant progress was also made in the development of underlying IT systems to support learning and teaching activities.

Complementing these initiatives, major refurbishments were completed at the Kelvin Grove campus to relocate and consolidate important teaching and research functions. The relocated staff and students are now accommodated in very functional spaces which have a high level of amenity.

In 2008, QUT conducted its fourth staff climate survey. The results were very encouraging, showing strong commitment to the University and good performance against benchmarked organisations. Valuable feedback on a wide range of factors also was received from our staff and will be acted upon to ensure that QUT continues to provide a strongly supportive and productive environment which can attract and retain the best people.

QUT's accomplishments in 2008—including many by graduates and current students—strengthen our reputation for high-quality and 'real-world' education and research, and these were achieved while maintaining a strong financial position and carefully managing financial and other risks. Our performance relies on the calibre and commitment of the staff and students of the University and our strong internal partnerships at all levels and across faculties, divisions and institutes. I would like to express gratitude to everyone for their great efforts and, in particular, I would like to acknowledge the strong and supportive role of the QUT Council, and the commitment of the Chancellor and all members of the Council to the endeavours of the University.

A stylized, handwritten signature in black ink, appearing to read 'Peter Coaldrake'.

Professor Peter Coaldrake  
Vice-Chancellor



# QUT'S VISION AND GOALS

The *QUT Blueprint 2011* is the University's five-year institutional strategic plan. It stands at the centre of a planning process that is underpinned by the *QUT Quality Framework* and based on a continuous cycle of Plan/Implement/Review/Improve. The *QUT Blueprint*, revised during 2008 to reflect changes in the higher education environment, specifies QUT's vision and goals.

QUT is a leading university which aims to strengthen its distinctive national and international reputation by combining academic strength with practical engagement with the world of the professions, industry, government, and the broader community.

In line with this aim, QUT's overall **vision** for the future is:

- to provide outstanding learning environments and programs that lead to excellent outcomes for graduates, enabling them to work in and guide a world characterised by increasing change
- to undertake high-impact research and development in selected areas, at the highest international standards, reinforcing our applied emphasis and securing significant commercial and practical outcomes
- to strengthen and extend our strategic partnerships with professional and broader communities to reflect both our academic ambitions and our civic responsibility.

Five key **goals** will guide QUT's progress towards attaining this vision:

- to build our research capacity in selected areas
- to strengthen our reputation for quality teaching and learning and provide among the best learning environments in Australia
- to strengthen our 'real-world' positioning in teaching and research through better partnerships across internal and external boundaries
- to integrate information and communications technology into our teaching, research, business support functions and infrastructure
- to develop environments that foster and reward high-quality scholarship and that build a sense of community.

The University has adopted a revised set of corporate **values**:

- a service orientation which is client focused, reliable and responsive to the needs of both the University and relevant external communities
- scholarship, learning and achievement in all student and staff endeavours
- engagement with and responsiveness to its diverse internal and external communities
- social justice and equal opportunity in education and employment
- a safe, supportive and healthy working environment which supports work/life balance
- honesty, integrity and ethical behaviour and practices
- a spirit of experimentation, innovation, entrepreneurialism and client service.

Flowing from the *QUT Blueprint* are QUT's top-level plans for:

- Learning and Teaching
- Research and Innovation
- People and Culture
- Finance and Infrastructure.

The revised Blueprint includes recalibrated **key**

**performance indicators** for each of the top-level plans.

As part of the planning process the University has also adopted an International Strategy and an Information Technology Strategy; a Space Management Strategy provides strategic direction for the planning and deployment of space.

The following pages offer detailed summaries of achievements against the objectives and key performance indicators in each of the four top-level plans, the International Strategy and the IT Strategy.

# COUNCIL MEMBERSHIP AND ATTENDANCE IN 2008

## CHANCELLOR (CHAIR)

**Major General P Arnison (Attended 7 meetings from 7 meetings)**  
AC, CVO (Retd), BEc DLaws *Qld*, DUniv *QUT*, DUniv *Griff*,  
DLetters *S Qld*, FAICD

## VICE-CHANCELLOR

**Professor O P Coaldrake (6/6)**  
BA(Hons) *James Cook*, PhD *Griff*, FAIM, FRIPAA

## CHAIR OF UNIVERSITY ACADEMIC BOARD

**Professor D (David) Gardiner February–July (2/2)**  
BA LLM(Hons) *Syd*

**Professor K (Ken) Bowman August–December 2008 (3/3)**  
AM, MScOptom *Melb*, LOSc, FAAO

## NOMINEES OF THE GOVERNOR IN COUNCIL

**Dr T Cutler (0) Resigned January 2008**  
BA(Hons) *Melb*, PhD *NSW*, DUniv *QUT*, FAIM, FIPA  
Principal, Cutler and Company Pty Ltd

**Ms Helen Gluer (5/6)**  
BComm *Qld*, MBA *S Qld* CPA  
Chief Executive Officer, Tarong Power

**Mr K Hilless (4/5)**  
BE(Elec) *Qld*  
Chairman, Ergon Energy

**Mr N (Nathan) Jarro (2/3)**  
LLB/BBus(Acc) *QUT*  
Barrister

**Mr S Keim (4/6)**  
BA LLB(Hons) *Qld*  
Barrister, Higgins Chambers

**Professor A Kelso (6/6)**  
BSc(Hons), PhD *Melb*  
Director, WHO Collaborating Centre for Reference and  
Research on Influenza

**Mr H (Hugh) Nalder, (1/1)**  
BBus(Acc) *QUT*, MICA, MASCPA, MAIMM  
Consultant

**Dr L (Lee-Anne) Perry (0/1)**  
BEd(Hons) *Med Syd*, DipCL *BIF*, DEd *QUT*  
Principal, All Hallows' School

**Mr John Puttick (5/6)**  
DUniv *QUT*, FAICD, FAIM  
Chairman, GBST Holdings Limited

**Ms R Vilgan (6/6) Deputy Chancellor**  
BBus *QUT*, DipSupMgt *Macq*, FASFA, FAICD  
Chief Executive Officer, QSuper Limited

## NOMINEES OF COUNCIL

**Mr D (David) Liddy (0/3)**  
Chief Executive Officer and Managing Director, Bank of Queensland

**Dr D F McTaggart (0/1) Resigned February 2008**  
BEc *ANU*, MA PhD *Chic*, FAICD, FAIM  
Chief Executive Officer, Queensland Investment Corporation

**Mr Hugh Nalder (4/5)**  
BBus(Acc) *QUT*, MICA, MASCPA, MAIMM  
Consultant

## ELECTED PROFESSIONAL STAFF MEMBERS

**Mr S (Steve) Bee (1/1)**  
BSc GDipAdmin *Griff*  
Faculty Manager, Faculty of Science

**Ms W (Wendy) Harper (1/1)**  
Associate Director, Teaching and Learning Support Services,  
Division of Technology, Information and Learning Support

**Mr C McCowan (3/5)**  
OAM, CertT *QUT*, BEd Dip Psych *MEd Qld*  
Careers Counsellor, Careers and Employment,  
Division of Administrative Services

**Ms D Redfern (4/5)**  
BA *W Aust*, BA(Hons) Grad Cert(Services Comm) *CQU*, DipEd *Syd*,  
MATEM  
Project Officer, Resources Portfolio,  
Faculty of Built Environment and Engineering

## ELECTED ACADEMIC STAFF MEMBERS

**Professor J (Judith) Clements (1/1)**  
BAppSc MAppSci *RMIT*, PhD *Monash*  
Professor, Faculty of Science

**Professor S Danby (5/5)**  
DipT *QUT*, BEdSt *Qld*, MEd *Loyola*, PhD *Qld*  
Professor, School of Early Childhood

**Mr R Daniels (1/1)**  
BA(SocWk) BA(Econs) MSPD *Qld*  
Lecturer, School of Humanities and Human Services

**Professor J Gough (4/5)**  
PhD, MSc, *Well*  
Professor, Faculty of Information Technology

**Professor Rodney Wolff (6/6)**  
BSc(Hons) *Qld*, DPhil *Oxon*, CStat *RSS*  
Professor, Faculty of Science

## ELECTED STUDENT MEMBERS

**Mr D Doran (5/5)**

**Mr J (Joshua) Duffy (1/1)**

**Ms C (Cadie) Fitzgerald (0/1)**

**Ms N Locke (5/5)**

## ELECTED ALUMNI MEMBERS

**Dr G Drummond (2/5)**  
Dip(C.Eng) Grad Dip(Bus Admin) DUniv *QUT*, FAIE, MIEAUST,  
FAIM, MAICD  
Professional Director

**Mrs M-C Grady (5/5)**  
BBus(HRM) MBus *QUT*  
Segment Specialist, Small Business Suncorp

**Mr B (Brett) Hooker (1/1)**  
BBus(Comp) *QUT*  
Managing Director, Roarz Computing

**Ms M (Marisa) Vecchio (1/1)**  
BA *Qld*, MBA *QUT*  
Managing Director, B-Bling

## SECRETARY

**Dr C A Dickenson (6/6)**  
BBus *QIT*, PhD *Qld*  
University Registrar and Secretary to Council

# GOVERNANCE

The University values good corporate governance and seeks to adopt best practice where possible. The following report on governance complies with the reporting requirements of the National Governance Protocols, but is structured under headings consistent with the *ASX Corporate Governance Principles and Recommendations* (Second Edition August 2007).

## MANAGEMENT AND OVERSIGHT

### QUT governance overview

The University is established under the *Queensland University of Technology Act 1998* and operates within a comprehensive framework of legislative and regulatory requirements mandated at the State and Commonwealth level. Its governing body is the QUT Council and its chief executive officer is the Vice-Chancellor.

As an institute of higher education and a public entity, QUT is committed to conducting its activities consistent with best governance practice, including its responsibility to make a positive contribution to the community through its activities. The University manages its governance obligations by fostering a culture of good governance, demonstrated by an actively engaged Council, supported by committed officers and a comprehensive suite of policies and procedures, including the QUT Governance Framework and the Council Charter.

### Roles and responsibilities of QUT Council and the Vice-Chancellor

Under the *Queensland University of Technology Act 1998*, Council is given the responsibility to appoint the University's staff and to manage and control the University's affairs, property and finances. The functions and powers of the University are set out in full, in this report. Council may delegate its functions to Council members, University staff or committees, excluding the making of statutes and rules, adopting the University's annual budget, and the approval of the spending of specified funds.

The *QUT Act* appoints the Vice-Chancellor as chief executive officer of the University and allows for the delegation of any of his responsibilities to a member of the University's staff. The authorities of Council and the Vice-Chancellor, and their nominated delegations, are comprehensively detailed in the University's *Schedule of Authorities and Delegations*. The Schedule is reviewed on an annual basis and is publicly available on the QUT website.

### Roles and responsibilities of Council members and senior management

On appointment, members of Council are provided with resources and an orientation program which includes information on the powers and role of Council and its relationship to the Vice-Chancellor, and introduces members to the University's governance framework.

The duties of senior management positions are articulated through formal position descriptions. Senior staff are also required to prepare an annual performance agreement which details their responsibilities and the University's expectations of their performance.

## ADDING VALUE THROUGH QUT COUNCIL

### Structure of QUT Council

QUT Council has up to 22 members and is constituted in accordance with the *Queensland University of Technology Act 1998*. Members are predominantly appointed by the Governor in Council or elected by staff, students and QUT Alumni, with a small number of official and additional members. Appointed and elected staff members serve a four-year term. Student members serve a two-year term. During 2008, the Deputy Vice-Chancellor (Academic) became the Chair of University Academic Board in lieu of the Vice-Chancellor, and thus joined Council as an official member.

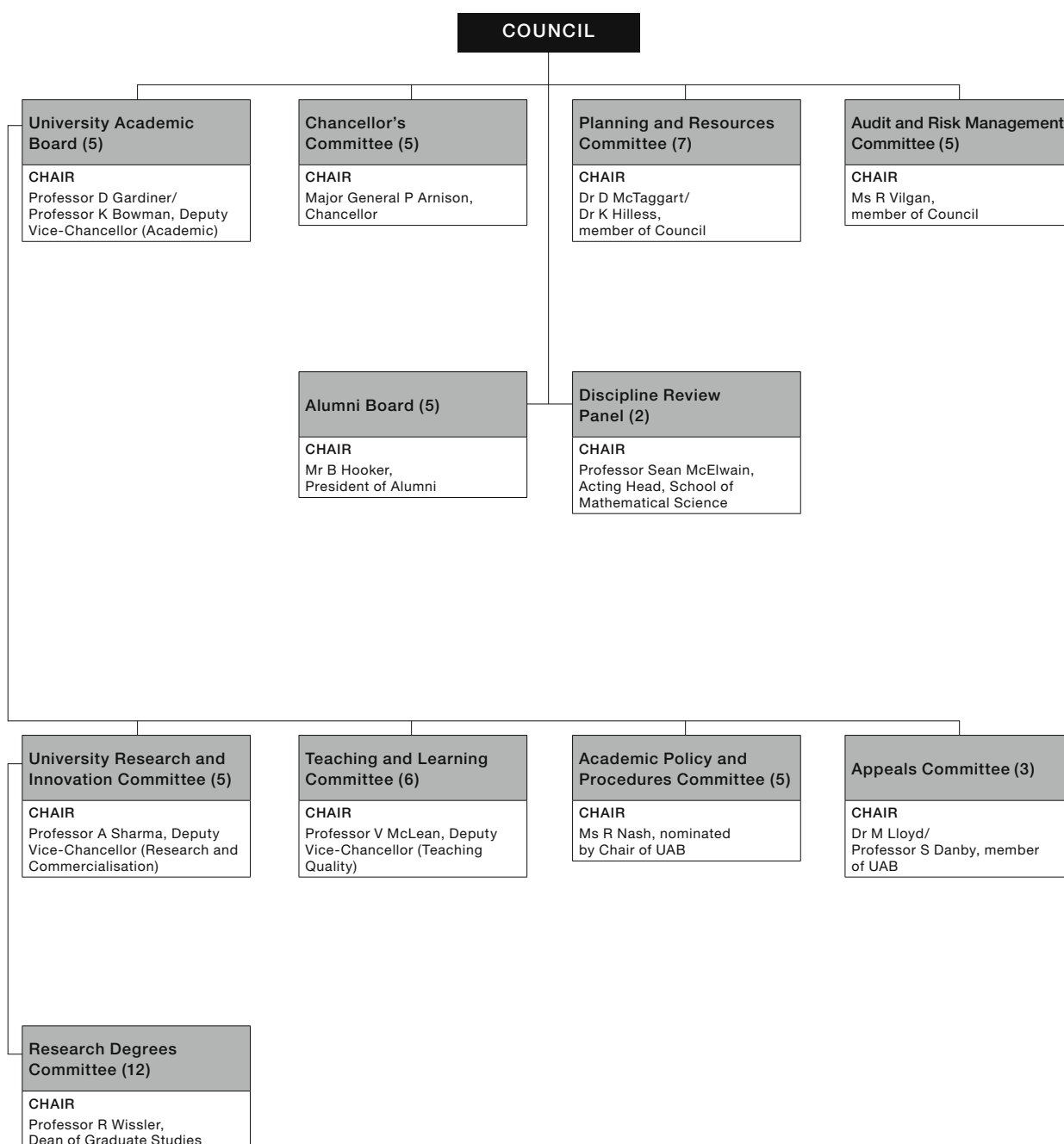
### Council business in 2008

In 2008 Council finished its term on 20 November 2008, with a reconstituted Council taking office on 21 November 2008 for a four-year term to 21 November 2012. In 2008, Council met six times for ordinary meetings, and also held a one-day workshop in February, focusing on governance, strategic opportunities and challenges.

During 2008 Council considered the following items which were critical in assisting it to carry out its role:

- revised 2009–2013 QUT Top-Level Plans and University Strategies
- approval of 2009–2011 Consolidated Budget and 2009–2013 Asset Management Plan
- Corporate Performance Reports (February, August and December)
- annual Review of Schedule of Council Authorities and Delegations
- funding requirements for QUT Enterprise Holdings Pty Ltd (QEH) and review of the University's commercialisation arrangements
- Student Guild Business Plan and financial status
- Student and Academic Management System (SAMS) status reports
- Course Performance Report 2007 and proposed changes to course reporting
- membership of Council and its academic committees
- closure of the Carseldine campus
- strategic reports on Teaching and Learning and Research and Commercialisation
- scholarship funding
- establishment of the Faculty of Science and Technology
- developments at the Kelvin Grove Urban Village
- reports and relevant policy items from Council sub-committees
- remuneration of Council members.

## COUNCIL COMMITTEES AND COMMITTEE CHAIRS (NUMBER OF MEETINGS IN 2008)



### Evaluation and professional development of Council

Council has a framework for evaluation and professional development as specified in the Council Charter. During 2008 the following relevant activities were undertaken:

- conduct of orientation/induction activities for new members
- consideration of the results of an Evaluation survey of Council performance undertaken in December 2007 at the Council Retreat in February 2008
- Council members were invited to relevant activities within the Senior Management Development Program and provided with the opportunity to undertake individual professional development.

Other aspects of the University which provide critical support to Council in its pursuit of good governance as articulated in the Governance Framework are outlined on the following pages.

### Council committees

Council has established a number of committees, detailed on page 7, to assist in overseeing the various activities of the University.

In addition, each faculty has an academic board, chaired by the executive dean, reporting to the University Academic Board. Faculty academic boards have other standing and advisory committees.

## ETHICAL AND RESPONSIBLE DECISION MAKING

### Corporate values

QUT values:

- a service orientation which is client focused, reliable and responsive to the needs of both the University and relevant external communities
- scholarship, learning and achievement in all student and staff endeavours
- engagement with and responsiveness to its diverse internal and external communities
- social justice and equal opportunity in education and employment
- a safe, supportive and healthy working environment which supports work/life balance
- honesty, integrity and ethical behaviour and practices
- a spirit of experimentation, innovation, entrepreneurialism and client service.

### Ethical conduct and social responsibility

The *QUT Governance Framework* clarifies how the structures, policies and practices of the University are integrated, and details the respective roles of Council and management. It provides the foundation for the effective discharge of responsibilities and demonstrates QUT's commitment to good governance. The Governance Framework also expresses QUT's recognition of its obligation to act in a socially responsible manner.

The *QUT Code of Conduct* applies to all employees of the University and to other 'officers' such as external committee members, adjunct and visiting academics, and volunteers acting on behalf of QUT and outlines the ethical obligations of all staff. New staff are alerted to it during induction and it is available online.

The *Corporate Governance Guidelines* apply to members of Council and University-level committees. The guidelines describe the University's expectations of individual members and are designed to assist them to discharge their responsibilities in an ethical and responsible manner, including in regard to conflicts of interest.

The QUT Code of Conduct for Research sets out the obligations on all University researchers, staff and students to comply with the ethical framework governing research at the University and other relevant institutional and regulatory requirements.

The University recognises that the interests of public office and personal or other interests may come into conflict, and has developed procedures to assist staff in recognising and declaring such conflicts of interest. The register of disclosed interests includes declarations of interests from members on all University-level committees and declarations from all staff on University-level matters. The University also has specific policies on conflicts of interest related to research activities and gifts.

The University Animal Ethics Committee, established in accordance with relevant state legislation and national protocols, reviews all teaching and research activities involving animals. The University Human Research Ethics Committee, established in accordance with relevant national protocols, reviews all research involving humans. The University's Biosafety Committee ensures relevant activity complies with the requirements of the national Gene Technology Regulator.

The University is committed to maintaining an organisational culture in which effective corruption and fraud prevention is an integral part of all University

activities. To this end, in 2008 QUT's Corruption and Fraud Control Plan was implemented to reinforce a culture of high ethical standards and accountability in learning and teaching, research and community-related activities.

One public interest disclosure was received and investigated under the *Whistleblowers Protection Act 1994* in 2008.

### Compliance Program

The University's Compliance Program takes an educative approach to developing and enhancing a positive compliance culture. The key elements of the program include a register of obligations, an annual compliance reporting process, including risk assessment, and an active communication strategy incorporating targeted education and training activities.

### QUT Planning and Quality Frameworks

QUT's Planning Framework, Quality Framework and Corporate Reviews policy were reviewed through a consultative process during 2008, with revised policies being approved by QUT Council during the year. A new set of Key Performance Indicators for the University was implemented and monitored on a quarterly basis during 2008. The five-year QUT Top-Level Plans and plans for faculties, divisions and research institutes were revised in 2008, to take effect from 2009.

QUT established a Quality Steering Group as a forum for the oversight of quality matters. The Group membership includes senior officers who have responsibility for the University's strategic and key business interests.

Corporate reviews of QUT's two largest administrative divisions (the Division of Administrative Services and the Division of Technology, Information and Learning Support) were conducted in 2008, with review panels chaired by external members of QUT Council and comprising distinguished professional members. Panels consulted with a wide range of people from the QUT community and produced review reports containing a range of recommendations, commendations and affirmations. Implementation plans in response to the review reports were confirmed during 2008.

### Manual of Policies and Procedures

All University-level policies are contained in the *Manual of Policies and Procedures* (MOPP), an online policy framework which is accessible to all staff and students. The MOPP also contains the University's statutes, rules, Council procedures and the *Schedule of Authorities and Delegations* which comprehensively details the authorities of Council and the Vice-Chancellor and their delegations. All policies are reviewed on a regular basis by responsible officers.

## INTEGRITY IN FINANCIAL REPORTING AND TIMELY AND BALANCED DISCLOSURE

### Audit and Risk Management Committee

Audit and Risk Management Committee advises both Council and the Vice-Chancellor, as accountable officer, on the performance or discharge of functions and duties under the *Financial Administration and Audit Act 1977*, the *Financial Management Standard 1997* and the University's Assurance and Risk Management Services Charter. Audit and Risk Management Committee's main functions are to:

- assess and contribute to the audit process including evaluation and facilitation of the internal audit function
- oversee and approve financial and operational reporting
- review business risk as reported, including compliance, corruption and fraud.

### Membership

EXTERNAL MEMBER WITH PROFESSIONAL ACCOUNTING, FINANCIAL OR AUDITING EXPERTISE NOMINATED FROM OR BY COUNCIL (NOMINATED AS CHAIR BY CHANCELLOR)

**Ms R Vilgan Attended 5 of 5 meetings**  
BBus QUT, DipSupMgt Macq, FASFA, FAICD  
Chief Executive Officer, QSuper Limited

### CHANCELLOR

**Major General P Arnison (5/5)**  
AC, CVO (Retd), BEc Qld, DUniv QUT, DUniv Griff, DLetters S Qld, DLaws Qld, FAICD, ASIA

EXTERNAL MEMBER WITH PROFESSIONAL ACCOUNTING, FINANCIAL OR AUDITING EXPERTISE NOMINATED FROM OR BY COUNCIL

**Ms H Gluer (5/5)**  
BComm Qld, MBA S Qld CPA  
Chief Executive Officer, Tarong Power

EXTERNAL MEMBER WITH PROFESSIONAL ACCOUNTING, FINANCIAL OR AUDITING EXPERTISE NOMINATED FROM OR BY COUNCIL

**Mr H Nalder (4/5)**  
BBus(Acc) QUT, MICA, MASCPA, MAIMM  
Consultant

The Vice-Chancellor, the Executive Director of Finance and Resource Planning, and the Director of Assurance and Risk Management Services have rights of audience and debate but are not members of the Committee.

### Relationship with Queensland Audit Office

Staff from the University's Financial Services and Assurance and Risk Management Services worked closely with Queensland Audit Office (QAO) during the year to facilitate the University's annual audit. Staff and agents from QAO also attended two meetings of Audit and Risk Management Committee in 2008, and were given the opportunity to meet with the Committee without the

presence of management. During 2008 WHK Horwath won a three-year contract with QAO to act as its agent to undertake the external audit of the University.

### **Assurance and Risk Management Services**

Assurance and Risk Management Services resides within Chancellery reporting to the Vice-Chancellor for administrative purpose and is functionally responsible to the Audit and Risk Management Committee of Council.

The primary purpose of Assurance and Risk Management Services is to add value to the University's operations and assist the University to achieve its corporate goals by providing independent analysis, appraisals, recommendations, counsel and information on the University's systems of internal control, effectiveness of risk management and the quality of performance. This is achieved by examining and evaluating the adequacy, effectiveness and efficiency of risk management, systems of internal control and the quality of management in an independent and professional manner.

The audit approach in 2008 involved:

- adoption of a 'total audit approach' incorporating a blend of compliance, operational, quality strategic and information technology audits and reviews to achieve a two-fold impact of internal controls enhancement and business process improvements
- supporting management through proactive preventative auditing rather than 'after-the-event' detective auditing
- a risk-based and client-focused audit methodology
- providing management advice on an effective and efficient internal control framework
- assisting management in responding to emerging issues and the changing environment.

### **Financial management and accountability**

QUT has a number of policies relating to financial management and accountability, including specific policies on balance sheet management and expenditure. The University also has a Financial Management Practice and Procedures Manual and a Business Case Framework for the support of significant projects or proposals. The University's financial statements are made publicly available through the *QUT Annual Report*, which is published on the QUT website.

### **RESPECTING THE RIGHTS OF THE COMMUNITY**

As a public institution QUT aims to provide as much information as is practicable to the general community on its functions and activities. The University's policies and procedures are publicly available through the QUT website, as is the University's organisational structure and staffing.

Public access is also provided via the QUT website to University committee agendas and minutes, with the exception of those committee activities which are considered to be confidential, private, or of legal or commercial sensitivity.

QUT's committee structure creates numerous opportunities for community involvement in the University's functioning and policy direction. The University's governing body, QUT Council, includes members of the general community, graduates, staff and students.

Council is assisted and advised in performing its functions by advisory and management committees which include representatives from Council, members of commerce, industry, government and the professions, QUT staff and students, and academics from other higher education institutions.

Community involvement is also provided through the QUT Alumni, a forum of QUT graduates, academic staff, past and present Council members and other qualified persons.

### **RECOGNISING AND MANAGING RISK**

QUT is committed to establishing an organisational philosophy and culture that ensures effective business risk management is an integral part of all university activities and a core management capability. Risk management allows the University to take advantage of opportunities to improve its outcomes and outputs by ensuring that any risk taken is based on informed decision making and on realistic analysis of possible outcomes.

QUT is also committed to business continuity management as an integral component of risk management, to ensure continuity of key business processes which are essential for or contribute to QUT's goals.

The Council through the Audit and Risk Management Committee is responsible for ensuring there are adequate policies and procedures in relation to risk management, compliance and internal control systems. The Vice-Chancellor and the executive management team are responsible for the implementation of these policies and managers at all levels are accountable for risk management. Assurance and Risk Management Services is responsible for coordination of risk management activities among the governance areas through a Risk Advisory Group, to ensure a common and consistent approach to management of risks and reporting thereon is adopted within the University.

The University's Risk Management Framework provides detailed guidelines on application of the risk management process, the roles and responsibilities of key stakeholders, level of documentation and reporting requirements. The detailed guidelines are designed to ensure strategic, operational, financial, compliance and reputational



risks are identified, assessed, effectively and efficiently managed and monitored to enable achievement of the University's goals and to support the strategic directions of divisions, faculties and institutes.

This is demonstrated through the integration of risk management within the following QUT frameworks:

- Governance (including Compliance Management)
- Planning
- Course Development and Quality Assurance
- Project Management
- Business Continuity Management
- Business Case.

Detailed control policies and procedures cover financial reporting, project management, business case appraisal, compliance, environment, health and safety, insurance, physical and virtual security and academic risk management issues.

As part of the University's strategic planning and reporting processes, faculties, divisions and institutes identify the risks and opportunities which could impact on achieving their objectives. Risk mitigating strategies are identified and implemented. The faculties, divisions and institutes are required to monitor and review their risks and opportunities on a quarterly basis.

Assurance and Risk Management Services review the risk management documents, analyse trends, assess adequacy of risk management strategies and provide regular reports to senior management and the Audit and Risk Management Committee for their ongoing monitoring.

## **FAIR AND RESPONSIBLE REMUNERATION**

In 2008, Council and other committee members external to QUT were not remunerated. The remuneration of the Vice-Chancellor is delegated by Council to the Chancellor's Committee, which has established criteria for undertaking an annual review.

The remuneration of senior management at QUT is governed by the *QUT Certified Agreement for Senior Staff* which expired in July 2008 and was being renegotiated in the second half of 2008. Remuneration is in accordance with the classification level of each position, and remuneration levels for all staff are publicly available on the QUT website. Details on the remuneration of executive officers can be found on page 83 of this Report.



# KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs) relate to the four top-level plans.

## ABBREVIATIONS:

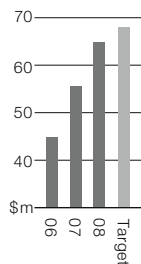
ALTC: Australian Learning and Teaching Council  
CEQ: Course Experience Questionnaire  
ECARD: Early Career Academic Recruitment Development program

EFTSL: Equivalent Full-Time Student Load  
GDS: Graduate Destinations Survey  
HDR: Higher Degree Research  
LEX: Learning Experience Survey

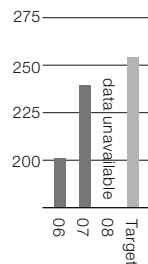
MCAD: Mid-Career Academic Development program  
PREQ: Postgraduate Research Experience Questionnaire  
SES: Socioeconomic Status

## DISCOVERING AND APPLYING KNOWLEDGE: RESEARCH AND INNOVATION

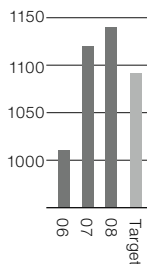
Research income



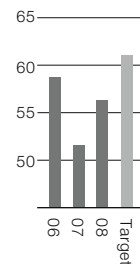
HDR completions



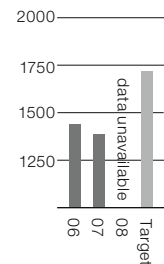
HDR load



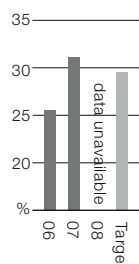
PREQ research graduates



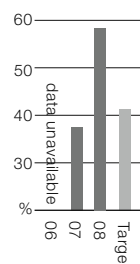
Peer-reviewed research publications



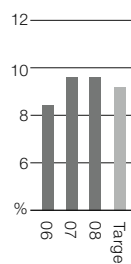
% Competitive research grants success rate



% Research-active staff

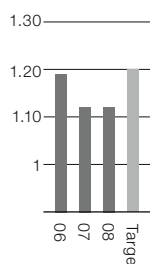


% Income commercial/cooperative research/consulting

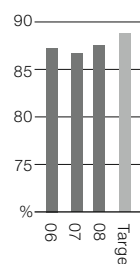


## DISSEMINATING KNOWLEDGE: LEARNING AND TEACHING

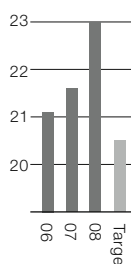
QTAC first preferences: offers



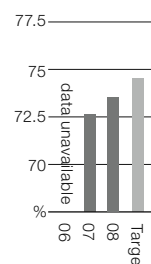
% Student progression



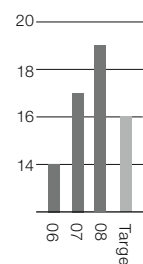
Student-staff ratio



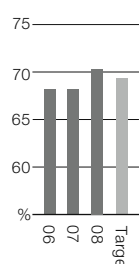
% LEX: teaching satisfaction



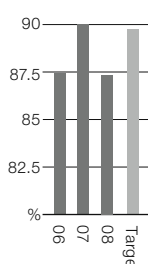
ALTC outcomes



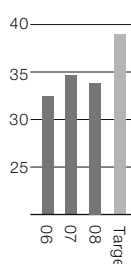
% Student retention



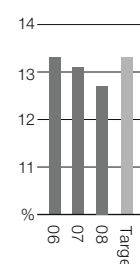
% GDS positive outcomes



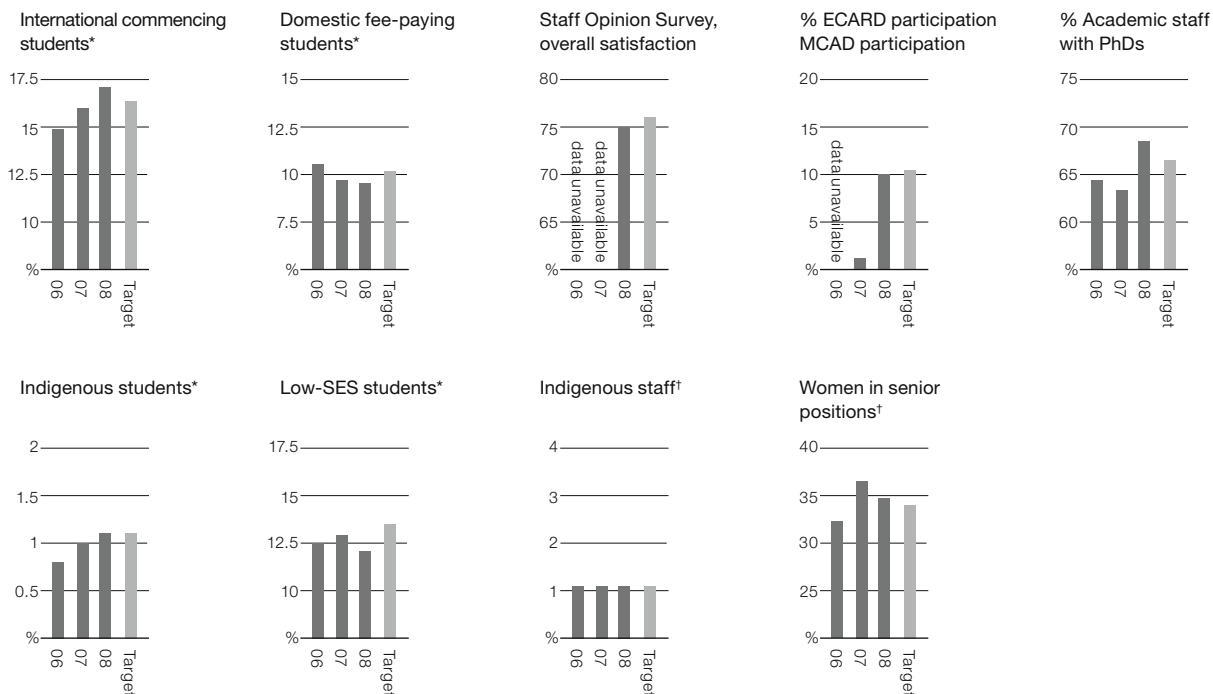
CEQ bachelor graduates



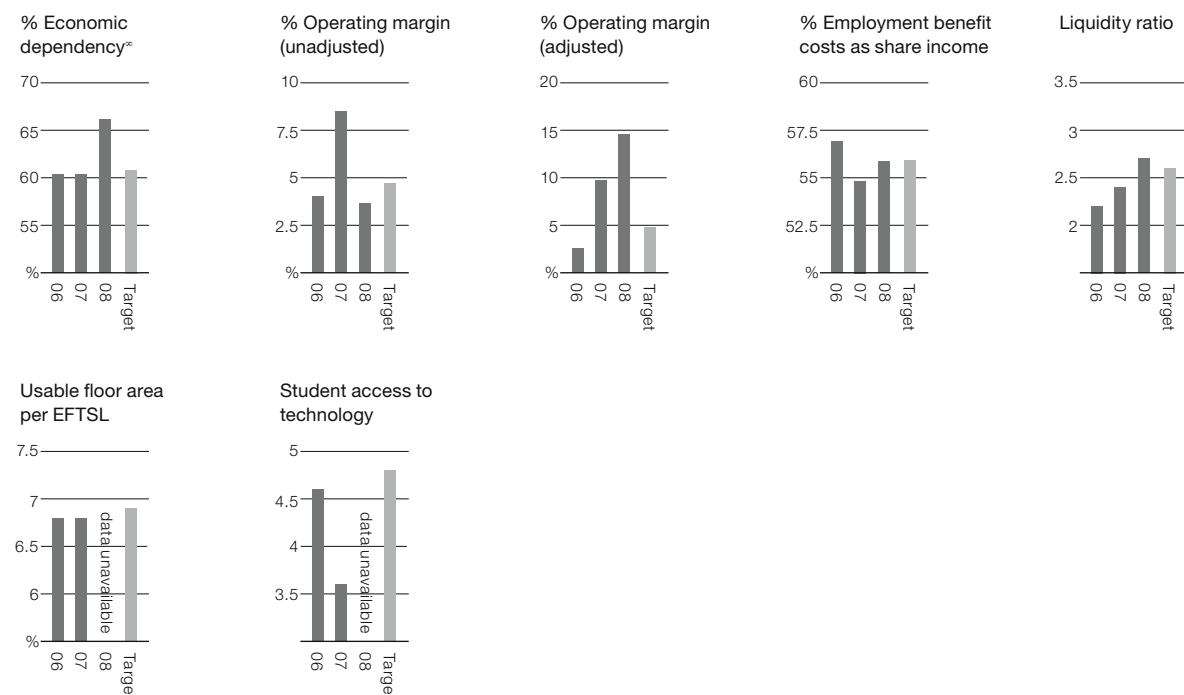
% Interfaculty course load



## A STIMULATING AND REWARDING PLACE TO STUDY AND WORK: PEOPLE AND CULTURE



## SUPPORTING OUR ACADEMIC GOALS: FINANCE AND INFRASTRUCTURE



\* proportion of all commencing

† proportion of all staff

∞ share of income derived from government

# HOW WE ARE ORGANISED



**VICE-CHANCELLOR**  
**Professor Peter Coaldrake**



**DEPUTY VICE-CHANCELLOR  
(ACADEMIC)**  
**Professor David Gardiner**  
• Executive Deans of Faculties  
• Oodgeroo Unit



**DEPUTY VICE-CHANCELLOR  
(INTERNATIONAL AND DEVELOPMENT)**  
**Mr Scott Sheppard**  
• Development  
• International Relations  
• QUT International  
• QUT International College  
• QUT Precincts



**DEPUTY VICE-CHANCELLOR  
(RESEARCH AND COMMERCIALISATION)**  
**Professor Arun Sharma**  
• Commercial Services  
• Research and Research Training



**DEPUTY VICE-CHANCELLOR  
(TEACHING QUALITY)**  
**Professor Vi Mclean**  
• Academic Policy and Programs



**DEPUTY VICE-CHANCELLOR  
(TECHNOLOGY, INFORMATION AND  
LEARNING SUPPORT)**  
**Professor Tom Cochrane**  
• Information Technology Services  
• QUT Library  
• QUT Printing Services  
• Teaching and Learning Support Services



**EXECUTIVE DIRECTOR  
(FINANCE AND RESOURCE PLANNING)**  
**Mr Stephen Pincus**  
• Corporate Finance  
• Decision Support  
• Finance and Resource Systems  
• Planning and Quality



**REGISTRAR AND HEAD  
ADMINISTRATIVE SERVICES**  
**Dr Carol Dickenson**  
• Equity  
• Facilities Management  
• Governance Services  
• Human Resources  
• Marketing and Communication  
• Student Business Services  
• Student Support Services

**Executive Office**  
**Assurance and Risk Management Services**



## ATN MEMBER

QUT is a member of the Australian Technology Network (ATN) of universities that share QUT's vocational heritage and applied nature. Other members are the University of Technology Sydney, RMIT University, the University of South Australia and Curtin University of Technology.

## FACULTIES



### BUILT ENVIRONMENT AND ENGINEERING EXECUTIVE DEAN, **Professor Martin Betts**

- Design
- Engineering Systems
- Urban Development
- Cooperative Research Centre for Construction Innovation
- Cooperative Research Centre for Engineering Asset Management



### BUSINESS EXECUTIVE DEAN, **Professor Peter Little**

- Accountancy
- Advertising, Marketing and Public Relations
- Economics and Finance
- Management
- Brisbane Graduate School of Business
- Australian Centre for Philanthropy and Nonprofit Studies
- National Centre for Econometric Research



### CREATIVE INDUSTRIES EXECUTIVE DEAN, **Professor Susan Street**

- Acting and Technical Production
- Animation; Interactive and Visual Design
- Creative Writing and Literary Studies
- Dance
- Drama
- Fashion
- Film, Screen and Television
- Journalism
- Media and Communication
- Music and Sound
- Visual Arts
- Centre of Excellence for Creative Industries and Innovation
- Cooperative Research Centre for Interaction Design



### EDUCATION EXECUTIVE DEAN, **Professor Wendy Patton**

- Cultural and Language Studies in Education
- Early Childhood
- Learning and Professional Studies
- Mathematics, Science and Technology Education
- Centre for Learning Innovation



### HEALTH EXECUTIVE DEAN, **Professor Ken Bowman**

- Human Movement Studies
- Nursing and Midwifery
- Optometry
- Psychology and Counselling
- Public Health
- Social Work and Human Services
- Centre for Accident Research and Road Safety—Qld
- Centre for Health Research
- Centre for Palliative Care Research and Education
- National Centre for Classification in Health
- Collaborative Research Centre for Dementia



### LAW EXECUTIVE DEAN, **Professor Michael Lavarch**

- Justice School
- Law School
- Legal Practice
- Law and Justice Research Centre



### SCIENCE AND TECHNOLOGY EXECUTIVE DEAN, **Professor Simon Kaplan**

- Information Technology
- Life Sciences
- Mathematical Sciences
- Natural Resource Sciences
- Physical and Chemical Sciences

## INSTITUTES



### INSTITUTE FOR CREATIVE INDUSTRIES AND INNOVATION

DIRECTOR,  
**Professor Phil Graham**



### INSTITUTE OF HEALTH AND BIOMEDICAL INNOVATION

EXECUTIVE DIRECTOR,  
**Professor Ross Young**



### INFORMATION SECURITY INSTITUTE

GENERAL MANAGER,  
**Mr Eric Hall**



### INSTITUTE FOR SUSTAINABLE RESOURCES

GENERAL MANAGER,  
**Mr Jim Reeves**



### CRC PARTICIPANTS

In addition to the four Cooperative Research Centres based at QUT and shown in this chart, the University is a participant in another eight CRCs: Advanced Automotive Technology, Polymers, Poultry, Railway Engineering and Technology, Spatial Information, Sugar Innovation, Smart Services, and National Plant Biosecurity.

# LEARNING AND TEACHING PLAN



Professor Vi McLean, Deputy Vice-Chancellor (Teaching Quality)

## HIGHLIGHTS

- QUT had a very successful year in winning Australian Learning and Teaching Council (ALTC) fellowships, awards, and grants, achieving the most successful outcome of any Australian university, with two Associate Fellowships, three Teaching Excellence Awards, three Leadership of Excellence in Learning and Teaching Program Awards, eight Citation Awards, two Programs that Enhance Learning Awards (PETAL), and one Priority Projects Program grant.
- QUT was awarded \$1.8 million from the Learning and Teaching Performance Fund (LTPF) for 2008, with all discipline groups across the University contributing to this outcome. This is a major achievement as it is the first time that the University has received funding from the LTPF since it was introduced by the Commonwealth Government in 2006 to reward universities for excellence in learning and teaching for undergraduate students.
- The second year of operation of the Learning Experience Survey (LEX) further embedded this online universal survey. Promotion of LEX to both staff and students continued to maintain acceptable student response rates and to encourage staff to use the results to help inform ongoing improvements in units. More than 95 per cent of ongoing staff accessed their own LEX data during the 2008 LEX cycles.
- The Teaching and Learning Large Grant scheme was renamed the 'Teaching and Learning Commissioned Projects' and the three current projects were brought into closer alignment under an overarching framework titled *Supporting Real World Learning*. The 'Transitions-In', 'Work-Integrated-Learning' and 'Transitions-Out' projects are now entering their final year and outcomes will be embedded across the University during 2009.
- The Office of Teaching Quality was established with the new positions of Deputy Vice-Chancellor (Teaching Quality) and Dean of Studies created, with the remit to improve student learning outcomes through enhancing the quality of teaching and curriculum design. The new team integrated former Academic Policy and Programs Unit staff and the Evaluations team formerly located within Teaching and Learning Support Services (TALSS).
- Faculties continued to rationalise course offerings and units, particularly in postgraduate coursework. In 2008, QUT had 320 courses accepting commencing students and 38 852 students, compared to 338 courses and 39 257 students in 2007. Postgraduate coursework programs reduced from 189 in 2007 to 168 in 2008.
- The Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Teaching Quality) and Deputy Vice-Chancellor (Research and Commercialisation) met with each Executive Dean and Head of School,

to discuss research and teaching performance within each faculty and school. This activity will become an annual event in QUT's quality assurance cycle.

- A new curriculum development and approval process was designed, the policy approved, and implementation commenced in January 2009. This approach places greater emphasis on curriculum design and ensures more strategic consideration is given to course development.
- A new course quality assurance system was designed, captured in policy, and implementation commenced in January 2009. This system aligns course quality assurance with the strategic planning cycle and provides streamlined reporting for all courses and more intense scrutiny of courses identified as being 'at risk'.

## OUTCOMES AND ACHIEVEMENTS AGAINST OBJECTIVES OF 2007–2011 PLAN

**Objective 1. QUT will promote critical reflection and responsiveness to the teaching and learning environment, performance, outcomes and feedback.**

### Learning Experience Survey (LEX)

Building on its initial implementation in 2007, work during 2008 concentrated on consolidating LEX, including sharing strategies to encourage student participation and encouraging staff to consider their own LEX data to help inform their efforts towards continuous improvement of courses and units.

A (2008 to 2010) Key Performance Indicator (KPI) for QUT is a LEX indicator of teaching satisfaction, measured as 'the percentage of students reporting that they were "very often" or "always" satisfied with the overall teaching quality of staff members.' Overall, the 2008 LEX results broadly suggested that the majority of teaching within QUT in 2008, as perceived by students, was very often of a high standard, though once again all faculties included some teaching staff members who were evaluated by students less positively and may benefit from faculty intervention or support in identifying and providing appropriate development activities.

The 2008 outcomes were very similar to 2007 outcomes, reiterating that improving perceptions of teaching and learning at QUT will require sustained and significant commitment. Of the four teaching items, the highest mean rating was 4.3 for expertise in unit topics. For this item, 82.2 per cent of students reported frequency as being *very often* or *always* for the teaching staff rated.

Maintaining student response rates at an acceptable level proved challenging in the second year of LEX implementation. To assist, the Deputy Vice-Chancellor (Teaching Quality) circulated a list of strategies used by faculties in encouraging students to participate. Despite this, overall response rates to LEX were lower than desired (34 per cent in semester 1 and 29 per cent in semester 2, 2008). Further work is planned in 2009, to try to increase response rates, and to improve participation by staff in providing information to students about what has changed in their units as a result of feedback received ('closing the loop').

A phone survey was undertaken during the latter half of 2008 to investigate the use of LEX data within the Performance Planning and Review for Academic Staff (PPR-AS) process. Key findings showed that LEX results were used by staff in submitting applications for promotion and were also useful in the PPR-AS process for advising and planning development activities for staff. Outcomes from this project will inform development activities to help 'close the loop' for supervisors and teaching leaders in improving teaching and unit quality.

Data from the 2008 LEX cycle indicates that academic staff are increasingly accessing their own LEX data, with more than 95 per cent of ongoing staff viewing their results.

#### **Consolidating the University's student feedback data sets**

Comprehensive data analysis from 2007 LEX surveys, the First Year Experience Survey (FYES) and 2007 Course Experience Questionnaire (CEQ) was undertaken by the Office of Teaching Quality. During semester 1, the Deputy Vice-Chancellor (Teaching Quality) met with each Executive Dean to discuss the outcomes from these data sets and potential strategies for faculties to address the findings.

#### **Combined Deputy Vice-Chancellor meetings**

A new initiative in 2008 aimed to bring together discussions on teaching and research performance. In each faculty the Deputy Vice-Chancellor (Academic) convened meetings that included the Deputy Vice-Chancellor (Teaching Quality), Deputy Vice-Chancellor (Research and Commercialisation), Executive Dean and Heads of School. These detailed discussions drew on consolidated teaching data sets that included 2008 semester 1 LEX data and preliminary CEQ quantitative and qualitative data collected at graduation ceremonies in February 2008. The preliminary 2008 CEQ data—both quantitative and qualitative—was produced six to eight months earlier than usual, helping to make CEQ findings much more relevant.

Consistent with the 2007–2011 Learning and Teaching Plan the 'Three DVC meetings' will become an annual activity in the University's strategic planning cycle, with a view to *ensure that QUT's research strengths continue to inform and enhance teaching and learning at all levels through the strengthening of the nexus between teaching and research/scholarship* (2007–2011 Learning and Teaching Plan, strategy 4.5).

Work will continue in 2009 to provide consolidated student feedback data sets and analysis to assist in informing improvements to units and courses. A new data source was established in mid-2008, with QUT participating for the first time in the national Australasian Survey of Student Engagement (AUSSE) distributed by the Australian Council for Educational Research. Although participation currently is voluntary, the survey already includes 23 Australian universities, and is likely to become increasingly important in benchmarking student engagement with learning.

The re-establishment of the Integration and Management of Student Feedback Steering Committee, chaired by the Deputy Vice-Chancellor (Teaching Quality) with members including the Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (TILS) and Registrar, will assist in the process of coordinating data-gathering instruments.

In the third year of LEX implementation in 2009, a review will be undertaken to identify enhancements and strengthen the LEX Communication Plan, for implementation in 2010. The transfer of the Evaluations team from TALSS to the Office of Teaching Quality in late 2008 helped simplify the allocation of responsibilities for LEX and its administration.

**Objective 2. QUT will support a strategic framework for the provision and development of courses with successful outcomes and quality assurance processes relating to teaching courses and curriculum.**

The quality of course offerings remained a high priority for QUT during 2008 and, with the establishment of the Office of Teaching Quality, there was a renewed focus on academic policy review and refreshment. The *Manual of Policies and Procedures* chapter C 'Learning and Teaching' was reorganised, simplifying policy structure, removing redundant sections and providing more succinct policy statements. Three major policy revisions—Customised Education, Curriculum Development and Approval, and Course Quality Assurance—were completed.

### Revised curriculum development and approval process

A revised curriculum development and approval process represents the first step in reconceptualising QUT's approach to the design, development, and quality assurance of courses. The revised approach places greater emphasis on the design of new or modified curricula, provides for earlier and deeper consultation during the development phase and simplifies the administrative process of approval.

The new process places curriculum development within a stronger strategic framework and integrates it with the strategic planning cycle. Faculties undertake an annual review of the strategic merits of their suite of courses and provide an 'early warning' of forthcoming strategic changes. Opportunities for new programs can arise at any time, so the revised process strives to provide flexibility to allow greater responsiveness and competitiveness.

As part of this process, a joint website is being developed to provide resources to aid curriculum design and provide exemplars of best practice at QUT. The website, Curriculum@QUT, is due to be launched in early 2009.

### Course quality assurance

The course quality assurance system was completely redesigned and the new policy was accepted at University Academic Board (UAB) in November. The system streamlines annual course performance reporting by providing course coordinators with pre-loaded dashboards of quantitative indicators that reflect three core dimensions of quality: course viability, descriptive indicators of learning environments, and learning outcomes. All courses will undergo this streamlined level of quality assurance and those that are identified as being 'at risk' will be subject to more intense scrutiny. The components of this system also are closely aligned with the strategic planning cycle. The new system will be implemented in 2009.

### Five key priority areas for improving teaching and course quality

From the consolidated data sets on teaching and course quality (including quantitative data from CEQ, LEX, FYES and the Graduate Destinations Survey), five key priority areas for improvement were identified. These priority areas were then triangulated with qualitative data drawn from 11 student focus groups that were conducted as part of the

*Supporting a Quality Student Experience* project. The five priority areas identified are:

- Commencing Student Attrition
- Assessment (including group work and feedback)
- Curriculum Design
- Relevance ('Real World')
- Academic staff accessibility and helpfulness.

From this solid information base, interventions to improve quality can be developed and their impact tracked through later iterations of these same data sources. Considerable work also was undertaken to strengthen the academic policy and practice base behind each of these priority areas.

During 2008, 'Commencing Student Attrition' was addressed through the 'Transitions-In' Commissioned Teaching and Learning Project and the FYE Program. 'Assessment' was addressed through the development of an Assessment Action Plan, and the involvement of Heads of School in analysing their own school's assessment data. A draft revision of the Assessment Policy also began the consultative process. 'Curriculum Design' was addressed through the revised policy and guidelines for the Curriculum Development and Approval Process and the new Course Quality Assurance Process. 'Relevance' was addressed through the three Commissioned Teaching and Learning Projects, within the framework of *Supporting Real World Learning*, especially the 'Work Integrated Learning' Project. As yet, the fifth key priority area has not been addressed.

In 2009 work will continue to track improvements in these key priority areas and measure the impact of interventions.

### Curriculum reviews and professional accreditations

Many faculties reviewed course offerings in 2008, with the faculties of Business, Creative Industries, Education, Information Technology and Law all refreshing their undergraduate curricula. Creative Industries, Education and Information Technology also reviewed and refreshed a significant component of their respective postgraduate coursework programs. In several areas this included some rationalisation of study areas or courses.

Recognition by professional accreditation agencies was achieved in some QUT courses/faculties. The Faculty of Business received a five-year reaccreditation from the Association of MBAs (AMBA) for its MBA program. The Medical Science and Physics major received accreditation from its professional body and the Pharmacy major achieved provisional accreditation from the national governance body of the pharmacy profession. The



bachelor degree in Quantity Surveying was accredited by the Board of Quantity Surveyors of Malaysia. The Faculty of Education received phase one approval for its suite of Bachelor of Education programs under the revised requirements of the Queensland College of Teachers.

A new project to develop a database to provide information on professional accreditations of all QUT courses, and to access current accreditation information for marketing purposes, has been earmarked for development in 2009.

#### **Periodic full audit of transnational course offerings**

Transnational award courses are currently subject to a periodic full audit process that is required every four years. QUT conducted the first offshore audit in 2003. The second was due in 2007 but, because of staff turnover, it was not possible to conduct a full offshore audit in that year. A desk audit was conducted as an interim measure and a report was provided to UAB in early 2008. The full transnational audit was conducted by the Deputy Vice-Chancellor (Teaching Quality) in mid- to late-2008.

All active QUT transnational degree programs were audited. These were:

- Bachelor of Justice Studies (International Policing) in Singapore
- Bachelor of Education Studies (Primary TEFL) in Malaysia
- Bachelor of Education Studies (Primary Science) and (Primary Design and Technology) in Malaysia
- Bachelor of Built Environment (Architectural Studies) in Hong Kong
- Master of Lighting in Hong Kong
- Bachelor of Education (Early Childhood) in Papua New Guinea.

An extensive round of interviews with relevant faculty teaching and administrative support staff were conducted at QUT, as well as interviews with staff in central units such as the Office of Commercial Services, Student Business Services, QUT International and QUT International College. An in-country visit was made to the site of each course offering, where further interviews were conducted with students and alumni, teaching and support staff, and local stakeholders. The audit included all relevant documents including contracts, curriculum approvals and business plans.

The findings from these full transnational course audits will be reported to the relevant faculties and a combined report submitted to UAB in early 2009. Recommendations should improve course offerings and processes for QUT's transnational courses.

#### **Objective 3. QUT will provide high-quality learning environments including physical and virtual environments.**

##### **Learning spaces**

The new QUT Health Clinics and Recreation Centre was opened at the Kelvin Grove Urban Village in July 2008. The new state-of-the art clinics will enhance students' clinical learning experiences and provide access to the latest health technology for patients. Teaching facilities have been purpose built alongside the clinics, which provide an excellent location for programs for practitioners to update their skills, and for international visitors and community groups.

At Caboolture, construction of a new purpose-built clinical teaching facility for Nursing was completed, complementing recent redevelopment of the library and teaching facilities at the campus.

The refurbishment of the Law Library on levels 5 and 6 of C Block, Gardens Point was successfully completed during 2008, providing students with modern and updated learning facilities.

An exciting new learning space, Lab 2.0, was developed on Level 1 of the main Gardens Point Library. This very flexible space provides a wireless-enabled place for students to work on self-directed learning projects. The Lab 2.0 design received accolades at the New Generation Learning Spaces Colloquium at the University of Queensland in October 2008.

##### **Blackboard implementation**

The final phase of Blackboard implementation was completed in the faculties of Business and Science in semester 1. The process was reviewed and a report provided to the October, 2008 meeting of University Teaching and Learning Committee and the November meeting of UAB.

##### **Technology supporting learning and teaching**

2008 saw ongoing activity in the development of systems to support learning and teaching activities. The Student and Academic Management System (SAMS) continued to be developed with implementation planned for late 2009. Significant outcomes for 2008 include the implementation of a centralised Advanced Standing Precedent List (ASPL) and establishing the Change Leadership Group (CLG) made up of faculty and divisional representatives to ensure that change management activities conducted by SAMS and those undertaken by faculties and divisions



addressed stakeholder needs. Several policy frameworks were also developed to support SAMS including the SAMS Curriculum Model and Unit-Based Tuition Fee Charging.

The Academic Database Project also progressed with additional funding acquired from the Asset Management Plan (IT) program to develop the system through Stage 4. The unit outline approval process was redesigned after consultation with faculties, resulting in a more succinct and accurate process.

By December 2008, all unit outlines could be entered and processed through Academic Database, so the administrative functions for unit outlines in QUT Virtual were disabled. Work also has been undertaken to integrate Academic Database into the revised curriculum development and approval process.

An interface between SAMS and Academic Database is being developed and is expected to be finalised by the end of 2008 for implementation at the SAMS 'go live' date. The project team provided initial input to the vendor and will continue to work with the vendor to ensure a high-quality outcome for QUT.

### **Classroom technologies**

Many faculties continued to trial and implement new in-classroom technologies to enhance students' learning experiences.

The Faculty of Law implemented a policy to provide lecture materials via podcasting in the Law and Justice schools. The Faculty also introduced an innovative Virtual Law Placement unit that enables students to apply legal knowledge and skills to a real-world workplace project, using online communication technologies. The technological platform provides a mix of online communication such as video, Skype, discussion forum, online chat and email, with opportunities for face-to-face communication.

The Faculty of Business continued to develop innovative learning and teaching practices using software such as ReView, an online assessment tool to facilitate staff and student engagement through students self-assessing their own work against the criteria provided; Elluminate for enabling the use of flexible delivery teaching methods; and Spark for enabling students to conduct online self- and peer-review of assessment tasks. The Faculty also embarked on a major flexible learning initiative in collaboration with the Division of Technology, Information and Learning Support, to align with and respond to students' emerging learning styles and accommodate employer demands for flexible learning methods.

### **Supporting Real World Learning: Teaching and Learning Commissioned Projects**

In February 2008, oversight of the previous Teaching and Learning Large Grant projects became the responsibility of the newly created Office of Teaching Quality. Under the direction of the Deputy Vice-Chancellor (Teaching Quality) the projects were refocused and realigned to remove overlaps and ensure concrete outcomes by the conclusion of projects at the end of 2009.

The title of the scheme was changed to 'Teaching and Learning Commissioned Projects' in the interests of clarity and an overarching framework—*Supporting Real World Learning*—was agreed. The three projects are:

- 'Transitions In Project' (TIP) – originally titled 'First Year Experience: Enhancing Transition into QUT'
- 'Work Integrated Learning' (WIL) – originally titled 'Real World Learning'
- 'Transitions Out Project' (TOP) – originally titled 'Transitioning Towards Professional Practice', subsequently re-titled 'Transition, Learning and Employability', now returned to the original focus on the final year of undergraduate degrees.

A new management structure consisting of a high-level steering committee, chaired by the Deputy Vice-Chancellor (Teaching Quality), and a management group including project leaders, all Assistant Deans (Teaching and Learning), and a TALSS representative was endorsed. Subsequent to her appointment as Projects Coordinator in August, Dr Deborah Peach assumed the chair of the management group. Additional representation was added from Careers and Employment and the Engagement Committee, to ensure good communication across organisational boundaries.

Progress on all three projects was made across most faculties during 2008.

As part of the WIL project, several faculties have implemented WIL units within their courses, including the Faculty of Law where 58 students successfully completed two new WIL units.

In the 'Transitions-Out' (TOP), faculties developed and introduced new capstone units within their courses: Education and Health implemented three new capstone units during semester 2, 2008 and a further three capstone units are planned for 2009. Other faculties have developed capstone units for implementation in semester 1, 2009.

All three projects have established communities of practice, to provide peer support and the sharing of good practice ideas among staff.

Achievements from the 'Transitions In' project (TIP) are incorporated in the following section.

### **First Year Experience**

The Director, First Year Experience was reassigned to the Office of Teaching Quality in early 2008. This role is combined with leadership of the TIP project.

During 2008, the FYE program continued to be strengthened. The FYE Committee was reconstituted, capturing the excellent partnerships developed across academic and professional staff groups to provide enhanced levels of student support. Contributions relating to first-year students and curriculum were embedded in several areas of policy development, and resources for staff and students were further developed.

The 'Transitions-In' Project developed and expanded the 'Student Success' sub-project that monitors attendance and performance of first-year students, identifying and supporting those who appear to be at risk. This sub-project has delivered very promising early data and will be expanded to all faculties by the end of 2009.

**Objective 4. QUT's academic teaching staff will have the knowledge and capabilities to facilitate effective student learning and support, and will constitute a dynamic community of scholarly teachers.**

### **ALTC outcomes**

2008 saw QUT confirmed as the national leader in ALTC outcomes, by achieving the highest number of ALTC awards received by any university in Australia. QUT staff members won two new Associate Fellowships, three Teaching Excellence Awards, eight Citations, and two Programs that Enhance Learning awards. In addition, one Priority Projects Program was successful.

In the *Leadership of Excellence in Learning and Teaching Grants Program*, QUT had three 'expressions of interest' selected to proceed to full proposal stage, and all were successful—a combined total of more than \$650 000.

### **LPTF outcomes**

QUT also was very successful in being awarded \$1.8 million from the LPTF for 2008, with all discipline groups across the University contributing to this outcome. This is a major achievement as it is the first time that the University has received funding from the LPTF since it was introduced by the Commonwealth Government in 2006 to reward universities for excellence in learning and teaching for undergraduate students. The funding is recognition for the extensive work that has gone into improving the student experience and learning and teaching outcomes for QUT undergraduate students.

### **Teaching Capabilities Working Party**

The Teaching Capabilities Working Party developed a concise set of policy principles guiding 'High quality teaching at QUT'. These principles were endorsed by University Teaching and Learning Committee and provide a policy basis to facilitate and inform good teaching policy and practice for staff.

## **OPPORTUNITIES FOR ENHANCEMENTS IN THE AREA RELATING TO THE PLAN**

### **Learning and Teaching Plan 2009–2013**

In 2008, the Learning and Teaching 2009–2013 Top Level Plan was developed after a consultative process across the University. This built on the previous plan, but also gave increased attention to the five key priorities identified from the teaching quality data.

### **Recommendations from Bradley Review**

The recommendations from the Commonwealth Government-commissioned Bradley Review were released in late December, 2008. There may be significant impacts on the teaching and learning agendas of all universities as a result. The nature of the impact will be clearer after the Government releases its response, expected in early 2009.

### **Role of the Office of Teaching Quality**

The establishment of the Office of Teaching Quality (OTQ) in February, 2008 was a significant initiative which has brought together academic policy development and quality assurance of learning and teaching activities. The appointment of the DVC (TQ) and Dean of Studies has provided focused high-level leadership.

Strong working relationships have been established with TALSS and faculties. In 2009, work will continue with TALSS, to provide targeted academic staff development in areas that are both strategic at the University level and meaningful to individual faculties.

In terms of curriculum development, newly adopted policies are expected to focus attention on sound curriculum design, rather than the bureaucracy of the approvals process. The development of resources to assist this process will continue throughout 2009, in conjunction with TALSS staff.

#### **Foreshadowing 2009 activities**

Some minor revision of the Teaching and Learning Small Grant Scheme occurred in 2007 and 2008, devolving funds and responsibility for determining learning and teaching projects to faculties. In 2009, some revision of the Teaching and Learning Commissioned Project scheme is anticipated, as a new generation of University-wide projects is determined.

The next AUQA audit of QUT is scheduled with submission of the self-study required in late 2010 and a site visit planned in early 2011. During 2009, QUT will need to conduct its own health check, to identify areas where additional work is needed to policy and practices in teaching and learning.

#### **BENCHMARKING ACTIVITIES**

With the introduction of the 2009 Consolidated Courses Performance Report as part of the new Course Quality Assurance Cycle, it will be important to undertake additional external benchmarking on teaching quality data, rather than relying on internal trend data. Self-comparisons can be misleading, unless targets reflect the University's goals in terms of national positioning on that indicator. The Australian Technology Network (ATN) is a logical group for additional benchmarking and it is noteworthy that the Department of Education, Employment and Workplace Relations and Graduate Careers Australia also use the ATNs as the basis for their 'cohort' comparisons.

The recommendations from the Bradley Review also emphasise the importance of external benchmarking and point towards the introduction of additional learning and teaching-related performance indicators nationally. The impact on QUT is as yet unknown, pending the Government's response to the report in February, 2009, but will no doubt assist in strengthening the learning and teaching performance of all universities nationally and provide greater transparency in providing comparisons of quality indicators.

# RESEARCH AND INNOVATION PLAN



Professor Arun Sharma, Deputy Vice-Chancellor  
(Research and Commercialisation)

## HIGHLIGHTS

- **QUT's research income** in 2007 totalled \$55.7 million, representing an increase of 25 per cent on 2006. This increase was again above the sector increase in total research income of 13 per cent and was comparable, if not better, than the majority of QUT's closest competitors (University of Tasmania: 5.26 per cent, Curtin: 21.7 per cent, Newcastle: 28.1 per cent). QUT was ranked twelfth in the sector in terms of total research income and second in the Australian Technology Network (ATN) behind Curtin University, registering strong growth across all income categories. QUT's percentage income increase was the highest in the ATN group and was the strongest rate of growth across the major Brisbane-based universities. Early 2008 research income data suggests that 2008 research income will reach \$64 million, continuing QUT's trend of significant increase.
- **During 2008 QUT performed strongly in the major national competitive grant rounds**, with the award of 14 Australian Research Council (ARC) Discovery project grants worth \$3.6 million, eight ARC Linkage grants worth \$2.6 million (Round 1, 2008 only) and nine National Health and Medical Research Council (NHMRC) grants with a total value of \$3.81 million. QUT's Faculty of Education is now the leading faculty of its type in Australia based on ARC funding.
- **The Information Security Institute (ISI) won funding of \$2.25 million** from the Federal Government, matched by an equivalent amount from the Indian Government (to be spent in India), under the auspices of the Australia-India Strategic Research Fund. The funding is for a project titled 'Protecting critical infrastructure from denial service attacks: tools, technology and policy' and involves partnerships with the Indian Institute of Technology Madras (IIT-M) and the Society of Electronic Transactions and Security.
- **QUT's reputation for ground-breaking prostate cancer research** has been recognised with Commonwealth Government funding for the establishment of a world-class research facility in Brisbane. Treasurer Wayne Swan announced a \$7.5 million grant for the Australian Prostate Cancer Research Centre – QLD, to be based at the Princess Alexandra Hospital (PAH) and hosted by QUT. Additionally, Professor Colleen Nelson was awarded \$2 million under the National and International Research Alliances Program (NIRAP) for the development of an Australian-Canadian Prostate Cancer Research Alliance. This alliance will involve PAH, Queensland Health, Queensland Health Pathology Services, Sullivan Nicolaides Pathology, Mater Medical Research Institute and the Eskitis Institute at Griffith University.

- **QUT was very successful in 2008 in winning Australian Leadership Award (ALA) fellowships.** QUT built new partnerships in the Maldives, China, Indonesia, the Philippines, Nepal, and Fiji, enabling the University to host 80 fellows from these countries. The total value of the ALA fellowship contracts was approximately \$1.7 million, representing more than 20 per cent of the total funding made available by AusAID for this scheme.
- **A joint application from QUT and CAMBIA won a grant worth US\$3 million** from the Bill and Melinda Gates Foundation for a project titled 'The Initiative for Open Innovation (IOI): Patent Lens' led by Adjunct Professor Richard Jefferson and Professor Brian Fitzgerald of the Faculty of Law.
- **In 2008 six QUT PhD researchers were awarded prestigious Smart State PhD scholarships** by the Queensland Government.
- **Professor Nathan Efron of IHBI has won a US\$3.5 million grant from the Juvenile Diabetes Research Foundation** for a project titled 'A longitudinal study of ophthalmic markers of neuropathy in Type 1 diabetes' in collaboration with the University of Manchester. This is the third largest grant to an Australian research team by the Juvenile Diabetes Research Foundation's International arm.
- **The Medical Engineering Research Facility (MERF) at The Prince Charles Hospital** was opened in September 2008 by the Queensland Health Minister.
- **Preliminary approval** has been given by the Department of Agriculture, Fisheries and Forestry, (DAFF) for a \$1.5–2.0 million grant to Professor Peter Grace of the Institute for Sustainable Resources (ISR) to oversee a national greenhouse gas (nitrous oxide) network in the agricultural sector.

## OUTCOMES AND ACHIEVEMENTS AGAINST 2007–2011 PLAN

**Objective 1. Impact.** QUT research and development will systematically translate into high value-adding products, services and public policy, both nationally and internationally.

- The Faculty of Information and Technology successfully launched the Queensland node of the CRC for Smart Services. QUT is the largest research provider to this CRC, with contributions from the faculties of IT, Business and Creative Industries.
- The Faculty of Built Environment and Engineering opened Australia's only Biofuel Engine Research Facility (BERF) in November. The facility will enable testing of biofuels ranging from used cooking oil to algae, and new engine technologies, with the aim of producing engines tailor-made for particular biofuels.

- The success of the ARC-funded Centre of Excellence for Creative Industries and Innovation (Creative Industries Faculty) is attested by a very high proportion of A\* and A journals in which its research is published (40 per cent compared to 20 per cent norm); the number of books published (30 to date), many with first-rate international publishers; and the academic and industry standing and policy relevance of its keynote and other invited contributions (with more than 140 international collaborations).
- Research opportunities in the Faculty of Business have been recognised through a \$445 000 ARC Linkage grant to investigate the contribution of project leader behaviours to processes and outcomes in large-scale projects.
- The Faculty of Law's research performance reached record levels for external research income, weighted publications and higher degree research (HDR) enrolments. Collaboration with the Institute for Ethics, Governance and Law contributed more than \$220 000 in external research income for the Faculty of Law.
- The Institute of Creative Industries and Innovation (iCi) achieved a two-out-of-three success rate for ARC Discovery grant awards in the 2008 round. Dr Arthur Brown was awarded \$340 000 for his 'Smart Music combining Music Perception and Algorithmic Composition' project, and Professor Lyn English secured \$330 000 for 'Restructuring Statistical Reasoning in the Early School Years'.
- New research capacity academic Professor Justin O'Connor joined researchers in iCi to lead the submission of a \$497 000 project titled 'Soft Infrastructure, New Media and Creative Clusters: Developing Capacity in China and Australia'.
- iCi facilitated a combined sponsorship with the Faculty of Information Technology and State Library Queensland for the 'GAME ON' exhibit, showcasing QUT's research and courses in game design, interactive media, information technology and multimedia arts.
- ISI completed and submitted a major report commissioned by the Commonwealth Government to review Australia's esecurity research and development and education environment. The audience includes the Department of Broadband, Communications and the Digital Economy; the Attorney-General Department's Critical Infrastructure Protection Branch; and the Department of Defence. ISI is acknowledged as an authority on these matters, from a Commonwealth perspective, within the university research sector. The report also coincides with an internal Commonwealth esecurity review and may influence this process significantly.
- ISR has preliminary approval from DAFF for a \$1.5–2.0 million grant to Professor Peter Grace to oversee a national greenhouse gas (nitrous oxide) network in the agricultural sector.
- ISR is part of the successful \$20 million consortium to be funded by the National Collaborative Research Infrastructure Scheme to host the Terrestrial Ecosystems Research Network.
- The Institute of Health and Biomedical Innovation (IHBI) received 31 new National Competitive Grants that fall within National Research Priority categories. This includes 18 NHMRC grants representing an increase in value of 30 per cent over 2007.
- Professor Tony Parker from IHBI was part of the organising committee of the 2008 International Convention on Science, Education and Medicine in Sport, which is held every four years in conjunction with the Olympics Games. Professor Parker was chairman of the International Liaison Committee for the Convention, and worked with partners, Chinese sports agencies and sports science societies to organise the conference held in Guangzhou, China, in August.
- Professor Zee Upton and the Tissue Repair and Regeneration team began clinical trials of their wound healing treatment, VitroGro®, in Australia and Canada in August.
- IHBI researchers and their work attracted more than 280 mentions in local and national media (print, television, radio and Internet).
- The Centre for Accident Research and Road Safety Queensland (CARRS-Q) completed a five-year program of research into road crashes in rural and remote Australia. The recommendations have been submitted to government to inform policy and prompt road safety initiatives to address the high fatality and serious injury rates on Australia's rural and remote roads.
- Professor David Kavanagh was appointed the Australian Psychology Society's representative on the Department of Health and Ageing's expert committee currently evaluating a trial of telephone-based mental health interventions for rural and remote Australians.

**Objective 2. Excellence. QUT will be recognised for novel, world-class research and research training in selected thematic areas.**

- Professor Mark Percy from the Faculty of Built Environment and Engineering was a recipient of the International Conference on Biomedical Engineering Honorary Distinguished Award, in recognition of his outstanding contributions in biomedical engineering.
- Dr Karen Manley from the Faculty of Built Environment and Engineering was named National Project Manager of the Year in the 2008 Institute of Project Management Achievement Awards.
- Leah Mercer from the Creative Industries Faculty won the 2008 Philip Parsons Prize for Performance as Research. This is awarded annually by the Australasian Association for Theatre Drama and Performance Studies, the peak academic association promoting the study of drama in any performing medium throughout Australia and New Zealand.
- Business Faculty Assistant Dean of Research Professor Per Davidsson has joined the editorial board for the *Journal of Management Studies*. JMS is UK based, ranked A\* on the ABDC list, and has an ISI impact factor of 1.926. Per is also on the review board for the *Journal of Business Venturing* (A\*/1.875), *Entrepreneurship Theory & Practice* (A\*/1.805), and *Strategic Entrepreneurship Journal* (New; predicted future A\*), and Associate Editor for *Small Business Economics* (A/1.168).
- The Faculty of Business concentrated on publications quality in 2008, rather than quantity. Approximately 60 per cent of the Faculty's publications were in A\*, A or B tier journals.
- The Faculty of Education was the national leader in ARC Linkage funding for projects commencing 2009 (\$1.2.02 million).
- The Faculty of Education also ranked in the top three universities in 2008 for educational funding for ARC Discovery grants, following on from similar success in 2007.
- Overall ARC funding for the Faculty of Education was \$1.95 million, placing QUT in first place in Queensland and second place nationally.
- The Faculty of Health secured a \$6.3 million grant from The Atlantic Philanthropies for a major new project to build the capacity of the tertiary training system for nurses in Vietnam, in partnership with the Vietnam Nurses Association and universities over the next four years.
- The Faculty of Health continues to secure representation on major peer-review panels and advisory committees including the 2009–2011 Endeavour Award Selection Panel and NHMRC selection panels.
- The 'Cardiomobile' system, an innovative Faculty of Health project that allows supervised exercise using a mobile phone, miniature heart monitor and GPS device, was recognised at the Galileo Masters, a prestigious international competition, as one of the world's top five such devices.
- Key researchers from the Faculty of Science were recognised in 2008: Acram Taji received the International Society for Horticultural Science Medal of Distinction, Professor James Dale was named a QUT Distinguished Professor, Ray Frost received a Vice-Chancellor's Excellence Award, and two Smart State PhD Scholarships were awarded.
- The Institute of Creative Industries and Innovation initiated the development of 'The Independent Music Project' (IMP), which has had an overwhelmingly productive start, generating four ARC linkage submissions (more than \$6.3 million) in its first six months. Additionally, the IMP has attracted a large number of industry contacts including Sony BMG, Chaos Music, and the Brisbane Powerhouse. The combined contribution (in kind and cash support) of external partnerships to the grant submission so far has totalled \$2.4 million.
- Emeritus Professor Ed Dawson from ISI was elected Vice-President of the International Association for Cryptologic Research.
- Professor Peter Grace from ISR was appointed to the Expert Assessment Panel for the DAFF Climate Change Research Program.
- IHBI researchers were well represented at the Australian Health and Medical Research Congress (AHMRC) in Brisbane in November. More than 50 members gave presentations or displayed posters, and professors Judith Clements and Zee Upton were part of the organising committee. IHBI's profile was raised by hosting a satellite meeting at the conference.
- IHBI was host to 30 international delegations and researchers who shared knowledge through initiatives such as the 'Spheres of Influence' and 'Flying Visits' presentations.



**Objective 3. Capacity. Research and research training capability of individual staff and the University will be maximised.**

- The Faculty of Information Technology has established agreements to provide cohort-based PhD programs to two international partners.
- Biomedical engineering graduate and masters student Tim O'Shea from the Faculty of Built Environment and Engineering won a prestigious 2009 General Sir John Monash Award, which will provide \$150 000 to support his PhD studies in the United States.
- The Faculty of Business recruited several research-active senior staff at professor and associate professor level. A number of senior academics were recruited specifically to provide research depth in the Faculty's five identified areas of excellence. These include Professor Janice How, and associate professors Peter Verhoeven, Jo Barraket, Stuart Tooley, Helen Irvine and Marion Hutchinson.
- Eight additional academic research staff from the Faculty of Law had Higher Degree Research (HDR) supervision accreditation applications approved by the University's Research Degrees Committee. This represents an increase on 2007 when only five academic staff completed the accreditation process.
- Three Early Career Researcher (ECR) grants were awarded to Faculty of Law academics, and there was strong participation in the University's Early Career Academic Development (ECARD) and Mid-Career Academic Development (MCAD) schemes.
- ARC grant outcomes provide one indicator of success for the Faculty of Education with two early career staff receiving three grants, and two D-level staff receiving either their first grant or first grant as lead investigator.
- Commencing HDR students in the Faculty of Health secured 20 Australian Postgraduate Awards and QUT-funded scholarships; and the Faculty of Health Honours Scholarship Scheme supported 16 students in 2008.
- The Faculty of Health continues to focus on research capacity building through recruitment of an additional two research capacity professors: one in Psychology and Counselling, and one in Nursing.
- The Faculty of Science had significant involvement in QUT ECARD (10 participants) and Faculty Research Career Development Programs (10 participants). The Faculty demonstrated program successes with 14 winning internal ECR grants and seven also winning external grants (including NHMRC and ARC).

- iCi initiated a seminar with the Creative Industries Faculty and IHBI to identify current research areas in the domain of health and wellbeing and the creative industries. This resulted in the development of several collaborative research themes including 'Music and Mental Health Wellbeing', 'Disabilities and the Arts', and 'Children and Young People'. iCi is already supporting the development of several projects in this research domain for Discovery and Linkage grant submissions in 2009.

**OPPORTUNITIES FOR ENHANCEMENT IN THE AREA RELATING TO THE PLAN**

- Increased internationalisation. QUT will continue to develop strategic links with top-tier international institutions, building on successful collaborations with the University of Illinois, Michigan State University and the University of Waterloo. QUT will strive to develop and enhance its share of overseas sources of research funding from both competitive grant rounds and foundations.
- Strengthened relationships between faculties and flagship research institutes. There are opportunities to develop operating models and mechanisms to facilitate interdisciplinary and multidisciplinary research within QUT. Under the auspices of its institutes, QUT has the potential to undertake significantly larger, multi-faceted and complex projects involving multiple industry partners and collaborators.
- The Faculty of Science made a significant step in 2008 to encourage and reinvigorate the middle tier of academic staff to ensure they are engaged in research. The Faculty's Research Career Development program, combined with the University's ECARD program, has been highly successful initially and more should and will be done.
- ISI will continue to strive to increase funding through project bids; increase collaboration with CRCs in refunding bids; revisit the institute operating model to optimise required outcomes; investigate opportunities in establishing overseas collaborative projects, especially in the light of the Indian experience; and continue to pursue funded chair opportunities, ARC and QUT fellowships to grow its talent pool.

## BENCHMARKING ACTIVITIES

- The Faculty of Built Environment and Engineering assessed their National Cooperative Grant success against other Australian universities.
- The Faculty of Business was invited by the Association to Advance Collegiate Schools of Business (AACSB) to participate in a research project on extending and augmenting AACSB accreditation guidelines to require schools to demonstrate the impact of faculty intellectual contributions on targeted audiences. Preliminary discussions have occurred, and the project will run through to 2011. QUT is the only Australian, and one of only 12 schools globally, invited to participate.
- The Faculty of Business continues its benchmarking activities, which are measured against standards of the accrediting bodies on an annual basis. The Faculty undertakes accreditation with five bodies: Association of MBAs (AMBA), the European Quality Improvement System (EQUIS), AACSB, the CPA and the Institute of Chartered Accountants in Australia (ICAA). In September the AMBA re-accreditation panel recommended the Faculty's MBA programs be reaccredited for five years, with no conditions attached.
- The Faculty of Science is also looking to international benchmarking activities in specific areas, to ensure the Faculty can market its products and services in a rational and justifiable way to new students and potential staff, both in the domestic and international arenas. The Assistant Deans have, as one of their responsibilities, to prepare a program to benchmark the Faculty across the full spectrum of activity. This should provide additional baseline data for future enhancements and modifications to activities.
- ISI undertook a worldwide benchmarking tour in 2008. This included investigating peer research groups in the United States at Purdue University, George Mason University, George Washington University and the National Defense University, and Royal Holloway at the University of London, to look at operating models, strategic research directions, staff recruiting opportunities and exchanges, and specific project collaboration opportunities.
- The IHBI research methods group model incorporates elements of other successful research methods support groups, such as the Statistics Research Consulting Group at Massey University in New Zealand.



# PEOPLE AND CULTURE PLAN



Dr Carol Dickenson, Registrar

## HIGHLIGHTS

- **University results from the 2008 Staff Opinion Survey** for full-time staff show positive improvement in job satisfaction, respect and fairness, reward and recognition and supervisor people management. An overall positive satisfaction with QUT score of 75 per cent was achieved. Results from the Sessional Staff Opinion Survey show a strong commitment to teaching and students. However work needs to be done with sessionals in the areas of recognition, involvement in decision making and with some administrative issues.
- **International student recruitment and admission activity** underwent significant improvement in 2008. This builds on work undertaken to streamline the application and admissions process.
- **A new program titled 'Responding to Emotional Behaviours'** was developed to provide QUT staff with the capabilities to effectively respond to emotional behaviours from clients. The program of two half-days was designed in conjunction with Assure Programs, which also facilitates these sessions. Programs were designed specifically for supervisors and managers, academic staff and professional staff. A total of 411 staff attended.
- **QUT Careers and Employment was among four finalists** nominated for the 2008 Australian Association of Graduate Employers Graduate Recruitment Industry Award for Best Careers Service. An Australian Learning and Teaching Council (ALTC) Citation was awarded to the team for connecting students' curriculum learning to the world of work by the sustained provision of internationally acclaimed careers programs.
- **In 2008 a number of change processes were completed**, including the creation of the combined Faculty of Science and Technology; the relocation of activities, staff and students from Carseldine campus; and the closure of the Languages Program (Faculty of Business). An appointment was made to the newly created position of Coordinator, Workforce Planning and Change to provide an increased level of support to managers in leading and successfully implementing change processes.
- **Teaching and learning spaces were upgraded** to maximise student learning opportunities through the development of innovative spaces. This includes upgrades to the Law Library, provision of new computer labs and the development of the new clinical facilities in 44 Musk Avenue.
- **The attrition rate for students from low socioeconomic backgrounds (low SES) was better** than the all-student rate for the first time ever—13.89 per cent compared with 14.09 per cent.
- **An upgraded Assessment Management System (AMS)** was successfully deployed with the release of semester 2, 2008 results. The process is user friendly and allows for electronic modification and approval of results. A reduction in unfinalised grades was achieved and it is expected future processing deadlines could be pushed back 24 hours to allow faculties extra time for marking and collation of results.
- **The percentage of commencing students who are Indigenous rose** slightly in 2008, and the retention ratio for Indigenous students (a Department of Education, Employment and Workplace Relations [DEEWR] measure) was 0.97—the highest rate ever achieved and well above state and national averages of 0.88 and 0.82 respectively.
- **The University approved a significant increase in merit scholarships** aimed at attracting more high-achieving school leavers to QUT. This included an expanded Vice-Chancellor's scholarship program together with the establishment of a QUT College of Excellence which will offer high-achieving students access to various non-monetary benefits such as leadership training, networking opportunities, career mentoring, preparation for research and increased access to international student exchange programs.

## OUTCOMES AND ACHIEVEMENTS AGAINST OBJECTIVES OF 2007–2011 PLANS

**Objective 1. Leadership and management.** QUT will develop leaders and managers who live QUT's values and facilitate the development of QUT's culture in a positive way.

### Leadership

The QUT Staff Opinion Survey was conducted in 2008. The survey questions were comprehensively reviewed and refined to ensure that staff perceptions of managers' leadership style were accurately assessed. Compared to 2005 scores for full-time staff, positive scores for supervisor people management increased by 9 per cent and supervisor leadership increased by 6 per cent for the whole of QUT.

All senior managers with significant supervisory responsibilities are required to complete the Quality Leadership Profile 360 degree feedback instrument twice in a five-year contract. In 2008 34 instruments were completed and staff members debriefed—a record number for QUT staff in one year. Aggregate results for QUT for the staff motivation and involvement factor (which contains issues of engagement in strategic leadership including enthusing and empowering others, recognition of team efforts and ownership of unit plans) show continuing small steady increases over time, with a marked improvement over the past five years.

A Life Styles Inventory (LSI), Group Styles Inventory (GSI), Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) were implemented within programs and across faculties and divisions.

The LSI was introduced to participants in both the Strategic Leadership and Mid-Career Academic Development (MCAD) programs. This inventory provides feedback to individuals on how their behaviour patterns are interpreted by others, how they relate to others and how they solve problems and make decisions. The inventory also measures individual thoughts and attitudes that motivate their behaviour. Participants were provided with individual coaching and follow up. Some 45 professional and academic staff participated in the process.

In 2008 Performance, Planning and Review (PPR) training was delivered to a number of teams as well as to individual staff and supervisors. This training covers the QUT Code of Conduct and makes links between the PPR process, staff development and reward and recognition. Delegations of authority for decision making/approvals relating to appointment of staff and opportunities for rewarding and recognising staff were also reviewed and devolved.

### **Reward and Recognition**

Nineteen Vice-Chancellor's Awards for Excellence (VCAE) were made across individual and team academic and professional staff categories, from 66 nominations.

Three hundred and sixty-five Vice-Chancellor's Performance Fund Awards of up to \$5000 were made across all faculties and divisions.

### **Objective 2. QUT will foster a culture of scholarship.**

#### **Leveraging existing awards to increase the profile of high performing students and alumni**

A number of awards were granted:

- 2008 Outstanding Alumni Awards—one Chancellor's Outstanding Alumnus, eight Faculty Awards, one Outstanding Young Alumnus and three Special Excellence Awards
- Student Leadership Awards—10 awards were presented by Alumni in June 2008
- Alumni Service Awards—two awards were presented in October 2008 to alumni who have contributed to the University and alumni community over many years.

*QUT Links* magazine and the Outstanding Alumni Awards won excellence awards at the Association of Development and Alumni Professionals in Education International Conference in Brisbane in September 2008.

A QUT Council member and a QUT senior staff member each received an Order of Australia award.

Two honorary doctorates were awarded—one for an alumnus of QUT and one for a QUT Council member.

### **Support for staff engagement in scholarly and professional activities**

The Senior Management Development Program (SMDP) provided senior staff with opportunities to hear guest speakers at Vice-Chancellor's Forums, network on senior management issues and receive briefings on important aspects of governance. The senior academic residential was attended by 22 Heads of School/Portfolio Directors.

Advice and support was also provided for other development opportunities such as Universities Australia and Association for Tertiary Education Management (ATEM) programs, the Study Assistance Scheme, Professional Development Program (PDP) and Professional Development Leave (PDL) schemes.

### **Objective 3. Supportive environment.**

#### **Reduced incidence of staff workload concerns and access to flexible work options**

The 2008 Staff Opinion Survey showed a 5 per cent increase in the overall positive score for workload. In the area of balancing work and life demands a significant increase of 21 per cent in the positive score was achieved. A positive score of 77 per cent was achieved for providing flexible working arrangements to assist with family responsibilities, disability and cultural requirements.

#### **Staff wellness program that addresses issues of work/life balance**

A Work/Life Balance policy outlining a variety of working arrangements available to enhance work/life balance was prepared for implementation in 2009.

The QUT Wellness Matters Program continues to work towards achieving its strategic goals. Programs and services are in place for the early detection of chronic disease risk factors in QUT staff, supported by a strong allied health referral system.

### **Improved satisfaction levels with staff and managers' experiences of QUT**

The Staff Opinion Survey resulted in an overall QUT satisfaction level of 75 per cent in 2008, an increase of 2 per cent. Job satisfaction also increased by 3 per cent to an 83 per cent positive score. Perceptions of respect and fairness rose by 8 per cent.

Two core issues in the 2008 Staff Opinion Survey related to PPR. The first core issue included questions regarding the use of PPR in assisting skills/career development, providing staff with open and useful feedback, and defining work objectives to manage performance. The positive response in 2008 increased to 52 per cent, compared to 48 per cent in 2005.

New questions relating to the relevance of PPR to a staff member's work duties and using PPR to discuss workload were included in 2008. The positive score was 61 per cent. Comparisons on this core issue will be available in the next Staff Opinion Survey.

### **A culture of reward and recognition for excellence**

Positive scores for reward and recognition increased by 8 per cent in 2008. An additional core issue relating to reward and recognition was incorporated to assess satisfaction with performance recognition at school/discipline/department and University level; the positive score being 50 per cent. Comparisons will be available for these in the next Staff Opinion Survey.

### **Provide a positive student experience**

In 2008 QUT introduced a part-time employment service and an accommodation service for students.

As part of the ongoing First Year Experience program, a new initiative called the 'Student Success' project offering early and direct intervention for first-year students identified as 'at risk' was introduced. Early results are very encouraging with those students involved demonstrating higher levels of persistence and improved academic results.

In 2008 an Exit Year Experience Survey (EYES) was undertaken. Results will be available in 2009.

Scholarship holders have an attrition rate which is 35 per cent–40 per cent lower than non-scholarship holders. In 2008 this impact reduced the all-student attrition rate by about 0.5 per cent and by about 1.5 per cent for commencing students.

In 2008 some \$2.1 million of QUT funds were used for equity scholarships, bursaries and computers.

**Objective 4. Diversity.** QUT will foster a culture that values diversity including actions that are in the spirit of reconciliation.

**Raising the aspirations of future cohorts of students from diverse learning backgrounds:** The Alumni Annual Appeal and Staff Appeal raised \$161 000 to support disadvantaged students.

**Low-SES commencing students:** In 2008 low-SES commencing EFTSL for the University decreased to 12.2 per cent. The target for low-SES commencing students has been revised to 15 per cent by 2013.

**Increasing commencing Indigenous students to 1.3 per cent by 2010:** In 2008 commencing Indigenous enrolments were 1.1 per cent. This target has been revised to 1.5 per cent by 2013.

**Increasing commencing students from rural and isolated areas to 14 per cent by 2010:** In 2008, commencing rural/isolated enrolments reached 12.6 per cent.

**Deliver focused cohort recruitment and development programs to attract and retain diverse staff and deliver desired workforce profile:**

**Forty per cent of the Senior Staff Group to be female by 2010:** In 2008 the percentage of female senior staff remained at the level of the year before—35 per cent.

**Indigenous staff to be 2.6 per cent of workforce by 2010:** In 2008 the proportion of Indigenous staff was 1.1 per cent.

The Indigenous Employment Reference Group met on four occasions in 2008 with a positive focus on 'future direction' of the Indigenous Employment Strategy.

There were 50 staff members identifying as Indigenous at 31 December 2008:

- Academic 13 (7 sessional)
- Professional 37 (2 casual).

**Objective 5. Partnership and Engagement.** QUT will develop a culture of partnership, engagement and collaboration.

**Create opportunities for staff and students to become involved in engagement activities across organisational and geographical boundaries**

The Engagement Committee commissioned four projects to investigate and deliver specific outcomes to extend and embed QUT engagement goals and objectives:

- Measuring Engagement
- Creating an Engagement Portal to QUT ('Doorway')
- Creating Places for Staff to Learn About Engagement
- Reward and Recognition of Engagement.

The Engagement Innovation Grants provide seed funding for innovative projects to embed model engagement initiatives and practices across QUT. As part of this scheme 18 applications were received and four projects were funded (\$100 000 in total).

The 'Doorway' Project aims to implement a framework and information technology systems that will support and enhance QUT's internal relationship management processes and improve access to QUT staff and services for external communities including business, government and the professions.

QUT won the Best Community Engagement category of the 2008 Business-Higher Education Roundtable (B-HERT) Awards. The award was for work by the Faculty of Built Environment and Engineering for a project to provide sustainable solutions for a community on the Fraser Coast.

**Conduct development programs for all staff which increase networks and encourage collaboration and partnerships in a global environment**

A culture of partnership, engagement and collaboration is actively pursued by each faculty and institute. In 2008, key activities and initiatives that highlight this commitment to partnering and engaging with the wider community include:

**Cross-faculty**

- Continued collaboration with Brisbane Airport Corporation with a large Australian Research Council (ARC) Linkage application involving 30 partners and researchers from the faculties of Built Environment and Engineering, Science, Business, Information Technology, Health, and the Information Security Institute.

- The 2008 QUT Smart Train continued strong engagement with Queensland communities and drew on experiences gained from the previous trains in 1997, 1999, 2002 and 2005. The theme was 'good for people, good for the planet'. During the 10 000 kilometre journey, the Smart Train visited 24 rural and regional centres and more than 100 QUT staff volunteered to travel on five six-day legs of the journey.
- The contract under which the Project Management Academy (a cross-faculty venture between the faculties of Built Environment and Engineering, and Business) is delivering company-specific programs to Royal Dutch Shell plc was renewed.
- The faculties of Information Technology and Creative Industries, other institutions and the games industry collaborated on the Brisbane Independent Games Festival (BIG), a highly visible umbrella theme for all local games activities through the months of November and December and linked into the State Library of Queensland's international 'GAME ON' Exhibition.

**Built Environment and Engineering**

- Customised masters programs were introduced in Railway Engineering, Power, and Electricity Supply Management. The Project Management Academy negotiated and introduced a customised education course in Project Management for Ausenco Limited.
- The Medical Engineering Research Facility (MERF) at The Prince Charles Hospital was opened in September by the Queensland Health Minister. MERF was supported by the Queensland Government, Medtronic and Stryker and will provide excellent research and skills training facilities.
- The CEO's Forum, established in 2007, continued its work in 2008, meeting three times.

**Business**

- The Commonwealth Defence Materiel Organisation corporate education program was successfully delivered in Canberra. The first cohort in the Executive Masters in Business Administration (Complex Project Management) completed their program in 2008. As a part of the program, students participated in a tour of major projects around the world, including the London Olympics site and the US Joint Strike Fighter Program.
- The Faculty of Business continued its successful Business Leaders' Forum series.

### **Creative Industries**

- Fifteen Journalism students received high praise from the Beijing Organising Committee for the Games of the XXIX Olympiad for their participation as interns at the Beijing Olympic Games.
- The ARC-funded Deep Blue Orchestra project, sponsored by QUT, has performed in every state in Australia, throughout regional Queensland and travelled to China in July 2008.
- A team of Bachelor of Creative Industries (Television) students completed an online music series for a local independent music website.

### **Education**

- A partnership to provide professional development for local teachers in the Caboolture community continues to involve faculty staff.
- The Faculty provided a staff capacity-building program around 'Learning to Think: Philosophy in the Classroom'. Twenty-three Faculty staff took part in the program, which included opportunities to observe classrooms at Buranda State School and trial activities in the school.

### **Health**

- A \$6.3 million grant has been secured from The Atlantic Philanthropies to support a major new project to build the capacity of the tertiary training system for nurses in Vietnam, in partnership with the Vietnam Nurses Association and universities, over the next four years.
- The Faculty has secured more than \$14 million in forward consultancy business and maintained an active community engagement and consultancy profile, winning new international projects in Sri Lanka, Nepal, the Maldives, Vietnam and China as well as domestically.
- The Leadership Development Program for Queensland Health continued in 2008. To date more than 6000 executives across Queensland including personnel from the rural and remote areas of Cape York, Torres Strait, and Weipa have benefited from the program.

### **Information Technology**

- The 'IT Academy' was established to position the Information Technology Faculty as a premium provider of contemporary IT expertise for professional education programs and consulting services to corporate and government clients in local, national and global markets.
- The highly successful Executive Guest Lecture Program featuring 21 industry speakers including five women, three internationally renowned experts and five QUT alumni was introduced for students.

- The SAP University Competency Centre (UCC), which provides hosting services to all universities in the Asia-Pacific-Japan region, was launched. The UCC gives QUT a unique strategic advantage and positioning in the development of international links and networks in the region.

### **Law**

- The Singapore Police offshore program offered by the School of Justice continued to attract strong enrolments and was audited by the Office of Teaching Quality.
- The Faculty's Public Lecture Series continued to attract quality speakers, including prominent members of parliament and the judiciary, strong attendances, and media coverage.

### **Science**

- The Extreme Science Van offered some new and exciting programs to enhance the impact of QUT Science on the school community. The van visited a significant number of schools and its coordinator, ably assisted by a number of postgraduate students, broadened the experimental base of the interactions to more closely align with school curriculum.
- Staff from the Faculty continued to engage in policy and planning matters relating to science education through membership of working parties looking at capacity building for Queensland in pharmaceutical, chemical, biotechnology and rural industries.

### **Institute for Creative Industries and Innovation (iCi)**

- iCi initiated the development of 'The Independent Music Project' which has had an overwhelmingly productive start, generating four Australian Research Council (ARC) Linkage submissions (more than \$6.3 million).

### **Institute of Health and Biomedical Innovation (IHBI)**

- A Smart State Innovation Projects Fund grant of \$2 million was awarded to establish the Australian-Canada Prostate Cancer Research Alliance.
- The Centre for Accident Research and Road Safety Queensland (CARRS-Q) completed a five-year program of research into road crashes in rural and remote Australia. The recommendations have been submitted to government to inform policy and prompt road safety initiatives to address the high fatality and serious injury rates on Australia's rural and remote roads.
- IHBI launched a 'Showcase' program designed to share research strengths and successes with potential collaborators and industry representatives.

#### **Information Security Institute (ISI)**

- ISI submitted a major project commissioned by the Commonwealth Government to review Australia's esecurity research and development and education environment.

#### **Institute for Sustainable Resources (ISR)**

- The Burnett Mary Regional Group Project on environmental banking worth \$200 000 was completed. A new automated greenhouse gas measurement site at Dalby is being initiated with the Cotton Research and Development Corporation.

#### **Indigenous Education Leadership Institute**

- The Indigenous Education Leadership Institute, which was formally incorporated into QUT's Faculty of Education in 2008, has established itself as the national leader in developing policy and programs to address endemic problems in Indigenous education. The second year of the '*Stronger, Smarter Realities*' project, supported by grants totalling \$2.4 million from the Telstra Foundation and the Sidney Myer Fund, was rolled out during 2008 with programs aimed at school and community leaders in schools with substantial Indigenous enrolments.

#### **Caboolture campus**

- An extensive range of community engagement activities was undertaken, including sponsorship of the Urban Country Music Festival, Caboolture Learning Network, KABTEC (Caboolture Technical and Education Centre) and the Caboolture Careers Expo. A \$50 000 grant from the Community Renewal project was made to the Caboolture campus to facilitate the Leadership Learning Program for the Caboolture community in 2009.

#### **Assisting alumni to develop a lifelong relationship with QUT through a range of participation and communication activities, networks and events**

The number of contactable alumni increased from 105 644 at December 2007 to 115 347 at December 2008. Email contacts increased from 32 028 at December 2007 to 35 724 at December 2008. Two editions of *QUT Links* were mailed and the Alumni electronic newsletter was emailed monthly. The QUT Alumni Facebook site has approximately 1500 members and links to some chapter/group Facebook sites.

There were around 5200 event attendances at 120 events in Brisbane, regional Queensland, interstate and overseas. The Golden Graduates Morning Tea was attended by 489 people and 441 attended the Outstanding Alumni Awards. Alumni events hosted by QUT senior executives were held

in regional Queensland in conjunction with the QUT Smart Train visit. There were 703 attendances at six Alumni Theatre Nights (alumni attending QUT Student Showcase events).

Chapter development also continued with two alumni chapter/group leader workshops held in 2008. There are 21 alumni groups and chapters in various stages of development located in Australia and internationally. Chapter and group events were held in Brisbane, Sydney, Melbourne, Hong Kong, Singapore, China, Malaysia and Taiwan.

#### **Objective 6: Future Readiness. QUT will cultivate a culture of continuing organisational, personal and career development and dynamic workforce planning.**

Appointment was made to the newly created position of Coordinator, Workforce Planning (WFP) and Change. The coordinator will take a consultancy-based approach with clients. A WFP Steering Committee was established to consider proposals regarding strategic direction and priority setting for workforce planning at QUT.

Tenders were called in 2008 for selection of recruitment technology and development of an employment brand for QUT. Implementation in mid-2009 is expected to improve the quality of candidates, improve staff retention and make the application and selection process for candidates quicker and more responsive. This will reduce the loss of potential staff to competitors, create a talent pool capability including for cohort groups such as Indigenous staff, and reduce transactional work for both HR and client staffing officers thus freeing up time for use in more value-adding recruitment work.

#### **OPPORTUNITIES FOR ENHANCEMENT IN THE AREAS RELATING TO THE PLAN**

Changes to the Future Readiness objective were made in 2008 to better align the plan to the University's goal of building research capacity. These changes improve the workforce planning and research capacity-building strategies within the plan by identifying additional initiatives to be implemented over its life. In particular, incentives will be developed to achieve the objective of 18 per cent of academic FTE to have completed the Early Career Academic Recruitment and Development (ECARD) or Mid-Career Academic Development (MCAD) programs by 2013. Opportunities will be provided to QUT PhD graduands to spend professional development time in internationally leading places. Workload allocation will



be managed to allow early-career academics to build a sustainable scholarly profile. In addition, career support mechanisms for research-only staff will be developed through a policy and funding framework to be established by 2010 to respond to the short-term and unpredictable nature of employment for specialist research staff.

An additional strategy was also included in the Scholarship objective to focus on strengthening QUT's enrolment profile by increasing the number of high-achieving year 12 students, non-school leavers and postgraduate students. Work will continue to identify initiatives to attract this cohort.

In 2008 the Australian Government announced it would allow universities, from July 1 2009, to charge a compulsory fee, capped at a maximum of \$250 with indexation each year, to help rebuild student amenities and student services over and above those required by defined benchmarks. This provides an additional opportunity for QUT to review student services and amenities with a view to improving the quality of the student experience.

In the area of 'creating aspiration', there are ongoing opportunities to use the now-stabilised funding source to explore more imaginative, medium-term outreach solutions, which should have a greater impact on the low-SES recruitment rate.

In the area of staff equity, there are opportunities to improve performance in both Indigenous and gender-related targets through embedding the required effort more tightly with local faculty/division activities.

Through the anti-racism and Cultural Diversity project, there is an ongoing opportunity to capitalise on the new national 'mood' to renew efforts to combat racism, promote reconciliation, and increase respect for cultural diversity through staff/student awareness raising.

## BENCHMARKING ACTIVITIES

- Student equity data is routinely benchmarked using three frames of reference—previous performance, the performance of similar others, and performance compared with aspirational targets.
- Female staff data is routinely benchmarked as above, and also ranked against every university in Australia on some 15 parameters from the Universities Australia action plan.
- QUT is involved in the fourth year of an international benchmarking group which looks at selected aspects of staff and student equity, and compares and discusses strategies and data. QUT is the only non-sandstone university in the group. Reports can be found at [www.universitas21.com/Equity/Benchmarking.html](http://www.universitas21.com/Equity/Benchmarking.html)
- The QUT-sponsored Universities HR Benchmarking program measures such HR performance indicators as academic promotion application rates and success rates, recruitment rates and applications, staff turnover, unscheduled absence, and comparative staff ratios. Key issues identified are\*:
  - QUT has fallen to just below the ninetieth percentile for professional:academic staff (excluding sessionals/casuals) (1.82 QUT compared with 1.83 for the ninetieth percentile). QUT has the highest ratio of those submitted when sessionals/casuals are included (1.87)
  - QUT attracted slightly less than the median number of job applications in 2007, though was above the seventy-fifth percentile for academic positions
  - QUT had the highest academic promotion rate among Australian universities in 2007, with an increase from 5.8 per cent in 2005 to 8.3 per cent in 2007
  - QUT has had a steady increase in voluntary employee-initiated turnover to 13.79 per cent, which is between the seventy-fifth and ninetieth percentiles.

\* Data based on most recent report, *2008 Universities HR Benchmarking Program*, which is based on the reporting years of 2005, 2006, 2007

# FINANCE AND INFRASTRUCTURE PLAN



**Professor David Gardiner**, Deputy Vice-Chancellor (Academic)  
and Acting Executive Director (Finance and Resource Planning)\*

## HIGHLIGHTS

- The underlying financial performance of the University remained steady, despite the significant adverse impact of the global economic crisis on the value of QUT investments. An operating surplus of \$21 million was achieved by the parent entity in 2008 and net assets grew during the year by \$59.2 million to \$1028.4 million.
- Major infrastructure achievements during 2008 included the completion of the Centre for Physical Activity, Health and Clinical Education within the Kelvin Grove Urban Village, Law Library refurbishments at the Gardens Point campus, Caboolture campus developments, and the Medical Engineering Research Facility at The Prince Charles Hospital. The program of major refurbishment for Old Government House will continue into 2009. Where possible, appropriate levels of environmental building ratings were implemented.
- QUT received \$22 million in Commonwealth Grants earmarked for major capital developments under the Better University Renewal Funding (BURF) and Capital Development Pool (CDP) program.
- Work continued on the integration of planning, budgeting, performance management and risk management frameworks in support of the *QUT Blueprint* aspirations. Student load management and budget review processes, including the introduction of phased budgeting and monthly reporting, were improved. Reporting of Key Performance Indicators (KPIs) continued, enabling the monitoring of performance and guiding resource allocation decision making.
- In 2008, a project team led by Urbis in association with Woods Bagot, Economic Futures Australia and Rubida Pty Ltd was commissioned to develop a master plan that will assist QUT to deliver its vision of a tertiary institution that is globally recognised and respected, providing innovative teaching and learning environments, and espousing the pursuit of excellence.
- Technology enhancements to improve the efficiency and effectiveness of financial business processes including the web-based payment and online sales application known as QUTPay were implemented in 2008.
- University governance and financial management practices were supported by review and audit activities. The University's accounts were completed in a timely manner and remain unqualified.
- Major information technology developments included further progress on the Student and Academic Management System (SAMS), the installation of a \$1 million supercomputer for researchers, the release of the QUT Blackboard learning management system, and the establishment of new information technology governance arrangements.

## OUTCOMES AND ACHIEVEMENTS AGAINST OBJECTIVES OF 2007–2011 PLAN

### Objective 1. Responsibly deploy resources and infrastructure in support of University ambitions and priorities.

In accordance with the University's ongoing quality assurance cycle, work continued during 2008 on a number of enhancements to policies, procedures and systems intended to more closely align the University's strategic ambitions with its resource allocation processes, including:

- Improved budgetary reporting through the planning for phased budgets and monthly reporting. This reporting enhancement has allowed for more timely information on monthly budget performance, and improved financial analysis and decision making resulting in increased confidence in financial forecasts.
- A strategic planning and budgeting package was issued to faculties, divisions and institutes with the aim of further integrating the University's planning and budgeting processes. A comprehensive environmental scan of higher education issues across the four top-level plan areas was included with the planning and budgeting package. Following the revision of faculty, division and institute plans and budgets, combined planning and budget meetings were held with the Executive Director, Finance and Resource Planning to consider planning priorities and supporting budgetary considerations including aspects such as workforce planning and risk management, and in support of the Vice-Chancellor's end-of-year planning meetings with Executive Deans and Heads of Divisions.
- A revised *QUT Blueprint* was published during the year, pending a more substantial revision over 2009–2010.
- KPIs were adjusted to reflect key priorities for the University, and to finetune areas of focus for 2008. Changes included the introduction of an Adjusted Operating Margin key performance indicator, which provided an improved assessment of the University's base operating performance by excluding abnormal items. Other changes included the introduction of KPIs for research performance including research-active staff and competitive grant success rates; teaching quality performance based on the Learning Experience Survey (LEX) overall satisfaction outcomes, and Australian Learning and Teaching Council (ALTC) awards, grants and fellowships; and Early Career Academic Recruitment and Development (ECARD) Program and Mid-Career Academic Development (MCAD) program participation.

\* Mr Stephen Pincus was appointed Executive Director (Finance and Resource Planning) in March 2009.



QUT's financial management practices have been based on the need to diversify sources of income to reduce exposure to risks while allowing for sustainable growth into the future. The global economic downturn experienced in the latter part of 2008 highlighted the need for sustainability to be entrenched further throughout the University's operations. QUT's ambitious plans for the future as outlined in the *QUT Blueprint* will depend on sound and sustainable financial management practices. Throughout 2008, the importance of a robust business case framework was emphasised and improvements in the front-end implementation of this framework will need to be a priority for 2009.

Historically, QUT has funded its major capital growth requirements through a combination of internal funding, government grants and donations from benefactors. However, the proposed development of a Science and Technology Precinct at Gardens Point campus will be one of the largest capital development projects that QUT has undertaken, and may require consideration of alternative funding sources. QUT has also recognised the importance of environmental sustainability in its operations and its impact on the University's financial position. Over recent years the University has worked towards major improvements in energy and water efficiency, and has incorporated environmentally sustainable design principles where appropriate.

Projects funded under the Commonwealth Workplace Productivity Program continued to be implemented in 2008. The web-based payment and online sales application (QUTPay) was successfully progressed during 2008 for introduction in 2009. QUTPay will allow students to pay fees and charges online. Planning for University-wide financial competency training has been completed.

The financial staff development program is anticipated to deliver significant benefits to the University by strengthening the strategic capabilities of executive managers, business unit leadership teams and other managers with financial management responsibilities. This training will be undertaken in 2009. An external review of QUT's balance sheet management practices in 2008 made several recommendations including a reconsideration of QUT's treasury function and investment strategy, which will be pursued in early 2009. QUT has also recognised the importance of further developing its budgeting and reporting capability. In 2008, an evaluation of options for replacement software was completed. It is anticipated that a new budget tool will enable those responsible for University budgeting to move away from Excel spreadsheet resources, and be able to build and maintain budgets and forecasts within a systems framework specifically designed for that purpose.

**Objective 2. Support the strategic ambitions and priorities of the University, and achieve maximum productivity and comply with governance and accountability obligations.**

The University produced another sound financial result for 2008 with an operating surplus of \$21 million, further contributing to building a solid and sustainable resource base to support the University into the future.

The result equates to an operating margin of 3.6 per cent, which is slightly below the Finance and Infrastructure Plan target of 5 per cent. This result includes a significant write-down of investments arising from the global economic crisis, and a number of other offsetting factors including QUT's growth in research and commercial income, and the requirement to recognise a large unspent capital grant from the Commonwealth Government as revenue (\$19 million) following advice from the Queensland Audit Office.

During 2008, the University continued to focus on the diversification of its income sources. Income from fee-paying overseas students increased in 2008 by \$13.4 million. However, a change in Commonwealth Government policy regarding the discontinuation of domestic fee-paying undergraduate places will contribute towards a decline in domestic fee-paying income in 2009. Research income continued to grow in 2008, boosted by QUT's investment in research capacity building, the growth of multidisciplinary institutes and dedicated research infrastructure, such as the Institute of Health and Biomedical Innovation (IHBI) over recent years. However, the strong competitive performance in Australian Government-funded research dampened diversification.

The proportion of funds derived from government sources in 2008 was 66.1 per cent, slightly in excess of the Finance and Infrastructure Plan target of 60 per cent. This outcome reflects QUT's success in earning research-related revenue from Australian Government sources (excluding HECS-HELP student payments).

Total revenue for the year was \$585.9 million, an increase of \$32.6 million or 5.9 per cent on the 2007 year. The increased revenue was primarily driven by additional competitive research grants, international student fees and improved Commonwealth funding for supported students:

- Revenue from the Australian Government (including HECS-HELP student payments) was \$408.2 million, an increase of \$56.5 million on 2007 reflecting increased revenue from Commonwealth-supported student places, and the recognition of Better Universities Renewal Funding (BURF).

- Revenue from state and local government sources was \$7.3 million, compared to the 2007 figure of \$11.4 million.
- Fees and charges revenue of \$120.5 million was up on 2007 (\$105.2 million), reflecting increased revenue from overseas fee-paying students, and continued strong performance in the increasingly competitive domestic fee-paying market.
- Miscellaneous revenue generated from sources such as investments, consultancies, commercial activities and donations amounted to \$50 million, which was significantly less than the 2007 result of \$84.7 million. This is reflective of the investment income adjustments resulting from the decline in market conditions evident at the end of 2007 and continuing through 2008.

Expenses for the year totalled \$564.9 million, a \$61.4 million (12.2 per cent) increase on 2007:

- Employee benefits increased by \$25.4 million (8.4 per cent), reflecting salary increases agreed through the enterprise bargaining process as well as growth in labour costs in support of research-related activities and student-staff ratios.
- Repairs and maintenance increased by \$4.3 million (26.8 per cent) principally driven by a change in the University's capitalisation policy.
- Other expenses increased across a range of activities by \$27.7 million (18.2 per cent) in support of research capacity building, commissions, library acquisitions, scholarships and practicum teaching.

The net assets of the University at the end of 2008 totalled \$1028.4 million, an increase of 6.1 per cent on 2007. The University's balance sheet remains strong and provides a very solid foundation to underpin the University's short- and longer term development aspirations. The growth in net assets has been driven by two key factors: the growth in the value of University land, buildings and infrastructure; and the favourable operating surplus.

In terms of compliance and accountability obligations, QUT received an unqualified report from Queensland Audit Office for the 2007 Financial Statements. In 2008, improvements were made to the process of preparing the Financial Statements through the implementation of Value Financials (a PriceWaterhouseCoopers product).

Corporate reviews of QUT's two largest administrative divisions (Division of Administrative Services and Division of Technology, Information and Learning Support) were completed and work began to implement recommendations.

**Objective 3. Infrastructure (Physical and Virtual).**  
QUT will be characterised by an integrated infrastructure which supports and facilitates QUT's high-quality learning and teaching, research, business support and community needs.

In 2008, a project team led by Urbis in association with Woods Bagot, Economic Futures Australia and Rubida Pty Ltd was commissioned to develop a University master plan that would assist QUT to deliver its vision of a tertiary institution that is globally recognised and respected, providing innovative teaching and learning environments and espousing the pursuit of excellence. The master plan is a whole-of-University 25-year plan developed through extensive consultation across the University. The intention of the master plan is to guide future development decisions for QUT campuses and major building projects.

During 2008 the University spent \$78.7 million on capital projects (including \$28.4 million on major projects), approximately \$3 million and \$7.1 million on the deferred and general maintenance programs respectively, and \$7.4 million on minor works projects. This expenditure represents a major commitment to the development and maintenance of high-quality infrastructure.

Major capital projects undertaken in 2008 include:

- Construction work for the conservation and adaptive reuse of Old Government House. This project is expected to be completed by early 2009 in time for Queensland's 150th anniversary celebrations.
- Completion of Law Library refurbishment on levels 5 and 6, C Block Gardens Point.
- Completion of major capital works projects at Caboolture campus, including the K Block Nursing facility, J Block extension and Courtyard update.
- Continued investment in off-campus facilities including the completion of the Medical Engineering Research Facility (MERF) at The Prince Charles Hospital, and the commencement of the Synergy commercial space fit-out.
- The decommissioning of the Carseldine campus and relocation of activities to the Kelvin Grove and Gardens Point campuses.
- In conjunction with government and commercial partners, QUT continued to contribute to the development of the Kelvin Grove Urban Village (KGUV). The Centre for Physical Activity, Health and Clinical Education was opened in 2008, following on from the opening of the Institute of Health and Biomedical Innovation (IHBI) building and retail facilities in the village centre. Construction of the centre, which incorporates QUT's

public health clinics, an indoor swimming pool, sports courts and gymnasium as well as the blood processing facilities for the Australian Red Cross, began in late 2006. Work continues on several KGUV sites, including residential and commercial projects, and student accommodation.

QUT received \$22 million in Commonwealth Grants earmarked for major capital developments under the BURF and CDP program.

QUT had previously signed an agreement for the development of Lots 2, 3, and 5 at the Kelvin Grove Urban Village. This development was to provide an additional 13 000 square metres for the Creative Industries Faculty. Due to the economic environment and the resulting contraction of development funding facing the nation, QUT was informed that the developer was unable to complete the project. The University has committed to the future development of additional space for the Creative Industries Faculty as Stage Two of the Creative Industries Precinct.

During 2008, QUT invested \$33.4 million in information technology. Major developments included:

- continued support for the implementation of SAMS and ongoing support for the existing Callista student system
- installation of a \$1million super computer to assist researchers with high performance computing
- the launch of a new interface for QUT Virtual
- continued development and testing of the IT Services Recovery Plan
- the establishment of revised IT governance arrangements
- the release of the QUT Blackboard learning management system.

Further information on information technology developments is outlined in 'IT Vision and Strategy' later in this *Annual Report*.

## OPPORTUNITIES FOR ENHANCEMENT IN THE AREA RELATING TO THE PLAN

As part of the revision of the Finance and Infrastructure Plan in 2008 a number of opportunities for enhancement were identified:

- Improvements to infrastructure planning will be pursued, with an emphasis on capital planning, budgeting and reporting with a more focused use of business cases to manage the capital allocation processes. The University master plan will provide an opportunity to guide decisions on further investment in its infrastructure development.

- Work continues on improving the integration and streamlining of planning, budgeting and performance activities across the University. The University will investigate how its planning and budgeting system currently interact, and how better to enhance this capability. This will include a review of the supporting forecasting tool used for load management and budget management.
- QUT will continue to consider sustainable financing options and support the financial skills development of QUT staff.
- Financial system development opportunities include improving business process efficiency with a focus on client service improvement, and integration with other key systems such as SAMS. The development of budgeting and reporting systems leveraging off the University's comprehensive data warehouse will be undertaken over the coming years, as will significant upgrades to the Oracle Financials application. Emphasis will be on using business intelligence technology to ensure information needs of stakeholders are met.
- A review of the Division of Finance and Resource Planning will be undertaken in March 2009. The review will consider the sponsorship arrangements of the Finance and Infrastructure Plan. Furthermore, the review will consider the Division's contribution to supporting *QUT Blueprint* ambitions. There are three additional corporate reviews scheduled for 2009 (Division of International and Development, Faculty of Education, Division of Research and Commercialisation), which represent a doubling of such reviews in a single year.

## BENCHMARKING ACTIVITIES

QUT regularly benchmarks its performance across a range of financial indicators against that of the Australian higher education sector as a whole, the Australian Technology Network (ATN) universities and the Group of Eight (Go8) universities. Indicators benchmarked include operating margin, liquidity ratio, cash and investment balances, economic dependency, and employment costs as a percentage of revenue.

These, along with QUT's other KPIs, are reported on a quarterly basis in the *Corporate Performance Report*. This report provides a strategic assessment of QUT's financial performance and allows the University to respond quickly to challenges or opportunities. Benchmarking data is included in all published budget documentation. The majority of performance indicators are being met. Those that are not are critically reviewed and taken into consideration as part of the regular monitoring and planning process.

Benchmarking is used also across a range of other domains including research performance, space availability and usage, and facilities management data to guide the University in its resourcing considerations. Many of the University's benchmarking practices have been recognised by independent review agencies as being among best practice in the sector.

QUT participates in sector-wide benchmarking activities with more than 50 institutions under the Tertiary Education Facilities Management Association. Areas benchmarked include activities such as maintenance, waste management, energy consumption, security, parking and water consumption.

The QUT Bookshop compares very favourably in an annual survey by the Australian Campus Booksellers Association of campus bookshops' operating results.

## **PERFORMANCE AGAINST THE FINANCE AND INFRASTRUCTURE KPIS**

The following results were recorded for the financial KPIs identified in the Finance and Infrastructure Plan: Operating margin was 3.6 per cent compared to the target of 5 per cent; and employment costs as a percentage of revenue were 55.7 per cent (target of below 60 per cent). In terms of the economic dependency target (on Australian government funds) the 2008 result of 66.1 per cent was slightly in excess of the target of 60 per cent. The 2008 liquidity ratio of 2:5:1 was above the target of 2.0:1, but this result has been affected by a change in application of accounting standards.

# INTERNATIONAL STRATEGY



Mr Scott Sheppard, Deputy Vice-Chancellor  
(International and Development)

## HIGHLIGHTS

- Commencing full fee-paying overseas students (excluding QUT International College [QUTIC] students) for 2008 were 1834.9 EFTSL, an increase of 1 per cent over 2007.
- There was continued diversification of the international student cohort with students from 96 countries.
- QUTIC enrolments were 1157 EFTSL in 2008, the highest to date and an increase of 16 per cent over 2007 EFTSL.
- Revenue generated by international fees for 2008 was \$89 million compared with \$75.62 million for the previous year. This represents growth of 18 per cent. This included revenue generated by QUTIC of \$14.3 million.
- Twenty-two new International Cooperation Agreements/Memoranda of Understanding were signed in 2008. Signatories include National Chengchi University (Taiwan), Nagoya National University of Commerce and Business (Japan), ESC Toulouse (France), Chalmers University of Technology (Sweden), Universidad Adolfo Ibanez (Chile).
- QUT recorded its largest number of outgoing students to date with 153 on full semester exchange and 115 on short-term programs in Asia.
- Ninety-four per cent of QUTIC students progressed into QUT programs in 2008.
- QUTIC received the Queensland Education and Training International Award for 'Outstanding Pathway Programs'.
- QUTIC celebrated 20 years of the Foundation program at a range of events that included past and present staff and students.
- Successful cooperative marketing activities were held with the University of Queensland and Griffith University, including a dinner for guidance officers in Melbourne, a lunch for all IDP country directors and other IDP key staff, and a marketing and admissions training session with EQI and the non-government schools.
- QUTIC completed the 'Cultural Bridge to the Classroom' Video Project. The project was nominated for the Vice-Chancellor's Excellence Awards.

## OUTCOMES AND ACHIEVEMENTS AGAINST OBJECTIVES OF 2007–2011 STRATEGY

### Key Performance Indicator (KPI):

International commencing students, as a proportion of all commencing, represented 16.8 per cent in 2008, a slight increase over the 2008 target of 16.4 per cent. At September 2008, the University had exceeded its 2008 percentage target for this KPI. The faculties of Education and Health increased their commencing international EFTSL from 2007. Business, Education, Health and Information Technology increased on their 2007 percentages and exceeded their 2008 percentage targets.

## Objective 1: A global outlook.

- Diversification of the international student cohort continued with students being drawn from 96 countries.
- QUT enrolled the largest number of China Scholarship Council scholars at an Australian university: 54 higher degree research (HDR) students to date.
- International research student enrolments increased overall by 24.7 per cent.
- The overall student profile for QUTIC is more diverse as a result of activities undertaken in Latin America and Middle East.
- Four QUTIC programs were reviewed and reaccredited and two new programs accredited to address changing demands.
- Fifteen Creative Industries Faculty Journalism students received high praise from the Beijing Organising Committee for the Games of the XXIX Olympiad for their participation as interns at the Beijing Olympic Games.
- In July, more than 300 leading international dance academics and practitioners participated in the World Dance Alliance Congress held at QUT.
- An QUT/WIPO agreement was established for the joint offering of a Master of Laws in Intellectual Property from 2009, and an agreement was signed to license the Faculty's Master of Laws in Intellectual Property to the Indira Gandhi National Open University of India.
- The Faculty of Law's police offshore program in Singapore, offered by the School of Justice Studies, continued to experience strong enrolments and was audited by the Office of Teaching Quality.
- The contract under which the Project Management Academy (a cross-faculty venture between the faculties of Built Environment and Engineering, and Business) is delivering company-specific programs to Royal Dutch Shell plc is being renewed. QUT academics have joined forces and are collaborating with colleagues from the University of Texas, the Technical University of Delft and Cranfield School of Management to deliver project management courses to Shell's project engineers and project managers throughout the world.
- Ms Asti Mardiasmo, PhD candidate at the School of Management and the Cooperative Research Centre for Integrated Engineering Asset Management, spent eight weeks in New York as an intern at the United Nations' Ethics Office. She spent her time helping to formulate governance implementation and monitoring policies for a variety of countries.
- Four undergraduate Business students were challenged to put into practice the global business knowledge they had acquired in the classroom, following an invitation to enter a team in the prestigious 2008 University of Washington Global Case Competition. The by-invitation event placed the students alongside teams from the world's best business

schools, and acknowledged the Faculty's international focus and the quality of QUT programs. The team was judged on its quality, creativity and professionalism in presenting its analysis of the business problem and was highly commended by the judges.

- The Bachelor of Early Childhood (Teacher Education) commenced in semester 1, 2008 in Port Moresby and Madang, Papua New Guinea (PNG). Plans are being finalised also to deliver the Master of Education in PNG. The customised award has been collaboratively designed with relevant stakeholders to address the needs of two groups of participants.
- The inaugural Ramadhan 'break fast' dinner, sponsored by QUT International in collaboration with the ISS East West Club, was held for 250 students and staff.

**Objective 2: Secure international respect and recognition of QUT's courses and capabilities.**

- A range of International Cooperation Agreements were concluded with quality university partners abroad. These included National Chengchi University (Taiwan), Nagoya National University of Commerce and Business (Japan), ESC Toulouse (France), Chalmers University of Technology (Sweden), and Universidad Adolfo Ibanez (Chile).
- More than 300 international individual visitors and group delegations from 22 countries were hosted by QUT, contributing to the University's international profile and credibility.
- The Faculty of Health secured a \$6.3 million grant from The Atlantic Philanthropies for a major new project to build the capacity of the tertiary training system for nurses in Vietnam, in partnership with the Vietnam Nurses Association and universities over the next four years.
- The 'Cardiomobile' system, an innovative Faculty of Health project that allows supervised exercise using a mobile phone, miniature heart monitor and GPS device, was recognised as one of the world's top five such devices at the Galileo Masters, a prestigious international competition.
- The Faculty of Health's emeritus Professor Tony Parker's expertise was recognised internationally with his appointment as chairman of the International Liaison Committee for the 2008 International Convention on Science, Education and Medicine in Sport in Guangzhou.
- The Faculty of Information Technology launched the SAP University Competency Centre (UCC), which provides hosting services to all universities in the Asia-Pacific-Japan region. The UCC gives QUT unique strategic advantage and positioning in the development of international linkages and networks in the region.

- New research capacity building academic Professor J O'Connor joined researchers in the Institute of Creative Industries and Innovation (iCi) to lead the submission of a project titled 'Soft Infrastructure, New Media and Creative Clusters: Developing Capacity in China and Australia'.
- iCi made significant contributions to national and international conferences supporting the World Dance Alliance Global Summit (dance), Big Sound Industry Summit and Showcase (music) and Oxford University Internet Institute Research Conference (media).
- A Smart State Innovation Projects Fund grant of \$2 million was awarded to Professor Colleen Nelson to establish the Australian-Canada Prostate Cancer Research Alliance. The Alliance held its first meeting during the Prostate Cancer Foundation of Australia (PCFA) inaugural conference in November.
- As part of the International Atomic Energy Agency (IAEA)-funded Regional Technical Cooperation project on childhood obesity, Professor Andrew Hills hosted a training course, 'Isotope Methodology in Body Composition and Energy Expenditure and Objective Measurement of Physical Activity'. Participants included senior staff and researchers involved in the project from key organisations in China, Vietnam, the Philippines, Thailand, Malaysia, Lebanon and Japan, along with technical staff from the IAEA.
- Professor Nathan Efron was awarded a \$5 million grant through the US-based Juvenile Diabetes Research Foundation International for his research into ophthalmic markers of diabetic neuropathy.
- Professor Zee Upton and the Tissue Repair and Regeneration team began clinical trials of their wound healing treatment, VitroGro®, in Australia and Canada in August.
- Professor Mark Percy was awarded an Honorary Distinguished Award at the Singapore International Conference on BioMedical Engineering for his contribution to the field of biomedical engineering.
- The Institute of Health and Biomedical Innovation (IHBI) annual Gala Dinner, with the theme 'international commitment', focused on the work IHBI members are doing to assist vulnerable populations.
- The Australian Government awarded QUT \$2.25 million towards a collaboration with the Indian Institute of Technology Madras and the Society for Electronic Transaction and Security for a project titled 'Protecting Critical Infrastructure from Denial of Service Attacks: Tools, Technology and Policy'. With the Indian Government contribution, this will be a \$5.25 million cash project over three years with the scale and capacity to achieve world-class outcomes.



- Professor Peter Grace accepted an invitation to be a member of the advisory group assessing projects under the Sustainable Land Management for Mitigation and Adaptation to Climate Change program within the New Zealand Foundation for Research Science and Technology.
- An alumni scholarship scheme offering international graduates a 20 per cent reduction on their first semester's tuition fees if they choose to enrol in another degree course at QUT, that is, bachelor, honours, graduate certificate, graduate diploma, masters, masters advanced, masters by research and PhD, was implemented.
- Two alumni chapter/group leaders' workshops were held in 2008: one in Singapore for international chapter leaders held in conjunction with the Australian Universities International Alumni Convention, and another in Brisbane for local chapter leaders.
- There are 21 alumni groups and chapters in various stages of development located in Australia and internationally. Chapter and group events were held in Brisbane, Sydney, Melbourne, Hong Kong, Singapore, China, Malaysia and Taiwan.
- Four hundred students from 22 institutions from Japan, Korea, the United Arab Emirates and Denmark participated in study tours at QUTIC.
- In June 2008, QUT signed an agreement with the Jiangsu Education Department to establish Queensland's first Confucius Institute at QUT for the purpose of upskilling Chinese language teachers throughout Queensland.
- An Honorary Doctorate was awarded to Mr Wang Bintai, Director General of the Jiangsu Provincial Education Department.
- AusAID commencements from a wide range of developing countries, including the Philippines, Samoa, Afghanistan, Papua New Guinea, China and Vietnam increased to 23.
- Appreciation of QUTIC scholarship support to East Timorese students, most of whom are working/studying in the health field, was acknowledged during a visit by the Vice Minister of Health to the College.

**Objective 3: Develop University-wide collaborations to promote the international agenda.**

- Support for the Department of Education, Employment and Workplace Relations (DEEWR)-funded Engineering Student International Mobility Project resulted in three conference presentations.
- Two 'Representing QUT Offshore' training sessions for 80 staff were held as well as two 'Scholarships' presentations with International Student Services and Student Business Services for 70 staff.
- QUT International contributed to the International Leaders Group agenda by presenting 'Cooperative Education – the Waterloo University Case Study'.

- A University audit of the International Strategy Information System was undertaken at the request of the Division of International and Development.
- Faculty and Office of Research support was secured for the Chilean Government Scholarship scheme, the Vietnam Scholarship program and the Thailand Office of the Civil Service Commission scholarship program.
- QUTIC offered English language and pathway scholarships to scholarship students from Vietnam, Thailand, East Timor, Columbia, Brazil and Chile.
- 'Cultural Bridge to Classroom' videos were completed in cooperation with Teaching and Learning Support Services.
- The QUT Alumni Facebook site was established with approximately 1500 members and links to some chapter/group Facebook sites.
- QUT's offshore representatives, Dr Sheel Nuna in India, Ms Wendy Rydings in Oman, and Ms Jacqueline Yuan in China actively promoted and enhanced international relations.

**OPPORTUNITIES FOR ENHANCEMENT IN THE AREA RELATING TO THE STRATEGY**

A number of opportunities were identified to enhance QUT's international profile. These include:

- a coherent University-wide international scholarship scheme to attract high-quality international students from under-represented countries
- in conjunction with the faculties, and the office of Careers and Employment, increase international students' access to internships and work placements
- increased funding for outbound mobility to meet demand, especially for short programs.

**BENCHMARKING ACTIVITIES**

- The Australian Universities International Directors' Forum (AUIDF) annual benchmarking survey
- AUIDF Fee Sensitivity Survey
- Application, Offer and Acceptance Reports
- Hobsons Enquiry Management Service reporting
- ATN Benchmarking Activity for English Language Channels and Academic Performance of international students.
- The Faculty of Business has negotiated the sharing of benchmarking data with the Lancaster Business School, United Kingdom, and has named it as an 'Aspirant School' for the Association to Advance Collegiate Schools of Business accreditation purposes.



# INFORMATION TECHNOLOGY STRATEGY



**Professor Tom Cochrane**, Deputy Vice-Chancellor  
(Technology, Information and Learning Support)

## HIGHLIGHTS

- In 2008, support for the implementation of the **Student and Academic Management system (SAMS)** intensified with a focus on integration with the University's corporate systems, interface testing, and collaboration with the software vendor to maximise system performance and useability. This work advanced the University's introduction of Service Oriented Architecture, a business-driven approach to technology implementation.
- **Strong progress was made** in support of eResearch with the installation of a \$1 million supercomputer to assist researchers with high performance computing. The capacity of the new system was approximately 13 times that of the previous computer and the additional data processing power will enhance QUT research outcomes. Researchers continued to benefit from the ability to make their research articles available via the ePrints open-access digital repository. The deposit rate of manuscripts and articles has doubled each year since 2003, and by April 2008 QUT ePrints repository contained 10 000 research records.
- **QUT Virtual**, the University's primary portal for students, launched a new interface based on extensive student feedback. Student suggestions for improvement ranged from changes to the look and feel of QUT Virtual through to requests for additional functions and information. The new interface aims to enhance the overall student experience and contains increased self-service options, an upgraded search function and more intuitive navigation pathways. In addition, cohorts of students, such as international students, are catered for with customised portlets.
- **The IT Services Recovery Plan was redeveloped** and tested by staff in May. Valuable lessons were learnt in the exercise and a follow-up test is scheduled for mid-2009. Increased redundancy in QUT's wired network and data replication also strengthened the University's ability to recover from a significant disaster.
- **QUT received an Australian Learning and Teaching Council grant** to develop an approach to retro-fitting University learning spaces to support new ways of enabling student learning in a cost-effective manner. The project will be conducted in 2009 in partnership with the Charles Darwin and Edith Cowan universities.
- **In line with the Business and Service Improvement (BSI) recommendations**, centralisation of faculty and divisional IT staff was completed in 2008. This reorganisation created opportunities for streamlining the management of faculty-based computer laboratories, rationalising distributed servers and constructing an integrated set of faculty and division Service Level Agreements.

- **Staff participated in a number of activities relating to IT Governance** during the year, including the development of a case study of QUT's IT governance structure by the EDUCAUSE Centre for Advanced Research, a joint workshop with the University of Southern Queensland reflecting on the practices of each institution, and consultation with IT Governance Committee members regarding further refinement of the governance model and engagement with senior stakeholders at the University.
- **Virtual services to students were extended** through a substantial increase in Internet quotas and the implementation of the Eduroam network to enable wireless access to QUT from other participating universities such as Griffith University and the University of Queensland, and the outsourcing of student email to provide students with increased email storage, larger file attachments and access to improved online tools.
- **In March 2008, the release of the QUT Blackboard learning management system** provided staff and students with a contemporary and high-quality virtual learning environment. Use of the system grew strongly throughout the year and in 2009 work will focus on extending Blackboard functionality and realising the anticipated benefits for teaching staff and students.

## OUTCOMES AND ACHIEVEMENTS AGAINST OBJECTIVES OF 2007–2011 STRATEGY

The University's IT Strategy is constructed around the University's Blueprint objectives and this report mirrors that approach.

### Objective 1. Build our research in selected areas.

In line with the University's eResearch Strategy approved in 2006, the Library continued to make progress towards the achievement of the eResearch Support Plan. A Divisional eResearch Support Service was established to combine support for high performance computing, research data management and the ePrints digital repository. Use of the High Performance Computing facilities and the Access Grid improved with the installation of a supercomputer providing 13 times the capacity of the previous system, the ePrints digital repository experienced a 52 per cent increase in usage and online access to research literature was expanded through substantial growth in ebook titles and a rise in eSerial subscriptions.

Notable eResearch projects included the Rich Data Repository for Collaborative Research (the Institute of Health and Biomedical Innovation [IBHI] and the University of Queensland Diamantina Institute), the OAKLAW project, and a series of projects initiated by the Microsoft QUT eResearch Centre. In addition, discipline-specific innovations were initiated throughout the year including

collaboration with the Faculty of Creative Industries in the development of a Live Arts data repository and cooperation with the Division of Research and Commercialisation in the National Architecture Taskforce (NeAT) grant bid.

**Objective 2. Strengthen our reputation for quality teaching and learning and provide among the best learning environments in Australia.**

A range of strategies to strengthen the quality of teaching and learning environments, including preparation of QUT's corporate systems for integration with SAMS and collaboration with the software vendor to optimise the performance and usability of the new system, were progressed. QUT Blackboard was released in early 2008 with post-implementation efforts being focused on maximising use of the system, extending its functionality and realising the anticipated benefits for teaching staff and students.

The use of QUT Virtual as a primary portal for students and staff continued to grow and an upgrade in late 2008 provided the system with a new look and feel, additional student functionality and improved integration with online student and academic services.

Wireless coverage at QUT expanded in response to student demand for continuous coverage across campus and the upward trend in students' use of mobile technologies both in and outside formal teaching spaces.

**Objective 3. Strengthen the 'real-world' positioning in teaching and research through better partnerships across internal and external boundaries.**

The Division undertook a number of activities to support staff collaboration with external organisations for research and teaching purposes including the creation of a client registry to enable 'like staff' access to systems for external partners and the development of online mechanisms and sites to support staff-student-employer interactions relating to student placements. Work integrated learning sites also benefited from improvements to the career development programs, increased application of the student ePortfolio and the eGrads program. Implementation of the enterprise single sign on engine (ESOE) provided the University with new opportunities to strengthen QUT's connectedness to industry and other communities.

Access to QUT online resources for researchers working in organisations across Queensland, in particular those working in hospitals, was enhanced through completion of the Medical Engineering Research Facility and installation of a fibre connection to the QUT WAN to ensure high-speed access to QUT resources for researchers in the facility.

Self-service functionality was increased in key University systems such as QUT Virtual, QUTPay, StaffConnect and

IT Help Online to streamline the University's business processes. Extensions to the AskQUT enquiry management system also contributed toward the engagement of staff and students in the online environment.

QUT continued to partner with the Australian Institute of Management in 2008 to improve staff understanding of and capability in project management. All courses, from the introductory Overview to advanced Diploma training, were fully subscribed and received positive feedback from participants. An early assessment of interest in similar training in 2009 revealed that demand for project management skills at the University continues to grow.

Information on the IT governance process at QUT and the associated resource allocation through the Asset Management Plan (IT) program was provided in a range of forums to improve staff familiarity with these organisational processes. Further engagement of senior staff occurred through the participation of faculty and division representatives on the IT Governance Committee (ITGC) and the five advisory groups supporting the committee. The ITGC Advisory Groups initiated a number of significant activities including the establishment of a project to promote best practice in information management, the identification of the top five areas of innovation at the University, a framework for refreshing ICT services, and further refinement of the Enterprise Architecture vision. Work also continued on the format of the Project Registry to strengthen the value of the registry as a portfolio management tool.

**Objective 4. Integrate technology into our teaching, research, business/support functions and infrastructure.**

The Enterprise Architecture framework was confirmed in its first release at QUT and launched at a workshop of University IT leaders. An annual review of the framework was established and further definition of Enterprise Architecture in the QUT context is planned in 2009. An essential component of the framework is the Corporate Systems Register that is being updated.

The Technical Advisory Group (TAG) in the Information Technology Services (ITS) department devoted considerable time to working with IT service managers to update and integrate technical roadmaps and to review project proposals for alignment with these technical directions. TAG also planned for the implementation of an Enterprise Architecture framework in technical infrastructure, middleware and application frameworks.

University policies and standards for IT management were improved for the personal computer Standard Operating Environment, the deployment of the computing image on staff

computers and in student laboratories and the management of IT services. An IT security and risk control framework was established and an updated version of the University's Project Management Framework was released to staff.

Centralisation of faculty IT resources through BSI reform created opportunities to streamline the management of faculty-based computing laboratories, rationalise distributed servers, improve the management of data on these servers and develop a series of Service Level Agreements with faculties and divisions.

Collaboration between the ITS department and faculties and divisions began in the area of sustainable IT and an ewaste strategy was shaped to manage the sustainable disposal of non-auctionable IT items such as batteries, broken printers and old network equipment. QUT was an active participant in the Australian Computer Society's Sustainable IT special interest group and has commenced dialogue with other universities.

During 2008, wireless roaming (seamless connection to the wireless network across campus) was established and high-speed wireless protocols were successfully trialled. Significant investment was made in the University's storage infrastructure and additional storage was purchased to meet the requirements of new IT services. Work began on the Electronic Data Management project to develop a technical platform for the next generation of data storage.

In May 2008, the IT Services Disaster Recovery Plan update was completed and tested. Valuable lessons were learnt in the exercise and a follow-up test is scheduled for mid-2009. Further work on redundancy of the wired network was undertaken and the Corporate Systems Continuity project delivered the ability to replicate live data between the Gardens Point and Kelvin Grove Data centres, strengthening QUT's ability to recover from a significant disaster. Associated with this work was a review of business-critical systems that identified the University's top-priority systems for high availability, commencing with staff email and QUT Blackboard.

**Objective 5. Develop environments that foster and reward high-quality scholarship and that build a sense of community.**

The virtual environment contributes to a sense of community by improving communication and access to information. A new version of the University's intranet, QUT Virtual, was released in December with a design that focused on providing students and staff with information from various online services and a strengthened self-service functionality.

Access to virtual services increased through a significant expansion of the Library's ebooks collection and the

replacement of print serials with electronic versions. In addition, the QUT's wireless infrastructure was extended to meet increasing demand from staff and students for continuous access to QUT systems on campus and to take advantage of functional improvements in wireless technology. The full implementation of the Eduroam network in mid-2008 allowed academic, administrative and research staff to gain off-campus access to QUT's systems through the wireless network of Eduroam-enabled universities in Australia and overseas.

## **OPPORTUNITIES FOR ENHANCEMENT IN THE AREA RELATING TO THE STRATEGY**

The revised IT Strategy for 2009–2013 required minimal change. The most substantial modification was the recognition of the need to comply with the Australian Government's future carbon pollution trading legislation. Work in this area of 'green IT' gained momentum in 2008 as specific carbon management activities were established. Broadening engagement with the University community in the achievement of the plan continued during the year as non-IT stakeholder participation increased through membership of the ITGC and supporting advisory group.

## **BENCHMARKING ACTIVITIES**

### **CAUDIT IT Benchmarking**

The Director of IT Services and IT Services section managers contribute to the ongoing development of Australian university IT service benchmarks through this annual survey, an initiative of the Council of Australian University Directors of IT (CAUDIT). The benchmark survey focuses on three areas of comparability: IT helpdesks, networking, and classroom technology support. QUT has contributed to this survey since 2004 and consistently scores comparatively strongly. In addition, QUT participated in specialised CAUDIT surveys, the Vista-Cobit survey and the Thin Clients survey.

### **EDUCAUSE Core Data Survey**

The EDUCAUSE Core Data Survey collects information on the IT environments and practices of more than 1000 universities and colleges. Data is captured on technology leadership, strategic planning, staff organisation and financial management. Survey results are made available to participating universities in a summary report and an online database to assist in local IT benchmarking, planning and decision-making activities. The results of the 2008 survey have yet to be released, analysed and interpreted in the QUT context.

# FUNCTIONS AND POWERS OF THE UNIVERSITY\*

*Queensland University of Technology Act 1998*

Part 2 – The University and its Council

Division 1 – University establishment and general functions and powers

Division 2 – Council establishment and general functions and powers

## **DIVISION 1 – UNIVERSITY ESTABLISHMENT AND GENERAL FUNCTIONS AND POWERS**

### **Establishment of University**

4. (1) The Queensland University of Technology is established.
- (2) The University –
  - (a) is a body corporate
  - (b) has a seal; and
  - (c) may sue and be sued in its corporate name

### **Functions of the University**

5. The University's functions are –
  - (a) to provide education at university standard; and
  - (b) to provide facilities for, and encourage, study and research; and
  - (c) to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
  - (d) to provide courses of study or instruction (at the level of achievement the Council considers appropriate) to meet the needs of the community; and
  - (e) to confer higher education awards; and
  - (f) to disseminate knowledge and promote scholarship; and
  - (g) to provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University; and

- (h) to exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with someone else; and
- (i) to perform the functions given to the University under this or another Act.

### **General powers of the University**

6. (1) The University has all the powers of an individual, and may, for example –
  - (a) enter into contract; and
  - (b) acquire, hold dispose of and deal with property; and
  - (c) appoint agents and attorneys; and
  - (d) engage consultants; and
  - (e) fix charges, and other terms, for services and other facilities it supplies; and
  - (f) do anything else necessary or convenient to be done for, or in connection with, its functions.
- (2) Without limiting sub-section (1), the University has the powers given to it under this or another Act.
- (3) The University may exercise its powers inside or outside Queensland.
- (4) Without limiting sub-section (3), the University may exercise its powers outside Australia.

\* The University was established on 1 January 1989.

## **DIVISION 2 – COUNCIL ESTABLISHMENT AND GENERAL FUNCTIONS AND POWERS**

### **Establishment of Council**

7. There is a Council of the University

### **Functions of Council**

8. (1) The Council is the University's governing body.  
(2) The Council has the functions conferred on it under this or another Act.

### **Powers of Council**

9. (1) The Council may do anything necessary or convenient to be done for, or in connection with, its functions.  
(2) Without limiting sub-section (1), the Council has the powers given to it under this or another Act and, in particular –  
(a) to appoint the University's staff; and  
(b) to manage and control the University's affairs and property; and  
(c) to manage and control the University's finances.

### **Council to promote the University's interests**

10. The Council must act in a way that appears to it most likely to promote the University's interests.

### **Delegation**

11. (1) The Council may delegate its powers under this Act to –  
(a) an appropriately qualified member of Council; or  
(b) an appropriately qualified committee that includes one or more members of the Council; or  
(c) an appropriately qualified member of the University's staff  
(2) However, the Council may not delegate its power to –  
(a) make the University's statutes or rules; or  
(b) adopt the University's annual budget; or  
(c) to approve spending of funds available to the University by way of bequest, donation or special grant.  
(3) Despite subsection (2) (c), the Council may delegate its power to approve spending of funds mentioned in the paragraph if the expenditure is for a scholarship or a prize funded by bequest, donation or special grant.

**Queensland University of Technology**  
**Income statements**  
For the year ended 31 December 2008

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	2	262,652	214,078	262,652	214,078
HECS-HELP - Australian Government payments	2	114,624	105,844	114,624	105,844
FEE-HELP	2	9,924	11,151	9,924	11,151
State and Local Government financial assistance	3	7,455	11,601	7,305	11,401
HECS-HELP - Student payments		20,971	20,839	20,971	20,839
Fees and charges	4	120,739	105,503	120,450	105,224
Investment revenue and income	5	(41,780)	17,047	(46,468)	16,970
Royalties, trademarks and licences	6	126	1,396	108	424
Consultancy and contracts	7	31,430	25,888	31,211	25,777
Other revenue and income	8	64,925	40,409	65,100	41,521
Total revenue and income from continuing operations		<u>591,066</u>	<u>553,756</u>	<u>585,877</u>	<u>553,229</u>
<b>Expenses from continuing operations</b>					
Employee related expenses	9	327,730	302,105	326,045	300,679
Depreciation and amortisation	10	37,315	33,851	37,250	33,794
Repairs and maintenance	11	20,200	15,942	20,170	15,908
Finance costs	12	356	288	356	288
Impairment of assets	13	1,588	1,027	1,574	1,039
Other expenses	14	180,478	152,665	179,493	151,820
Total expenses from continuing operations		<u>567,667</u>	<u>505,878</u>	<u>564,888</u>	<u>503,528</u>
<b>Operating result before income tax</b>		<b>23,399</b>	<b>47,878</b>	<b>20,989</b>	<b>49,701</b>
Income tax expense	15	-	-	-	-
Operating result from continuing operations		<u>23,399</u>	<u>47,878</u>	<u>20,989</u>	<u>49,701</u>
<b>Operating result attributable to members of Queensland University of Technology</b>	27(b)	<u>23,399</u>	<u>47,878</u>	<u>20,989</u>	<u>49,701</u>

*The above income statements should be read in conjunction with the accompanying notes.*

Queensland University of Technology  
Balance sheets  
As at 31 December 2008

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	16	10,610	11,432	8,480	9,876
Receivables	17	38,072	32,735	37,946	32,523
Inventories	18	3,824	3,633	3,823	3,633
Other financial assets	19	198,596	215,840	198,596	215,840
<b>Total current assets</b>		<b>251,102</b>	<b>263,640</b>	<b>248,845</b>	<b>261,872</b>
<b>Non-current assets</b>					
Receivables	17	19,034	-	19,034	-
Other financial assets	19	2,349	3,598	4,165	7,342
Investments accounted for using the equity method	20	-	-	-	-
Property, plant and equipment	21	850,976	807,130	850,838	807,019
Intangible assets	22	21,697	14,354	21,697	14,352
<b>Total non-current assets</b>		<b>894,056</b>	<b>825,082</b>	<b>895,734</b>	<b>828,713</b>
<b>Total assets</b>		<b>1,145,158</b>	<b>1,088,722</b>	<b>1,144,579</b>	<b>1,090,585</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	23	45,381	29,040	44,892	28,547
Provisions	25	40,733	45,718	40,672	45,665
Other liabilities	26	13,533	32,695	13,533	32,695
<b>Total current liabilities</b>		<b>99,647</b>	<b>107,453</b>	<b>99,097</b>	<b>106,907</b>
<b>Non-current liabilities</b>					
Borrowings	24	6,024	5,562	6,024	5,562
Provisions	25	11,057	8,853	11,029	8,853
<b>Total non-current liabilities</b>		<b>17,081</b>	<b>14,415</b>	<b>17,053</b>	<b>14,415</b>
<b>Total liabilities</b>		<b>116,728</b>	<b>121,868</b>	<b>116,150</b>	<b>121,322</b>
<b>Net assets</b>		<b>1,028,430</b>	<b>966,854</b>	<b>1,028,429</b>	<b>969,263</b>
<b>EQUITY</b>					
Reserves	27(a)	414,609	354,726	414,609	354,726
Retained surplus	27(b)	613,821	612,128	613,820	614,537
Parent entity interest		1,028,430	966,854	1,028,429	969,263
<b>Total equity</b>		<b>1,028,430</b>	<b>966,854</b>	<b>1,028,429</b>	<b>969,263</b>

*The above balance sheets should be read in conjunction with the accompanying notes.*



**Queensland University of Technology**  
**Statements of changes in equity**  
**For the year ended 31 December 2008**

**Consolidated**

<b>2008</b>	<b>Asset Revaluation Reserve \$'000</b>	<b>Endowment Reserve \$'000</b>	<b>Retained Surpluses \$'000</b>	<b>Total Equity \$'000</b>
<b>Total equity at the beginning of the financial year</b>	334,995	19,731	612,128	966,854
Operating result for the year	-	-	23,399	23,399
Gain / (loss) on revaluation of property, plant and equipment	38,177	-	-	38,177
Gain / (loss) on disposal of investment	-	-	-	-
Transfer to reserves (endowment reserve)	-	21,706	(21,706)	-
<b>Total equity at the end of the financial year</b>	<b>373,172</b>	<b>41,437</b>	<b>613,821</b>	<b>1,028,430</b>

<b>Consolidated 2007</b>	<b>Asset Revaluation Reserve \$'000</b>	<b>Endowment Reserve \$'000</b>	<b>Retained Surpluses \$'000</b>	<b>Total Equity \$'000</b>
<b>Total equity at the beginning of the financial year</b>	259,047	17,828	567,709	844,584
Operating result for the year	-	-	47,878	47,878
Gain / (loss) on revaluation of property, plant and equipment	75,948	-	(1,023)	74,925
Gain / (loss) on disposal of investments	-	(24)	(509)	(533)
Transfer to reserves (endowment reserve)	-	1,927	(1,927)	-
<b>Total equity at the end of the financial year</b>	<b>334,995</b>	<b>19,731</b>	<b>612,128</b>	<b>966,854</b>

<b>Parent entity 2008</b>	<b>Asset Revaluation Reserve \$'000</b>	<b>Endowment Reserve \$'000</b>	<b>Retained Surpluses \$'000</b>	<b>Total Equity \$'000</b>
<b>Total equity at the beginning of the financial year</b>	334,995	19,731	614,537	969,263
Operating result for the year	-	-	20,989	20,989
Gain / (loss) on revaluation of property, plant and equipment	38,177	-	-	38,177
Gain / (loss) on disposal of investments	-	-	-	-
Transfer to reserves (endowment reserve)	-	21,706	(21,706)	-
<b>Total equity at the end of the financial year</b>	<b>373,172</b>	<b>41,437</b>	<b>613,820</b>	<b>1,028,429</b>

<b>Parent entity 2007</b>	<b>Asset Revaluation Reserve \$'000</b>	<b>Endowment Reserve \$'000</b>	<b>Retained Surpluses \$'000</b>	<b>Total Equity \$'000</b>
<b>Total equity at the beginning of the financial year</b>	259,047	17,828	568,292	845,167
Operating result for the year	-	-	49,701	49,701
Gain / (loss) on revaluation of property, plant and equipment	75,948	-	(1,020)	74,928
Gain / (loss) on disposal of investments	-	(24)	(509)	(533)
Transfer to reserves (endowment reserve)	-	1,927	(1,927)	-
<b>Total equity at the end of the financial year</b>	<b>334,995</b>	<b>19,731</b>	<b>614,537</b>	<b>969,263</b>

*The above statements of changes in equity should be read in conjunction with the accompanying notes.*

**Queensland University of Technology**  
**Cash flow statements**  
**For the year ended 31 December 2008**

		<b>Consolidated</b>	<b>2007</b>	<b>Parent entity</b>	<b>2007</b>
	<b>Notes</b>	<b>2008</b>	<b>\$'000</b>	<b>2008</b>	<b>\$'000</b>
		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>					
Australian Government Grants received	2(i)				
CGS and Other DEEWR Grants	37.1	178,927	163,511	178,927	163,511
Higher Education Loan Program	37.2	128,066	113,769	128,066	113,769
Scholarships	37.3	8,813	7,589	8,813	7,589
DEEWR Research Grants	37.4	23,149	21,153	23,149	21,153
Voluntary Student Unionism	37.5	-	150	-	150
Better Universities Renewal Funding	37.5	19,156	-	19,156	-
Australian Research Council Grants	37.6				
Discovery	37.6(a)	5,517	4,923	5,517	4,923
Linkages	37.6(b)	6,916	5,700	6,916	5,700
Networks and Centres	37.6(c)	1,516	1,486	1,516	1,486
Other Australian Government financial assistance	2(i)	14,216	10,044	14,216	10,044
State and Local Government financial assistance	3	7,305	10,267	7,305	10,067
HECS-HELP - Student Payments		20,971	20,839	20,971	20,839
OS - HELP (net)	2(i)	(16)	(165)	(16)	(165)
Receipts from student fees and other customers		166,265	166,178	165,346	165,811
Interest received	5	2,785	1,290	2,649	1,290
Payments to suppliers and employees (inclusive of goods and services tax)		(488,021)	(462,612)	(484,937)	(460,503)
Interest paid		-	(2)	-	(2)
<b>Net cash provided by / (used in) operating activities</b>	35	<b>95,565</b>	<b>64,120</b>	<b>97,594</b>	<b>65,662</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		300	253	300	253
Proceeds from sale of investments		-	2,054	-	2,054
Payments for other financial assets		(500)	-	(500)	-
Refund of imputation credits from ATO		971	783	971	783
Distributions received		15,841	26,936	15,841	26,936
Advances of cash into investment fund		(85,841)	(86,935)	(85,841)	(86,935)
Recall of cash from investment fund		20,000	30,000	20,000	30,000
Monies placed in escrow		3,707	(3,707)	3,707	(3,707)
Payments for additional investment in subsidiary		-	-	(2,624)	(2,239)
Payments for property, plant and equipment		(42,298)	(41,074)	(42,271)	(40,994)
Payment for intangible assets		(9,073)	(8,023)	(9,073)	(8,023)
<b>Net cash provided by / (used in) investing activities</b>		<b>(96,893)</b>	<b>(79,713)</b>	<b>(99,490)</b>	<b>(81,872)</b>
<b>Cash flows from financing activities</b>					
Queensland Government loan - Smart State Research Facilities Fund Program		500	4,000	500	4,000
Proceeds from customer deposit		6	-	-	-
<b>Net cash provided by / (used in) financing activities</b>		<b>506</b>	<b>4,000</b>	<b>500</b>	<b>4,000</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(822)</b>	<b>(11,593)</b>	<b>(1,396)</b>	<b>(12,210)</b>
Cash and cash equivalents at the beginning of the financial year		11,432	23,025	9,876	22,086
<b>Cash and cash equivalents at the end of the financial year</b>	16	<b>10,610</b>	<b>11,432</b>	<b>8,480</b>	<b>9,876</b>

*The above cash flow statements should be read in conjunction with the accompanying notes.*

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## 1 Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial report includes separate financial statements for Queensland University of Technology (QUT) as an individual entity and the consolidated entity consisting of QUT and its subsidiaries.

### (a) Basis of preparation

The financial report is a general purpose financial report which has been prepared on an accrual basis in accordance with Australian Accounting Standards, AASB Interpretations, Department of Education, Employment and Workplace Relations requirements and other State/Australian Government legislative requirements. Accounting Standards include Australian equivalents to International Financial Reporting Standards (AIFRS).

#### *Compliance with IFRSs*

Australian Accounting Standards include Australian equivalents to International Financial Reporting Standards (AIFRS). The financial statements and notes of QUT comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with IFRS requirements.

#### *Historical cost convention*

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets and liabilities (including derivative instruments) at fair value through profit or loss, and certain classes of property, plant and equipment.

#### *Critical accounting estimates*

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise judgement in the process of applying the consolidated entities accounting policies. In 2008 there were no such disclosures to report.

#### *Changes in Accounting Policy and Methodology*

#### *Accounting Errors*

As part of an annual review of property, plant and equipment and intangible assets, the consolidated entity has made several prior year adjustments to the balance sheet. The review identified items incorrectly classified as assets under construction, building renovations associated with bookshop premises which should have been taken up in the revaluation of QUT buildings and several items of bookshop equipment which did not meet the university's asset thresholds. The amounts were written back to retained surplus.

In the 2007 Financial Statements the consolidated entity was carrying two Smart State loans at book value in the balance sheet. However under AASB 139 - Financial Instruments: Recognition and Measurement, the loans of \$22.5 million for the construction of IHBI (Institute of Health and Biomedical Innovation) and \$4 million for the construction of MERF (Medical Engineering Research Facility), should have been discounted back to net present value. The consolidated entity has in 2008 discounted both loans and is carrying them at NPV.

While these adjustments impact on the Parent entity, the table shows the effect on Consolidated values in the 2007 Financial Statements:

	2007 pre-adjusted value	Adjustment	2007 post-adjusted value
<b>Balance sheet</b>			
<b>Non-current assets</b>	\$'000	\$'000	\$'000
Property, plant and equipment			
Buildings	545,427	(301)	545,126
Construction in progress	37,634	(497)	37,137
Property, plant and equipment	37,092	(11)	37,081
Total property, plant and equipment	807,938	(809)	807,130
Intangible assets			
Software under construction	11,480	(161)	11,319
<b>Non-current liabilities</b>			
Borrowings	26,500	(20,938)	5,562
<b>Equity</b>			
Retained surplus	592,162	19,968	612,128
<b>Income from continuing operations</b>			
State and Local Government financial assistance	10,267	1,334	11,601
Investment revenue and income	15,177	1,870	17,047
<b>Expenses from continuing operations</b>			
Finance costs	2	287	289

## 1 Summary of significant accounting policies (continued)

### (b) Principles of consolidation

#### (i) Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of QUT ("parent entity") as at 31 December 2008 and the results of all subsidiaries for the year then ended. QUT and its subsidiaries together are referred to in this financial report as the consolidated entity.

Subsidiaries are all those entities (including special purpose entities) over which the consolidated entity has the power to govern the financial and operating policies, generally accompanying a shareholding of more than one-half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the consolidated entity controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the consolidated entity (refer to note 1(g)).

Inter-company transactions, balances and unrealised gains on transactions between consolidated entity companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity. Details of subsidiaries are set out in notes 19 and 33.

#### (ii) Associates

Associates are entities over which the consolidated entity has significant influence, but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are not accounted for using the equity method of accounting, due to materiality. Investments in listed securities are recorded at fair value and unlisted securities are recorded at the lower of cost and fair value. Details of associates are set out in note 19.

#### (iii) Joint ventures

Joint venture operations

Interests in the assets, liabilities and expenses of the joint venture operation have been incorporated in the financial statements under the appropriate headings. Details of the joint venture are set out in note 34.

Joint venture entities

The interest in the joint venture entity is not accounted for in the consolidated financial statements due to materiality.

### (c) Foreign currency translation

#### (i) Functional and presentation currency

Items included in the financial statements of each of the consolidated entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is QUT's functional and presentation currency.

#### (ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions are recognised in the income statement.

#### (iii) Consolidated entity companies

The results and financial position of all the consolidated entity's subsidiaries (none of which has the currency of a hyperinflationary economy) do not have a functional currency different from the presentation currency.

### (d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected on behalf of third parties.

The consolidated entity recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the consolidated entity and when specific criteria have been met for each of the consolidated entity's activities as described below. The amount of revenue is not considered to be reliably measured until all contingencies relating to the sale have been resolved. The consolidated entity bases estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised for the major business activities as follows:

#### (i) Government Grants

QUT treats operating grants received from Australian Government entities as income in the year of receipt. Grants are recognised at fair value where QUT obtains control of the right to receive the grant, it is likely that economic benefits will flow to QUT and it can be reliably measured.

## 1 Summary of significant accounting policies (continued)

### (ii) Student fees and charges (including Government Loan Programs)

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

### (iii) Human resources

Contract revenue is recognised in line with the percentage of the service performed.  
Other human resources revenue is recognised when the service is provided.

### (iv) Lease income

Lease income from operating leases is recognised as income on a straight-line basis over the lease term, where material.

### (v) Sale of goods

Revenue from the sale of goods is recognised upon the delivery of the goods to customers.

## (e) Income tax

QUT is exempt from income tax, however, the following subsidiaries are not:

- GeneCo Pty Ltd
- Brisbane Business School Pty Ltd
- QUT Enterprise Holdings Pty Ltd
- QUT Enterprise Holdings Trust
- QUTbluebox Pty Ltd
- QUTbluebox Trust, and
- Creative Industries Precinct Pty Ltd

For the 2008 Financial Statements, the consolidated entity has not incurred an income tax liability. However, should an income tax liability be incurred in the future, deferred tax assets will be recognised for unused tax losses in cases where it is probable that future taxable amounts will be available to utilise those losses.

Income tax on cumulative timing differences will also be set aside to the deferred income tax or the future income tax benefits account at the rates which are expected to apply when those timing differences reverse.

## (f) Leases

Leases of property, plant and equipment, where the consolidated entity, as lessee, has substantially all the risks and rewards of ownership, are classified as finance leases (note 21). As at 31 December 2008, the consolidated entity had not entered into any finance leases.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases (note 31). Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis, over the period of the lease, where material.

Lease income from operating leases is recognised as income on a straight-line basis over the lease term, where material.

## (g) Business combinations

The purchase method of accounting is used to account for all business combinations, including business combinations involving entities or businesses under common control regardless of whether equity instruments or other assets are acquired. Cost is measured as the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange plus costs directly attributable to the acquisition.

## (h) Impairment of assets

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is assessed as the depreciated replacement cost of land, buildings and leasehold improvements and the depreciated cost of other property, plant and equipment.

## (i) Cash and cash equivalents

For cash flow statement presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. (Bank overdrafts are shown within borrowings in current liabilities on the balance sheet).



## 1 Summary of significant accounting policies (continued)

### (j) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Trade and other receivables are due for settlement within 21 days. Debtors arising from student fees are recognised at the amounts receivable, as sanctions are applied to students who do not pay.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment of receivables is established when there is objective evidence that the consolidated entity will not be able to collect all the amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the trade receivable is impaired. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. The amount of the provision is recognised in the income statement.

The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recorded in the income statement within "other expenses". When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against "other expenses" in the income statement.

### (k) Inventories

#### (i) Raw materials and stores

Raw materials and stores are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and other costs directly attributable to the acquisition of the item. Costs are assigned to individual items of inventory on the basis of weighted average cost. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### (ii) Bookshop

Inventories are stated at the lower of cost and net realisable value. Cost is determined using a weighted average method of calculation.

### (l) Non-current assets (or disposal groups) held for sale and discontinued operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale, that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

As at 31 December 2008, the consolidated entity did not have any non-current assets (or disposal groups) held for sale or any discontinued operations.

### (m) Investments and other financial assets

The consolidated entity classifies its investments in the following categories - financial assets at fair value through profit or loss and loans and receivables. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each reporting date.

#### (i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Assets in this category are classified as current assets.

### (n) Derivatives

The consolidated entity does not have any embedded foreign exchange derivatives.

### (o) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets (such as available-for-sale securities) is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the consolidated entity is the current bid price.

For those financial instruments not traded in active markets other valuation techniques are applied, including adopting the investee's net assets as a fair value measure.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values, due to their short-term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate, which is available to the consolidated entity for similar financial instruments.



## 1 Summary of significant accounting policies (continued)

### (p) Property, plant and equipment

#### Asset recognition thresholds

##### (i) Land

Land purchased with a value equal to or greater than \$1 is recorded at cost.

##### (ii) Buildings (including heritage buildings and land improvements)

Buildings constructed since the last revaluation with a value equal to or greater than \$10,000 are initially recorded at cost.

Buildings are recorded as complex assets, so that major components, and the remaining service potential of those components, are identified. Heritage buildings are entered or provisionally entered on the Queensland Heritage Register pursuant to the Queensland Heritage Act 1992.

##### (iii) Major plant and equipment

This asset class may be used at management discretion and includes assets with high price volatility, for example, specialised vehicles, shipping vessels and earthmoving equipment. The consolidated entity has not classified any assets within the 'Major Plant and Equipment' category.

##### (iv) Plant and equipment

Plant and equipment with a value equal to or greater than \$5,000 is initially recorded at cost. However, plant and equipment donated to the consolidated entity is recorded at the consolidated entity's estimate of cost in the year of donation.

##### (v) Leasehold improvement assets

Leasehold improvement assets with a value equal to or greater than \$10,000 are initially recorded at cost.

##### (vi) Library – Reference

The consolidated entity does not hold any assets within the 'Library – Reference' category.

##### (vii) Heritage and cultural assets

Art collection purchases are initially recorded at cost.

#### Depreciation

Depreciation on assets is calculated using the straight line method to allocate cost (or re-valued amounts), net of residual values, over estimated useful lives as follows:

Category	Life
Buildings	2 - 97 years
Plant and equipment:	
Motor vehicles	4 - 15 years
IT equipment	3 - 12 years
Other plant and equipment	3 - 40 years
Leasehold improvement assets	2 - 5 years
Heritage and cultural assets	100 - 120 years

Assets are depreciated from the month after acquisition or, in respect of buildings, land improvements and leasehold improvements constructed, from the month after the asset is completed and ready for use. Land is not depreciated.

#### Restricted assets

The majority of the consolidated entity's land is reserved for educational purposes under the Land Act 1994 (Queensland). The consolidated entity cannot sell this land or the assets which attach to it without Queensland Government permission.

#### Revaluations

The following information outlines the revaluation basis and frequency for each asset class:

##### (i) Land

For land, an independent valuation based on fair value is carried out at least every five years and indexed in other years. Land was revalued in 2004 by an independent valuer in accordance with these requirements.

Increases in the carrying amount arising on revaluation of land are credited to the asset revaluation reserve in equity. However, if the increase reverses a decrease previously recognised in the income statement, the increase is first recognised in the income statement to the extent of the original decrease. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserves attributable to the asset class, all other decreases are charged to the income statement.

## 1 Summary of significant accounting policies (continued)

### (ii) Buildings (including heritage and land improvements)

For buildings, an independent valuation based on fair value, being depreciated replacement cost, is carried out at least every five years and indexed in other years. Minor buildings are not independently valued but are indexed each year. Buildings were revalued in 2006 by independent valuers in accordance with these requirements. During 2007, two buildings were separately revalued following construction completion and occupation.

Land improvements assets were revalued at fair value by independent valuers in 2007. Revaluations of land improvements are indexed annually in intervening years with rates sourced from the Australian Bureau of Statistics

In accordance with Queensland State Treasury policy, following revaluation, accumulated depreciation is restated to reflect the lapsed utility in the asset, with the change in the gross carrying amount of the asset. The carrying amount of the asset after revaluation therefore equals its revalued amount.

Increases in the carrying amount arising on revaluation of buildings are credited to the asset revaluation reserve in equity. However, if the increase reverses a decrease previously recognised in the income statement, the increase is first recognised in the income statement to the extent of the original decrease. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserves attributable to the asset class, all other decreases are charged to the income statement.

### (iii) Plant and equipment

All plant and equipment is recorded at cost and is not re-valued or indexed.

### (iv) Leasehold improvement assets

All leasehold improvement assets below \$10,000 are recorded at cost and are not valued or indexed.

### (v) Heritage and cultural assets

An independent valuation by external independent valuers is undertaken every 5 years.

The consolidated entity's art collection is independently valued, at current market selling price less cost of sale, every five years, with an internal indexation in other years. The art collection was revalued in 2006 by independent valuers in accordance with these requirements.

Increases in the carrying amount arising on revaluation of the art collection are credited to asset revaluation reserve in equity. However, if the increase reverses a decrease previously recognised in the income statement, the increase is first recognised in the income statement to the extent of the original decrease. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserves attributable to the asset, all other decreases are charged to the income statement.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

## Indexation

Indexation is undertaken annually across a range of asset classes for property, plant and equipment, when an independent valuation is not scheduled to take place. The consolidated entity indexes using the "Australian Bureau of Statistics - Non-residential Construction - Implicit Price Deflator Total Non residential building" for buildings (4.8% in 2008), and the "Australian Bureau of Statistics - Engineering Construction: Work Done: Implicit Price Deflator" for land improvements (5.9% in 2008).

The consolidated entity's land values are indexed using rates provided by an independent valuer, on a "per campus" basis. In 2008, the following indexation rates have been applied to the consolidated entity's land values:

Gardens Point	8%
Kelvin Grove	8%
Carseldine	8%

The University's heritage and cultural assets are indexed annually, where no independent valuation takes place, with an index provided by the University's Art Curator (5% in 2008).

## (q) Intangible assets

### (i) Research and development

Expenditure on research activities is recognised in the income statement as an expense, when it is incurred.

Expenditure on development activities, relating to the design and testing of new or improved products, are recognised as intangible assets when it is probable that the project will, after considering its commercial and technical feasibility, be completed and generate future economic benefits, its costs can be measured reliably and is greater than \$100,000. The capitalised expenditure comprises all directly attributable costs, including costs of materials, services, direct labour and an appropriate proportion of overheads. Other development expenditure is recognised in the income statement as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Capitalised development expenditure is recorded as intangible assets and amortised from the point at which the asset is ready for use. Amortisation is calculated using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 3 to 7 years.

### (ii) Trademarks and licences

During the reporting period, the consolidated entity did not hold any significant trademarks or licences.

# 1 Summary of significant accounting policies (continued)

## (r) Unfunded superannuation

The consolidated entity does not have any unfunded superannuation liabilities.

## (s) Trade and other payables

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within agreed trading terms.

## (t) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the consolidated entity has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date. Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

## (u) Employee benefits

### (i) Wages and salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are recognised in other payables in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for sick leave are recognised when the leave is taken and measured at the rates paid or payable.

### (ii) Long service leave

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to anticipated future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

### (iii) Retirement benefit obligations

Employees of the consolidated entity are entitled to benefits on retirement, disability or death from the consolidated entity's superannuation plan. The consolidated entity has a defined benefit division and a defined contribution division within its plan. The defined benefit division provides a defined lump sum benefit or pension based on years of service and final average salary.

The UniSuper Defined Benefit Division (DBD), which is the predominant plan within the University, is a defined benefit plan under Superannuation Law however, as a result of amendments to Clause 34 of the UniSuper Trust Deed; it is a defined contribution plan under Accounting Standard AASB 119 – Employee Benefits. The DBD receives fixed contributions from the consolidated entity and the consolidated entity's legal or constructive obligation is limited to these contributions. Additionally, any actuarial risk and investment risk falls on the consolidated entity's employees.

As at 30 June 2008 the assets of the DBD in aggregate were estimated to be \$323 million in excess of vested benefits. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of CPI indexed pensions being provided by the DBD.

As at 30 June 2008 the assets of the DBD in aggregate were estimated to be \$1,456 million in excess of accrued benefits. The accrued benefits have been calculated as the present value of expected future benefit payments to members and CPI indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Russell Employee Benefits, using the actuarial demographic assumptions outlined in their report dated 13 July 2006 on the actuarial investigation of the DBD as at 31 December 2005. The financial assumptions were:

	Vested Benefits	Accrued Benefits
Gross of tax investment return	7.25% pa	8.50% pa
Net of tax investment return	6.75% pa	8.00% pa
Consumer Price Index	2.75% pa	2.75% pa
Inflationary salary increases long term	3.75% pa	3.75% pa
Inflationary salary increases next three years	5.00% pa	5.00% pa

Note: Additional promotional salary increases are assumed to apply based on past experience.  
Assets have been included at their net market value, i.e. allowing for realisation costs.

## 1 Summary of significant accounting policies (continued)

### (iv) Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. QUT recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

### (v) Rounding of amounts

The financial statements preparation software (ValueFinancials) used within QUT for the preparation of these statements, has an automatic rounding function which sums all accounts in a mapping group before rounding to the nearest \$1,000.

Rounding adjustments are off set against Inventories in the balance sheet.

### (w) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

### (x) Arrangements containing a lease

In accordance with AASB Interpretation 4 - Determining whether an arrangement contains a lease, the consolidated entity has determined that the following arrangement conveys the right to use an asset and has accounted for it in accordance with AASB 117 Leases:

#### (i) Caboolture Campus Shared Use Agreement

The agreement permits the shared use of the Caboolture campus and facilities by QUT and The Brisbane North Institute of TAFE.

### (y) Investment properties

During the reporting period, the consolidated entity did not hold any investment properties.

### (z) Comparative amounts

Where the presentation or reclassification of items in the financial report is amended, comparable amounts shall be reclassified unless reclassification is impracticable. When comparable amounts are reclassified, QUT shall disclose:

- the nature of the reclassification;
- the amount of each item or class of items that is reclassified; and
- the reason for the reclassification.

When it is impracticable to reclassify comparative amounts, QUT shall disclose:

- the reason for not reclassifying the amounts; and
- the nature of the adjustments that would have been made, if the amounts had been reclassified.

### (aa) New accounting standards and Interpretations

There are no new Accounting Standards and Interpretations applicable to the 31 December 2008 reporting period that have not been adopted by QUT.

### (ab) Issuance of financial statements

The QUT Council has delegated the power to approve the financial statements to the Audit and Risk Management Committee. The financial statements are authorised for issue by the Chancellor, Vice-Chancellor and the Director of Corporate Finance at the date of signing the Management Certificate.

**2 Australian Government financial assistance including HECS-HELP and FEE-HELP**

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>(a) Commonwealth Grants Scheme and Other Grants</b>					
	37.1				
Australian Government grants <sup>1</sup>		171,186	155,659	171,186	155,659
Indigenous support program		1,630	1,516	1,630	1,516
Equity support program <sup>2</sup>		509	399	509	399
Disability support program		172	220	172	220
Workplace reform program		2,337	2,301	2,337	2,301
Workplace productivity program		883	1,312	883	1,312
Capital development pool		2,601	2,000	2,601	2,000
Collaboration & structural reform program <sup>3</sup>		1,031	104	1,031	104
Improving practical component of teacher education		727	-	727	-
Transitional cost program		2,439	-	2,439	-
Total Commonwealth Grants Scheme and Other Grants		183,515	163,511	183,515	163,511
<b>(b) Higher Education Loan Programs</b>					
	37.2				
HECS-HELP - Australian Government payments		114,624	105,844	114,624	105,844
FEE-HELP		9,924	11,151	9,924	11,151
Total Higher Education Loan Programs		124,548	116,995	124,548	116,995
<b>(c) Scholarships</b>					
	37.3				
Australian postgraduate awards		2,350	2,197	2,350	2,197
International postgraduate research scholarship		448	421	448	421
Commonwealth education cost scholarships		2,331	1,944	2,331	1,944
Commonwealth accommodation scholarships		3,394	3,027	3,394	3,027
Indigenous access scholarships		290	-	290	-
Total Scholarships		8,813	7,589	8,813	7,589
<b>(d) DIISR Research</b>					
	37.4				
Institutional grants scheme		6,270	5,833	6,270	5,833
Research training scheme		13,045	12,046	13,045	12,046
Research infrastructure block grants		3,302	2,940	3,302	2,940
Implementation assistance program		149	73	149	73
Australian scheme for higher education repositories		245	133	245	133
Commercialisation training scheme		138	128	138	128
Total DIISR Research Grants		23,149	21,153	23,149	21,153
<b>(e) Voluntary Student Unionism</b>					
	37.5				
VSU transition fund		-	150	-	150
Total Voluntary Student Unionism		-	150	-	150
<b>(f) Better Universities Renewal Funding</b>					
	37.5				
Capital Renewal Funding		19,156	-	19,156	-
Total BURF		19,156	-	19,156	-

**2 Australian Government financial assistance including HECS-HELP and FEE-HELP (continued)**

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>(g) Australian Research Council</b>	37.6				
<b>(i) Discovery</b>	37.6(a)				
Project		5,409	4,814	5,409	4,814
Fellowships		329	323	329	323
Indigenous researchers development		34	34	34	34
<b>Total Discovery</b>		<b>5,772</b>	<b>5,171</b>	<b>5,772</b>	<b>5,171</b>
<b>(ii) Linkages</b>	37.6(b)				
Infrastructure		990	200	990	200
International		176	127	176	127
Projects		6,113	5,780	6,113	5,780
<b>Total Linkages</b>		<b>7,279</b>	<b>6,107</b>	<b>7,279</b>	<b>6,107</b>
<b>(iii) Networks and Centres</b>	37.6(c)				
Centres		1,883	1,984	1,883	1,984
<b>Total Networks and Centres</b>		<b>1,883</b>	<b>1,984</b>	<b>1,883</b>	<b>1,984</b>
<b>Total Australian Research Council</b>		<b>14,934</b>	<b>13,262</b>	<b>14,934</b>	<b>13,262</b>
<b>Other ARC</b>					
ARC Unexpended		(186)	(481)	(186)	(481)
<b>Total Australian Research Council</b>		<b>14,748</b>	<b>12,781</b>	<b>14,748</b>	<b>12,781</b>

<sup>1</sup> Includes the basic CGS grant amount, CGS - Regional Loading and CGS.

<sup>2</sup> Includes amounts for Higher Education Equity Support Program and Students with Disabilities Program.

<sup>3</sup> Includes Diversity and Structural Adjustment Fund.

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>(h) Other Australian Government financial assistance</b>					
National Health and Medical Research Council (NHMRC)		3,678	2,758	3,678	2,758
Department of Health and Aging		2,512	629	2,512	629
AUSAID		1,777	747	1,777	747
Department of Innovation, Industry, Science and Research		851	-	851	-
Department of Defence		574	542	574	542
Australian Learning and Teaching Institute (Formerly Carrick Institute)		479	962	479	962
Sugar Research & Development Corporation		407	452	407	452
Department of Education, Employment and Workplace Relations		355	50	355	50
Department of The Prime Minister & Cabinet		346	150	346	150
Australian Centre for International Agricultural Research (ACIAR)		302	74	302	74
Cancer Australia		271	-	271	-
DEEWR Indigenous Tutorial Assistance Scheme		269	689	269	689
Rural Industries Research & Development Corporation		213	136	213	136
CSIRO ICT Centre		125	-	125	-
University of Technology Sydney		113	-	113	-



**2 Australian Government financial assistance including HECS-HELP and FEE-HELP (continued)**

**(h) Other Australian Government financial assistance (continued)**

Notes	Consolidated		Parent entity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Land and Water Australia	95	35	95	35
Army Malaria Institute	78	99	78	99
Australian Federal Police	75	-	75	-
Tully Sugar Ltd	75	-	75	-
Australian National University	73	-	73	-
Department of Transport and Regional Services	67	200	67	200
QLD Institute of Medical Research	64	188	64	188
Curriculum Corporation	62	200	62	200
Attorney General's Department	50	-	50	-
Grains Research and Development Corporation	45	-	45	-
National ICT Australia	41	8	41	8
University of Western Australia	34	-	34	-
Murdoch Childrens Research Institute (MCRI)	30	23	30	23
Department of Environment and Heritage	28	57	28	57
Cotton Research and Development Corporation	24	41	24	41
NSW Department of Primary Industries	22	28	22	28
Australian Institute of Aboriginal and Torres Strait Islanders	14	56	14	56
University of Queensland	10	72	10	72
Griffith University	9	34	9	34
Australia Council	8	70	8	70
Dairy Australia Limited	4	73	4	73
Parent School Partnerships Initiative	-	55	-	55
University of NSW	-	53	-	53
University of Sydney	-	47	-	47
CSIRO	-	38	-	38
Department of Education	-	34	-	34
University of Melbourne	-	33	-	33
ASISTM	-	32	-	32
Aust Transport Safety Bureau	-	16	-	16
Department of Education, Science And Training	(8)	97	(8)	97
Department of Further Education	-	-	-	-
Employment Science and Technology SA	(46)	46	(46)	46
Other	145	70	145	70
<b>Total Other Australian Government Financial Assistance</b>	<b>13,271</b>	<b>8,894</b>	<b>13,271</b>	<b>8,894</b>
<b>Total Australian Government financial assistance</b>	<b>387,200</b>	<b>331,073</b>	<b>387,200</b>	<b>331,073</b>
<b>Reconciliation</b>				
Australian Government grants [(a) + (c) + (d) + (e) + (f) + (g) + (h)]	262,652	214,078	262,652	214,078
HECS-HELP - Australian Government payments	114,624	105,844	114,624	105,844
Other Australian Government loan programmes [FEE-HELP]	9,924	11,151	9,924	11,151
<b>Total Australian Government financial assistance</b>	<b>387,200</b>	<b>331,073</b>	<b>387,200</b>	<b>331,073</b>



**2 Australian Government financial assistance including HECS-HELP and FEE-HELP (continued)**

Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>(i) Australian Government Grants received - cash basis</b>				
CGS and Other DEST Grants	178,927	163,511	178,927	163,511
Higher Education Loan Program	128,066	113,511	128,066	113,511
Scholarships	8,813	7,589	8,813	7,589
DIISR Research	23,149	21,153	23,149	21,153
Voluntary Student Unionism	-	150	-	150
Better Universities Renewal Funding	19,156	-	19,156	-
ARC grants - Discovery	5,506	5,171	5,506	5,171
ARC grants - Linkages	6,740	6,135	6,740	6,135
ARC grants - Networks and Centres	1,516	1,984	1,516	1,984
Other Australian Government Grants	13,271	8,894	13,271	8,894
<b>Total Australian Government Grants received - cash basis</b>	<b>385,144</b>	<b>328,098</b>	<b>385,144</b>	<b>328,098</b>
OS-Help (Net)	164	259	164	259
<b>Total Australian Government funding received - cash basis</b>	<b>385,308</b>	<b>328,357</b>	<b>385,308</b>	<b>328,357</b>

**3 State and Local Government financial assistance**

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
State Government financial assistance	7,009	10,732	6,859	10,532
Local Government financial assistance	446	869	446	869
<b>Total State and Local Government financial assistance</b>	<b>7,455</b>	<b>11,601</b>	<b>7,305</b>	<b>11,401</b>

**4 Fees and charges**

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Course fees and charges</b>				
Fee-paying overseas students	87,215	75,616	87,215	75,616
Continuing education	5,834	5,733	5,834	5,733
Fee-paying domestic postgraduate students	11,884	10,967	11,884	10,967
Fee-paying domestic undergraduate students	4,932	4,262	4,932	4,262
Fee-paying domestic non-award students	1,574	1,391	1,574	1,391
Other domestic course fees and charges	21	71	21	71
<b>Total course fees and charges</b>	<b>111,460</b>	<b>98,040</b>	<b>111,460</b>	<b>98,040</b>
<b>Other non-course fees and charges</b>				
Amenities and service fees	1,467	1,753	1,463	1,747
Late fees	192	238	192	238
Library fines	12	19	12	19
Parking fees	2,138	2,013	2,148	2,023
Registration fees	454	698	454	698
Rental charges	3,255	1,002	2,960	719
Student accommodation	74	64	74	64
Library photocopyers	1,549	1,574	1,549	1,574
Other fees and charges	138	102	138	102
<b>Total other fees and charges</b>	<b>9,279</b>	<b>7,463</b>	<b>8,990</b>	<b>7,184</b>
<b>Total fees and charges</b>	<b>120,739</b>	<b>105,503</b>	<b>120,450</b>	<b>105,224</b>

**5 Investment revenue and income**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Interest	2,269	3,237	2,133	3,160
Investment fund distributions	17,419	28,583	17,419	28,583
Unrealised investment gain / (loss)	(61,468)	(14,773)	(66,020)	(14,773)
<b>Net investment income</b>	<b>(41,780)</b>	<b>17,047</b>	<b>(46,468)</b>	<b>16,970</b>

**6 Royalties, trademarks and licences**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Royalties	126	1,396	108	424
<b>Total royalties, trademarks and licences</b>	<b>126</b>	<b>1,396</b>	<b>108</b>	<b>424</b>

**7 Consultancy and contracts**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Consultancy	14,624	11,321	14,198	11,120
Contract research	16,806	14,567	17,013	14,657
<b>Total consultancy and contracts</b>	<b>31,430</b>	<b>25,888</b>	<b>31,211</b>	<b>25,777</b>

**8 Other revenue and income**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Donations and bequests	27,310	5,374	27,310	5,374
Scholarships and prizes	1,094	851	1,097	851
Non-government grants	16,606	14,322	16,606	15,192
Net gain / (loss) on disposal of assets	(794)	(2,042)	(794)	(2,042)
Sale of goods	9,973	9,425	9,973	9,425
Recoveries	9,419	10,676	9,622	10,894
Sponsorships	628	347	628	372
Other	689	1,456	658	1,455
<b>Total other revenue and income</b>	<b>64,925</b>	<b>40,409</b>	<b>65,100</b>	<b>41,521</b>

**9 Employee related expenses**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<b>Academic</b>				
Salaries	114,142	107,162	114,142	107,162
Contribution to superannuation and pension schemes:				
Funded	18,275	16,670	18,275	16,670
Payroll tax	6,840	6,261	6,840	6,261
Worker's compensation	281	290	281	290
Long service leave expense	3,442	3,062	3,442	3,062
Annual leave	9,658	8,738	9,658	8,738
<b>Total academic</b>	<b>152,638</b>	<b>142,183</b>	<b>152,638</b>	<b>142,183</b>
<b>Non-academic</b>				
Salaries	130,839	119,768	129,330	118,512
Contribution to superannuation and pension schemes:				
Funded	20,426	18,215	20,343	18,148
Payroll tax	7,779	7,071	7,707	7,013
Worker's compensation	391	413	386	409
Long service leave expense	3,717	2,633	3,717	2,633
Annual leave	11,940	11,822	11,924	11,781
<b>Total non-academic</b>	<b>175,092</b>	<b>159,922</b>	<b>173,407</b>	<b>158,496</b>
<b>Total employee related expenses</b>	<b>327,730</b>	<b>302,105</b>	<b>326,045</b>	<b>300,679</b>

**10 Depreciation and amortisation**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<b>Depreciation</b>				
Buildings	27,302	24,128	27,302	24,128
Plant and equipment	7,839	7,628	7,793	7,576
<b>Total depreciation</b>	<b>35,141</b>	<b>31,756</b>	<b>35,095</b>	<b>31,704</b>
<b>Amortisation</b>				
Leasehold improvements	446	526	427	521
Intangibles	1,728	1,569	1,728	1,569
<b>Total amortisation</b>	<b>2,174</b>	<b>2,095</b>	<b>2,155</b>	<b>2,090</b>
<b>Total depreciation and amortisation</b>	<b>37,315</b>	<b>33,851</b>	<b>37,250</b>	<b>33,794</b>

**11 Repairs and maintenance**

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Buildings	11,055	8,474	11,054	8,474
Non-capitalised construction	2,140	2,499	2,140	2,499
Computing	5,024	2,460	4,996	2,427
Equipment	919	1,712	919	1,712
Other	1,062	797	1,061	796
<b>Total repairs and maintenance</b>	<b>20,200</b>	<b>15,942</b>	<b>20,170</b>	<b>15,908</b>

## 12 Finance costs

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Interest charges	356	288	356	288
<b>Total finance costs expensed</b>	<b>356</b>	<b>288</b>	<b>356</b>	<b>288</b>

## 13 Impairment of assets

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Doubtful debts written off	1,469	975	1,469	975
Change in provision for bad and doubtful debts	119	52	105	64
<b>Total impairment of assets</b>	<b>1,588</b>	<b>1,027</b>	<b>1,574</b>	<b>1,039</b>

## 14 Other expenses

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Scholarships, grants and prizes	33,623	28,546	33,623	28,546
Non-capitalised equipment	12,359	14,003	12,356	13,988
Advertising, marketing and promotional expenses	9,911	7,208	9,760	7,123
Audit fees, bank charges, legal costs and insurance expenses	4,439	5,603	4,350	5,506
General consumables	8,904	7,530	8,905	7,542
Printing and stationery	3,553	3,294	3,543	3,292
Rental, hire and other leasing fees	10,733	7,689	10,699	7,675
Telecommunications	3,191	2,888	3,161	2,855
Travel and related staff development and training	19,862	18,939	19,736	18,856
Postage and freight	1,544	1,550	1,543	1,549
Intellectual property	1,638	1,690	1,328	1,387
Commission	7,980	5,350	7,980	5,350
Cost of sales	6,281	5,995	6,281	5,995
Contributions to collaborative projects	13,278	8,144	13,279	8,144
Library acquisitions	9,007	4,802	9,007	4,802
Utilities	8,318	8,235	8,318	8,235
Consultants and contractors	22,468	17,841	22,284	17,659
Donations and sponsorships	1,200	786	1,193	773
Memberships of professional associations	1,457	1,032	1,446	1,022
Other	732	1,540	701	1,521
<b>Total other expenses</b>	<b>180,478</b>	<b>152,665</b>	<b>179,493</b>	<b>151,820</b>

## 15 Income tax

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Income tax	-	-	-	-
<b>Total income tax</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 16 Cash and cash equivalents

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	6,141	5,039	4,011	3,483
Deposits at call	4,469	6,393	4,469	6,393
<b>Total cash and cash equivalents</b>	<b>10,610</b>	<b>11,432</b>	<b>8,480</b>	<b>9,876</b>

### (a) Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the financial year as shown in the cash flow statements as follows:

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Balances as above	10,610	11,432	8,480	9,876
Less: Bank overdrafts	-	-	-	-
<b>Balances per cash flow statement</b>	<b>10,610</b>	<b>11,432</b>	<b>8,480</b>	<b>9,876</b>

### (b) Cash at bank and on hand

Cash at bank is an interest bearing account with interest received monthly. The effective interest rate as at 31 December 2008 was 3.75 % (2007: 6.06%)

### (c) Deposits at call

Deposits at call are interest bearing on floating interest rates. As at 31 December 2008 the effective interest rate was 5.47% (2007: 7.70%). These deposits are repayable with 24 hours notice.

## 17 Receivables

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Student fees	4,072	4,407	4,072	4,407
Less: Provision for impaired receivables	(473)	(1,246)	(473)	(1,246)
	<b>3,599</b>	<b>3,161</b>	<b>3,599</b>	<b>3,161</b>
Student Loans	133	149	133	149
Less: Provision for impaired receivables	(66)	(27)	(66)	(27)
	<b>67</b>	<b>122</b>	<b>67</b>	<b>122</b>
Trade	13,735	11,492	13,639	11,381
Less: Provision for impaired receivables	(2,231)	(1,195)	(2,214)	(1,193)
	<b>11,504</b>	<b>10,297</b>	<b>11,425</b>	<b>10,188</b>
Prepayments	12,300	10,801	12,258	10,801
Goods and services tax refund due	1,229	1,035	1,224	932
Accrued revenue	9,373	7,319	9,373	7,319
	<b>22,902</b>	<b>19,155</b>	<b>22,855</b>	<b>19,052</b>
<b>Total current receivables</b>	<b>38,072</b>	<b>32,735</b>	<b>37,946</b>	<b>32,523</b>
<b>Non-current</b>				
Prepayments	19,034	-	19,034	-
<b>Total non-current receivables</b>	<b>19,034</b>	<b>-</b>	<b>19,034</b>	<b>-</b>
<b>Total receivables</b>	<b>57,106</b>	<b>32,735</b>	<b>56,980</b>	<b>32,523</b>

## 17 Receivables (continued)

### (a) Impaired receivables

As at 31 December 2008 current receivables of the group with a nominal value of \$2.77 million, comprising student fees of \$0.473 million, student loans of \$0.066 million and trade receivables of \$2.231million (2007: \$2.468 million, comprising student fees of \$1.246 million, student loans of \$0.027 million and trade receivables of \$1.195 million) were impaired. The amount of the provision was \$2.77 million (2007: \$2.468 million). The individually impaired receivables mainly relate to unpaid trade invoices and unpaid student fees.

The ageing analysis of these receivables is as follows:

	Consolidated 2008 \$'000	2007 \$'000
<b>Student fees</b>		
Under 3 months	10	-
3 to 6 months	396	374
Over 6 months	67	872
	<u>473</u>	<u>1,246</u>
<b>Student loans</b>		
Under 3 months	31	-
3 to 6 months	9	10
Over 6 months	26	17
	<u>66</u>	<u>27</u>
<b>Trade</b>		
Under 3 months	197	-
Over 3 months	2,034	1,195
	<u>2,231</u>	<u>1,195</u>

As at 31 December 2008, trade receivables of \$2.704 million (2007: \$1.107 million) and student fees of \$0.134 million (2007: \$0.417 million) were past due but not impaired. With the trade receivables, a large portion of these outstanding debts are owed by government agencies. Only students who have status of completed, discontinued or inactive and have outstanding balances of less than two years old are provided for.

The ageing of these receivables is as follows:

	Consolidated 2008 \$'000	2007 \$'000
<b>Student fees</b>		
Under 3 months	15	-
3 to 6 months	99	125
Over 6 months	20	292
	<u>134</u>	<u>417</u>
<b>Trade</b>		
Under 3 months	2,704	-
3 to 6 months	-	-
Over 6 months	-	1,107
	<u>2,704</u>	<u>1,107</u>

Movements in the provision for impaired receivables are as follows:

## 17 Receivables (continued)

	Consolidated 2008 \$'000	2007 \$'000
<b>Student fees</b>		
At 1 January 2008	1,246	1,736
Provision for impairment recognised during the year	473	331
Receivables written off during the year as uncollectible	(1,382)	(821)
Unused amount reversed	136	-
At 31 December 2008	<u>473</u>	<u>1,246</u>
<b>Student loans</b>		
At 1 January 2008	27	19
Provision for impairment recognised during the year	49	14
Receivables written off during the year as uncollectible	(10)	(6)
Unused amount reversed	-	-
At 31 December 2008	<u>66</u>	<u>27</u>
<b>Trade</b>		
At 1 January 2008	1,195	692
Provision for impairment recognised during the year	1,092	594
Receivables written off during the year as uncollectible	(73)	(91)
Unused amount reversed	-	-
At 31 December 2008	<u>2,214</u>	<u>1,195</u>

### (b) Foreign exchange and interest rate risk

The carrying amounts of the group's current receivables are denominated in the following currencies:

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
Australian dollars	57,059	31,667	56,933	31,456
US dollars	21	1,068	21	1,068
Euro	25	-	25	-
	<u>57,105</u>	<u>32,735</u>	<u>56,979</u>	<u>32,524</u>
Current receivables	57,105	32,735	56,979	32,524
Non-current receivables	-	-	-	-
	<u>57,105</u>	<u>32,735</u>	<u>56,979</u>	<u>32,524</u>

A summarised analysis of the sensitivity of receivables to foreign exchange and interest rate risk can be found in note 36.

### (c) Fair value and credit risk

Due to the short-term nature of these receivables, their carrying amount is assumed to approximate their fair value.

## 18 Inventories

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Current</b>				
Inventories - including Bookshop	3,824	3,633	3,823	3,633
Total current Inventories	<u>3,824</u>	<u>3,633</u>	<u>3,823</u>	<u>3,633</u>
<b>Total Inventories</b>	<u>3,824</u>	<u>3,633</u>	<u>3,823</u>	<u>3,633</u>



## 19 Other financial assets

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
QIC Investment Funds	198,596	192,674	198,596	192,674
Funds held in escrow	-	23,166	-	23,166
<b>Total current other financial assets</b>	<b>198,596</b>	<b>215,840</b>	<b>198,596</b>	<b>215,840</b>
<b>Non Current</b>				
<i>Shares in subsidiaries</i>				
QUT Enterprise Holdings Trust	-	-	1,807	3,734
QUT Enterprise Holdings Pty Ltd	-	-	10	10
<i>Listed securities</i>				
Tissue Therapies Ltd	214	835	214	835
Arana Therapeutics Ltd	797	1,111	797	1,111
Impedimed Ltd	280	310	280	310
<i>Unlisted securities</i>				
AARNet Pty Ltd	1	1	1	1
Australian CRC for Interactive Design Pty Ltd	425	969	425	969
Australian Orthopaedic Innovation Pty Ltd	-	34	-	34
CRC for Smart Internet Technology Pty Ltd	51	51	51	51
Farmacule Bioindustries Pty Ltd	30	237	30	237
Sciventures Pty Ltd	50	50	50	50
Translational Research Institute	500	-	500	-
<b>Total non-current other financial assets</b>	<b>2,349</b>	<b>3,598</b>	<b>4,165</b>	<b>7,342</b>
<b>Total other financial assets</b>	<b>200,945</b>	<b>219,438</b>	<b>202,761</b>	<b>223,182</b>

### (a) Fair value

Other financial assets at fair value through profit or loss including the following:

Australian listed equity securities	1,291	2,255	1,291	2,255
Unlisted shares	1,057	1,343	2,874	5,087
	<b>2,349</b>	<b>3,598</b>	<b>4,165</b>	<b>7,342</b>

### (b) Risk exposure

Other financial assets at fair value through profit or loss are denominated in the following currencies:

Australian dollar	2,349	3,598	4,165	7,342
	<b>2,349</b>	<b>3,598</b>	<b>4,165</b>	<b>7,342</b>

Changes in fair values of other financial assets are recorded in the Income statement. The University is unrestricted in the use of these investments.

The investments with Queensland Investment Corporation (QIC) Investment Funds were established to provide the University with long term strategic funding capabilities.

#### *Subsidiaries*

The details of subsidiaries are set out in note 33.

#### *Listed securities*

Tissue Therapies Ltd was established to develop and commercialise tissue technology. The University has an 11% shareholding in Tissue Therapies Ltd.

Arana Therapeutics Ltd (AAH) shares were received as a result of a merger between Evogenix Ltd and Peptech Ltd. The merger prompted a name change to Arana Therapeutics Ltd. The university holds less than 5% of the total shares in Arana Therapeutics Ltd.

## 19 Other financial assets (continued)

Impedimed Ltd (IPD) was formerly known as Impedimed Pty Ltd. Impedimed listed in October 2007. The University holds less than 2% of the total shares in Impedimed Ltd.

### *Unlisted securities*

The University has investments across a number of companies. The University has not equity accounted for any unlisted securities as the investments that the University has in these companies is not material. The shareholding in Farmacule Bioindustries Pty Ltd is the only investment considered significant as it is between 20% and 50% ownership. Farmacule Bioindustries Pty Ltd was incorporated in Australia to develop a molecular farming industry with INPACT platform technology. QUT has a 37% (2007: 37%) shareholding and has taken up a provision for diminution to the amount of \$1.439 million (2007: \$1.231 million) of the shareholding.

The Australian CRC for Interactive Design Pty Ltd was incorporated in Australia and its core business is the research, development and commercialisation of content and technologies for the creative industries. While the University has a significant influence with 54% (2007: 54%) of the shareholding, the University does not control the entity, with respect to its voting rights. Total provision for diminution as at 31 December 2008 is \$3.640 million (2007: \$3.096 million).

The University has no significant influence on its remaining investments as follows:

AARNet Pty Ltd provides network connectivity for Australian Universities and the CSIRO. The University has less than 3% of the total shareholding in AARNet Pty Ltd.

Sciventures Pty Ltd is a funds management company. The University has less than 2% of the total shareholding in Sciventures.

Smart Internet Technology CRC Pty Ltd develops new technologies in the 'Smart Internet' arena. The University has a 2% shareholding in Smart Internet Technology CRC Pty Ltd.

## 20 Investments accounted for using the equity method

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Current</b>				
	-	-	-	-
<b>Total current investments accounted for using the equity method</b>	-	-	-	-
<b>Non Current</b>				
	-	-	-	-
<b>Total non-current investments accounted for using the equity method</b>	-	-	-	-
<b>Total investments under the equity method</b>	-	-	-	-

21 Property, plant and equipment

Consolidated	Construction in progress \$'000	Land \$'000	Buildings \$'000	Property, plant and equipment \$'000	Leasehold improvements \$'000	Leased plant & equipment \$'000	Other property, plant and equipment \$'000	Total \$'000
<b>Year ended 31 December 2007</b>								
Opening net book amount	60,711	158,216	463,790	31,056	3,007	-	10,229	727,008
Revaluation surplus	-	15,822	59,617	-	-	-	510	75,948
Additions	24,684	-	48,418	13,965	56	-	472	87,595
Disposals	-	-	(2,634)	(487)	-	-	-	(3,121)
Depreciation charge	-	-	(24,065)	(7,625)	(526)	-	-	(32,216)
Depreciation adjustment	-	-	-	-	-	-	-	-
Reclassifications	(48,258)	-	-	174	-	-	-	(48,084)
Closing net book amount	37,137	174,038	545,126	37,081	2,537	-	11,211	807,130
<b>At 31 December 2007</b>								
- Cost	37,137	-	10,470	75,881	4,788	1,449	475	130,200
- Valuation	-	174,038	951,742	-	-	-	10,736	1,136,516
Accumulated depreciation	-	-	(417,086)	(38,800)	(2,251)	(1,449)	-	(459,586)
Net book amount	37,137	174,038	545,126	37,081	2,537	-	11,211	807,130
<b>Consolidated</b>								
<b>Year ended 31 December 2008</b>								
Opening net book amount	37,137	174,038	545,126	37,081	2,537	-	11,211	807,130
Revaluation surplus	-	13,773	25,714	-	-	-	560	40,048
Additions	29,542	-	302	11,528	92	-	1,201	42,665
Disposals	-	(1,871)	(688)	(411)	-	-	-	(2,971)
Depreciation charge	-	-	(27,302)	(7,840)	(446)	-	-	(35,588)
Depreciation adjustment	-	-	-	(6)	-	-	-	(6)
Reclassifications	(312)	-	-	9	-	-	-	(302)
Closing net book amount	66,368	185,940	543,151	40,362	2,183	-	12,972	850,976
<b>At 31 December 2008</b>								
- Cost	66,368	-	11,362	83,257	4,880	1,449	1,202	168,518
- Valuation	-	185,940	994,576	-	-	-	11,770	1,192,286
Accumulated depreciation	-	-	(462,787)	(42,895)	(2,697)	(1,449)	-	(509,828)
Net book amount	66,368	185,940	543,151	40,362	2,183	-	12,972	850,976

21 Property, plant and equipment (continued)

Parent entity	Construction in progress \$'000	Land \$'000	Buildings \$'000	Property, plant and equipment \$'000	Leasehold improvements \$'000	Leased plant & equipment \$'000	Other property, plant and equipment \$'000	Total \$'000
<b>Year ended 31 December 2007</b>								
Opening net book amount	60,711	158,216	463,790	30,966	3,007	-	10,229	726,919
Revaluation surplus	-	15,822	59,617	-	-	-	510	75,948
Additions	24,684	-	48,418	13,942	-	-	472	87,516
Disposals	-	-	(2,634)	(487)	-	-	-	(3,121)
Depreciation charge	-	-	(24,065)	(7,573)	(521)	-	-	(32,159)
Depreciation adjustment	-	-	-	-	-	-	-	-
Reclassifications	(48,258)	-	-	174	-	-	-	(48,084)
Closing net book amount	37,137	174,038	545,126	37,021	2,486	-	11,211	807,019
<b>At 31 December 2007</b>								
- Cost	37,137	-	10,470	75,696	4,732	1,449	475	129,959
- Valuation	-	174,038	951,742	-	-	-	10,736	1,136,516
Accumulated depreciation	-	-	(417,086)	(38,675)	(2,246)	(1,449)	-	(459,456)
Net book amount	37,137	174,038	545,126	37,021	2,486	-	11,211	807,019
<b>Parent entity</b>								
<b>Year ended 31 December 2008</b>								
Opening net book amount	37,137	174,038	545,126	37,021	2,486	-	11,211	807,019
Revaluation surplus	-	13,773	25,714	-	-	-	560	40,048
Additions	29,542	-	302	11,528	-	-	1,201	42,573
Disposals	-	(1,871)	(688)	(411)	-	-	-	(2,971)
Depreciation charge	-	-	(27,302)	(7,794)	(427)	-	-	(35,523)
Depreciation adjustment	-	-	-	(6)	-	-	-	(6)
Reclassifications	(312)	-	-	9	-	-	-	(302)
Closing net book amount	66,368	185,940	543,151	40,348	2,059	-	12,972	850,838
<b>At 31 December 2008</b>								
- Cost	66,368	-	11,362	83,107	4,732	1,449	1,202	168,220
- Valuation	-	185,940	994,576	-	-	-	11,770	1,192,286
Accumulated depreciation	-	-	(462,787)	(42,759)	(2,673)	(1,449)	-	(509,668)
Net book amount	66,368	185,940	543,151	40,348	2,059	-	12,972	850,838

## **21 Property, plant and equipment (continued)**

Property, plant & equipment includes all operational assets.

Other property, plant & equipment includes non-operational assets such as artworks.

Buildings include buildings which are heritage listed. The value of these assets represents their functional service to the University rather than their heritage value to the State of Queensland, as the University's main purpose in holding these assets is to provide educational services.

### **(a) Valuations of land and buildings**

Land was last revalued in October 2004 at fair value, based on an independent assessment by The Australian Valuation Office (Registered Valuers). Revaluations of land are indexed annually in intervening years using rates provided by an independent valuer on a per campus basis (refer Note 1(p)).

Buildings were revalued in 2006 by independent valuers in accordance with Queensland State Treasury policy. During 2007, two buildings were separately revalued following construction completion and occupation (refer Note 1 (p)).

Land improvements assets were revalued at fair value by GHD Pty Ltd, Consulting Engineers in October 2007. Revaluations of land improvements are indexed annually in intervening years with rates sourced from the Australian Bureau of Statistics (refer Note 1 (p)).

### **(b) Non-current assets pledged as security**

There are no non-current assets are pledged as security by QUT or any of its controlled entities.

### **(c) Valuation of other property, plant and equipment**

Museum and other collections were independently revalued in 2006. Revaluations of QUT museum collections are indexed annually in intervening years with an index rate provided by the QUT Art Curator.

## 22 Intangible assets

Consolidated	Trademarks <sup>2</sup> \$'000	Software under construction <sup>1</sup> \$'000	Software at cost \$'000	Total \$'000
<b>Year ended 31 December 2007</b>				
Opening net book amount	-	3,581	4,317	7,898
Additions	2	5,872	2,151	8,025
Disposals	-	-	-	-
Amortisation charge	-	-	(1,569)	(1,569)
Reclassifications	-	1,866	(1,866)	-
Closing net book amount	2	11,319	3,033	14,354
<b>At 31 December 2007</b>				
Cost	2	11,319	7,702	19,023
Accumulated amortisation	-	-	(4,669)	(4,669)
Net book amount	2	11,319	3,033	14,354

### Consolidated

<b>Year ended 31 December 2008</b>				
Opening net book amount	2	11,319	3,033	14,354
Additions	-	8,812	1,043	9,855
Disposals	-	-	-	-
Amortisation charge	(2)	-	(1,728)	(1,730)
Reclassifications	-	(782)	-	(782)
Closing net book amount	-	19,349	2,348	21,697
<b>At 31 December 2008</b>				
Cost	-	19,349	8,745	28,094
Accumulated amortisation	-	-	(6,397)	(6,397)
Net book amount	-	19,349	2,348	21,697

<sup>1</sup>Includes capitalisation of internally generated software

<sup>2</sup>Refers to QUTbluebox trademark

Parent entity	Trademarks \$'000	Software under construction <sup>1</sup> \$'000	Software at cost \$'000	Total \$'000
<b>Year ended 31 December 2007</b>				
Opening net book amount	-	3,581	4,317	7,898
Additions	-	5,872	2,151	8,023
Disposals	-	-	-	-
Amortisation charge	-	-	(1,569)	(1,569)
Reclassifications	-	1,866	(1,866)	-
Closing net book amount	-	11,319	3,033	14,352
<b>At 31 December 2007</b>				
Cost	-	11,319	7,702	19,021
Accumulated amortisation	-	-	(4,669)	(4,669)
Net book amount	-	11,319	3,033	14,352

### Parent entity

<b>Year ended 31 December 2008</b>				
Opening net book amount	-	11,319	3,033	14,352
Additions	-	8,812	1,043	9,855
Disposals	-	-	-	-
Amortisation charge	-	-	(1,728)	(1,728)
Reclassification	-	(782)	-	(782)
Closing net book amount	-	19,349	2,348	21,697
<b>At 31 December 2008</b>				
Cost	-	19,349	8,745	28,094
Accumulated amortisation	-	-	(6,397)	(6,397)
Net book amount	-	19,349	2,348	21,697

<sup>1</sup>Includes capitalisation of internally generated software

## 23 Trade and other payables

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Current</b>				
Trade Creditors	22,451	18,283	22,406	18,108
Accrued expenses	22,871	10,682	22,427	10,364
OS-HELP liability to Australian Government	59	75	59	75
Total current trade and other payables	<u>45,381</u>	<u>29,040</u>	<u>44,892</u>	<u>28,547</u>
<b>Non-current</b>				
Total non-current trade and other payables	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total trade and other payables</b>	<u>45,381</u>	<u>29,040</u>	<u>44,892</u>	<u>28,547</u>

OS-HELP is a loan scheme to assist eligible undergraduate students to undertake some of their course of study overseas. Due to the short-term nature of current trade creditors, the carrying value is assumed to approximate the fair value.

## 24 Borrowings

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Current</b>				
<b>Secured</b>				
Total current secured borrowings	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Unsecured</b>				
Total current unsecured borrowings	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total current borrowings	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Non-current</b>				
<b>Secured</b>				
Total non-current secured borrowings	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Unsecured</b>				
Smart State Research Facilities Fund Loan	6,024	5,562	6,024	5,562
Total non-current unsecured borrowings	<u>6,024</u>	<u>5,562</u>	<u>6,024</u>	<u>5,562</u>
Total non-current borrowings	<u>6,024</u>	<u>5,562</u>	<u>6,024</u>	<u>5,562</u>
<b>Total borrowings</b>	<u>6,024</u>	<u>5,562</u>	<u>6,024</u>	<u>5,562</u>

The Queensland Government, through the Smart State Research Facilities Fund Program, has lent a total of \$27 million towards the construction of the Institute of Health and Biomedical Innovation (IHBI) \$22.5 million, the Medical Engineering Research Facility (MERF) \$4 million, and the Plant Growth Facility \$500,000 (received in 2008). The \$27 million in borrowings has a net present value of \$6.024 million.

Under the State's 2007-2008 Borrowing Program for Universities, the University has an approved overdraft limit of \$11.5 million, established to provide security over payments for the Asset Management Program. This facility was not drawn upon during the year.

### (a) Interest rate risk exposure

Details of the University's exposure to interest rate changes on interest bearing liabilities are set out in the Financial Instruments note (refer note 36).

### (b) Fair value disclosures

Details of fair value of interest bearing liabilities for the University are set out in the Financial Instruments note (refer note 36).



## 24 Borrowings (continued)

### (c) Security

The University does not have any assets pledged as security for current interest bearing liabilities.

	2008		2007	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
<b>Fair value On-balance sheet</b>				
<i>Non-traded financial liabilities</i>				
Smart State Research Facilities Fund Loan	6,024	6,024	5,562	5,562
	<u>6,024</u>	<u>6,024</u>	<u>5,562</u>	<u>5,562</u>
	Consolidated		Parent entity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Australian Dollars	6,024	5,562	6,024	5,562
US Dollar	-	-	-	-
	<u>6,024</u>	<u>5,562</u>	<u>6,024</u>	<u>5,562</u>

## 25 Provisions

	Consolidated		Parent entity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Current provisions expected to be settled within 12 months</b>				
Employee benefits				
Annual leave	9,526	8,575	9,465	8,522
Long service leave	2,153	2,061	2,153	2,061
Accrued salaries	-	5,912	-	5,912
Maternity leave	544	1,930	544	1,930
Subtotal	<u>12,223</u>	<u>18,478</u>	<u>12,162</u>	<u>18,425</u>
<b>Current provisions expected to be settled after more than 12 months</b>				
Employee benefits				
Annual leave	3,761	3,594	3,761	3,594
Long service leave	24,749	23,646	24,749	23,646
Subtotal	<u>28,510</u>	<u>27,240</u>	<u>28,510</u>	<u>27,240</u>
Total current provisions	<u>40,733</u>	<u>45,718</u>	<u>40,672</u>	<u>45,665</u>
<b>Non-current</b>				
Employee benefits				
Long service leave	10,406	8,434	10,398	8,434
Lease expenses	651	419	631	419
Total non-current provisions	<u>11,057</u>	<u>8,853</u>	<u>11,029</u>	<u>8,853</u>
<b>Total provisions</b>	<u>51,790</u>	<u>54,571</u>	<u>51,701</u>	<u>54,518</u>

The annual leave provision reflects the amount of annual leave accrued as at 31 December 2008.

## 25 Provisions (continued)

The long service leave provision reflects the amount of long service leave accrued as at 31 December 2008. The provision is calculated on the probability, based on corporate experience, of employees reaching an entitlement to long service leave. The current provision reflects the accumulated cost of long service leave for employees with over 10 years of service. The non-current provision reflects the accumulated cost of long service leave for employees with under 10 years of service.

The accrued salaries provision reflects the cost of salaries due to be paid as at 31 December 2008, but not paid until 2009.

The lease expense provision reflects the material difference between actual and straight line payments of operating leases held by the University as at 31 December 2008.

### (a) Movements in provisions

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Consolidated	Lease expenses \$'000	Total \$'000
Carrying amount as at 1 January 2008	419	419
Additional provisions recognised	232	232
Unused amounts reversed	-	-
Carrying amount as at 31 December 2008	<u>651</u>	<u>651</u>

## 26 Other liabilities

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Current</b>				
Advances other	3	20,137	3	20,137
Unearned revenue	<u>13,530</u>	<u>12,558</u>	<u>13,530</u>	<u>12,558</u>
Total current other liabilities	<u>13,533</u>	<u>32,695</u>	<u>13,533</u>	<u>32,695</u>
<b>Non-current</b>				
Total non-current other liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total other liabilities</b>	<u>13,533</u>	<u>32,695</u>	<u>13,533</u>	<u>32,695</u>

Unearned revenue consists primarily of fee-paying overseas student fees received in advance and unearned as at 31 December 2008.

## 27 Reserves and retained surplus

	Notes	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>(a) Reserves</b>					
Property, plant and equipment revaluation reserve		373,172	334,995	373,172	334,995
Endowment fund		41,437	19,731	41,437	19,731
<b>Total Reserves</b>		<b>414,609</b>	<b>354,726</b>	<b>414,609</b>	<b>354,726</b>

### Movements:

#### *Property, plant and equipment revaluation reserve*

Balance 1 January	21	334,995	259,047	334,995	259,047
Revaluation - gross		38,177	75,948	38,177	75,948
Balance 31 December		<b>373,172</b>	<b>334,995</b>	<b>373,172</b>	<b>334,995</b>

#### *Endowment fund*

Balance 1 January		19,731	17,828	19,731	17,828
Opening Endowment fund adjustment		1,023	(24)	1,023	(24)
Transfer from retained surplus		20,683	1,927	20,683	1,927
Balance 31 December		<b>41,437</b>	<b>19,731</b>	<b>41,437</b>	<b>19,731</b>

### (b) Retained surplus

Movements in retained surplus were as follows:

Retained surplus at 1 January		612,128	567,709	614,537	568,292
Operating result for the year		23,399	47,878	20,989	49,701
Gain / (loss) on revaluation of property, plant and equipment		-	(1,023)	-	(1,020)
Transfer to endowment fund		(21,706)	(1,927)	(21,706)	(1,927)
Gain / (loss) on disposal of investments		-	(509)	-	(509)
<b>Retained surplus at 31 December</b>		<b>613,821</b>	<b>612,128</b>	<b>613,820</b>	<b>614,537</b>

### Nature and purpose of reserves

The property, plant and equipment revaluation reserve holds the amounts of indexation and revaluation increases or decreases over the life of the University's assets.

The endowment fund is to be held in perpetuity for the benefit of future students through the provision of scholarships and bursaries.

## 28 Key management personnel disclosures

### (a) Names of responsible persons and executive officers

The following were responsible persons and executive officers of QUT or its subsidiaries during the financial year:

Chancellor	Major General P Arnison, AC CVO (Retd)
Deputy Chancellor	Mr S Keim (Resigned 12 December 2007) Ms R Vilgan (Appointed 1 January 2008)
Vice Chancellor	Prof P Coaldrake
Nominees of the Governor in Council	Dr T Cutler (Resigned 23 January 2008) Dr K Hilless (Resigned 20 November 2008) Mr S Keim Ms H Gluer Mr N Jarro (Appointed 21 November 2008) Mr H Nalder (Appointed 21 November 2008) Dr L Perry (Appointed 21 November 2008) Ms R Vilgan Prof A Kelso Mr John Puttick
Nominees of Council	Dr D McTaggart (Resigned 27 February 2008) Dr K Hilless (Appointed 21 November 2008) Mr H Nalder Mr D Liddy (From 1 May 2008 to 20 November 2008)
Elected professional staff	Ms D Redfern (Resigned 20 November 2008) Mr C McCowan (Resigned 20 November 2008) Mr S Bee (Appointed 21 November 2008) Ms W Harper (Appointed 21 November 2008)
Elected academic staff	Prof S Danby (Resigned 20 November 2008) Prof J Gough (Resigned 20 November 2008) Prof J Clements (Appointed 21 November 2008) Mr R Daniels (Appointed 21 November 2008) Prof R Wolff (Appointed 21 November 2008)
Elected student members	Mr D Doran (Resigned 20 November 2008) Ms N Locke (Resigned 20 November 2008) Mr J Duffy (Appointed 21 November 2008) Ms C Fitzgerald (Appointed 21 November 2008)
Elected alumni members	Mrs M-C Grady (Resigned 20 November 2008) Dr G Drummond (Resigned 20 November 2008) Mr B Hooker (Appointed 21 November 2008) Ms M Vecchio (Appointed 21 November 2008)
Secretary	Dr C Dickenson
Directors of Creative Industries Precinct Pty Ltd	Ms T Robertson (Resigned 17 March 2008) Prof A Sharma (Resigned 27 February 2008) Ms Ruth Drinkwater (Appointed 16 October 2008) Mr Scott Sheppard (Appointed 11 April 2008) Mr C Cooke Mr D Fishel Mr B Richards Prof S Street
Secretary of Creative Industries Precinct Pty Ltd	Mr C Melvin
Directors of QUT Enterprise Holdings Pty Ltd	Prof P Coaldrake Mr K Hilless Mr R Mortimer Ms S Rix Prof D Gardiner (Alternate Director) Mr C Townend (Resigned 1 August 2008)

## 28 Key management personnel disclosures (continued)

Secretary of QUT Enterprise Holdings Pty Ltd	Mr C Lambert (Resigned 18 January 2008) Ms K Trott (Appointed 10 November 2008)
Directors of QUTbluebox Pty Ltd	Mr H Nalder Prof A Sharma Dr T Evans Prof T Cochrane Mr A Loch
Secretary of QUTbluebox Pty Ltd	Mr S Denaro

### (b) Other key management personnel

The following persons also had authority and responsibility for planning, directing and controlling the activities of QUT or its subsidiaries during the financial year:

Prof P Coaldrake	Vice-Chancellor	QUT
Prof T Cochrane	Deputy Vice-Chancellor, Technology, Information & Learning Support	QUT
Dr C Dickenson	Registrar & Head of Administration Services	QUT
Prof D Gardiner	Deputy Vice-Chancellor, Academic	QUT
	Acting Executive Director, Finance & Resource Planning (From 4 August 2008 to 31 December 2008)	QUT
Prof K Bowman	Acting Deputy Vice-Chancellor, Academic (From 4 August 2008 to 31 December 2008)	QUT
Prof V McLean	Deputy Vice-Chancellor, International & Development	QUT
Prof E McDade	Acting Deputy Vice-Chancellor, International & Development (From 8 December 2008 to 31 December 2008)	QUT
Prof A Sharma	Deputy Vice-Chancellor, Research & Commercialisation	QUT
Prof S Sheppard	Deputy Vice-Chancellor, International & Development (Appointed 2 April 2008)	QUT
Mr C Townend	Executive Director, Finance & Resource Planning (Resigned 1 August 2008)	QUT
Mrs P Alner	Acting Executive Director, Finance & Resource Planning (From 27 October 2008 to 5 December 2008)	QUT
Ms Anna Rooke	Executive Officer	Creative Industries Precinct Pty Ltd
Mr M Finney	Chief Executive Officer	QUTbluebox Pty Ltd

All of the above persons were also key management persons during the year ended 31 December 2008

### (c) Remuneration of Board Members and Executives

The Board Members and Executives who received remuneration from the University, including the Chancellor in his role as head of the University Council (the University leases and maintains a motor vehicle and pays a membership to the Queensland Club for the Chancellor) and the Board Members of QUT Enterprise Holdings Pty Ltd, QUTbluebox Pty Ltd and Creative Industries Precinct Pty Ltd are as follows:

**28 Key management personnel disclosures (continued)**

	Consolidated 2008 Number	2007 Number	Parent entity 2008 Number	2007 Number
<b>Remuneration of responsible persons</b>				
Nil to \$9,999	7	8	-	-
\$10,000 to \$19,999	6	5	-	-
\$20,000 to \$29,999	4	3	1	1
\$40,000 to \$49,999	-	1	-	-
\$50,000 to \$59,999	1	-	-	-

	Consolidated 2008 Number	2007 Number	Parent entity 2008 Number	2007 Number
<b>Remuneration of executive officers</b>				
\$40,000 to \$49,999	-	1	-	-
\$60,000 to \$69,999	-	1	-	1
\$90,000 to \$99,999	-	1	-	-
\$130,000 to \$139,999	1	-	-	-
\$180,000 to \$189,999	1	-	1	-
\$190,000 to \$199,999	1	-	1	-
\$250,000 to \$259,999	1	-	1	-
\$260,000 to \$269,999	-	3	-	3
\$280,000 to \$289,999	2	1	1	-
\$290,000 to \$299,999	-	1	-	1
\$300,000 to \$309,999	-	1	-	1
\$310,000 to \$319,999	-	1	-	1
\$330,000 to \$339,999	1	-	1	-
\$340,000 to \$349,999	1	-	1	-
\$360,000 to \$369,999	1	-	1	-
\$370,000 to \$379,999	-	1	-	1
\$380,000 to \$389,999	1	-	1	-
\$440,000 to \$449,999	1	-	1	-
\$600,000 to \$609,999	-	1	-	1
\$630,000 to \$639,999	1	-	1	-
\$680,000 to \$689,999	1	-	1	-

**(d) Key management personnel compensation**

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
Short-term employee benefits	3,840	2,982	3,251	2,412
Post-employment benefits	487	353	445	314
Other long-term benefits	31	48	31	48
Termination benefits	410	-	410	-
	<u>4,768</u>	<u>3,383</u>	<u>4,136</u>	<u>2,774</u>

**(e) Loans to key management personnel**

In 2008, there were no loans to key management personnel.

**(f) Other transactions with key management personnel**

In 2008, there were no other transactions with key management personnel.



## 29 Remuneration of auditors

During the year, the following fees were paid or payable for services provided by the auditor of the parent entity, its related practices and non-related audit firms:

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Assurance services</b>				
<b>(a) Audit services</b>				
Fees paid to Queensland Audit Office: Audit and review of financial reports and other audit work under the <i>Financial Administration and Audit Act 1977</i> , and other prescribed legislation.	296	218	262	218
<b>Total remuneration for audit services</b>	296	218	262	218
<b>(b) Other assurance services</b>				
Fees paid to non-Queensland Audit Office audit firms: Due diligence and controls assurance services	101	38	101	38
<b>Total remuneration for other assurance services</b>	101	38	101	38
<b>Total remuneration for audit and other assurance services</b>	397	256	363	256

Total external audit fees relating to 2008 Financial Statements are estimated to be \$230,000 (2007: \$230,927)

## 30 Contingencies

### (a) Contingent liabilities

The University had contingent liabilities as at 31 December 2008 in respect of:

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
Potential loan repayment to the Queensland Government for the Medical Engineering Research Facility <sup>1</sup>	1,000	1,000	1,000	1,000
Potential loan repayment to the Queensland Government for the Australian Research Centre for Aerospace Automation <sup>3</sup>	3,530	3,530	3,530	3,530
Potential loan repayment to the Queensland Government for the Plant Growth Facility <sup>4</sup>	-	500	-	500
Potential loan repayment to the Queensland Government for the Mackay Sugar Research Facility <sup>5</sup>	3,100	3,100	3,100	3,100
	7,630	8,130	7,630	8,130

The University has no contingent liabilities in companies in which the University's shareholding is greater than 20% or incurred jointly with other investors, or where the University is severally liable for all or part thereof.

There are no contingent liabilities incurred by QUT in relation to interest in joint ventures, or incurred jointly with other venturers, or for liabilities of other venturers in joint ventures.

### 30 Contingencies (continued)

#### (b) Contingent assets

The University had contingent assets at 31 December 2008 in respect of:

	Consolidated		Parent entity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Potential contributions from the Queensland Government for the Medical Engineering Research Facility <sup>1</sup>	1,000	1,000	1,000	1,000
Potential loan forgiven by the Queensland Government for the Medical Engineering Research Facility <sup>1</sup>	1,667	1,667	1,667	1,667
Potential loan forgiven by the Queensland Government for the Institute of Health and Biomedical Innovation <sup>2</sup>	7,500	7,500	7,500	7,500
Potential contributions from the Queensland Government for Australian Research Centre for Aerospace Automation <sup>3</sup>	3,530	3,530	3,530	3,530
Potential loan forgiven by the Queensland Government for Australian Research Centre for Aerospace Automation (1/3 of \$3.53 million) <sup>3</sup>	1,177	1,177	1,177	1,177
Potential additional contributions by the Queensland Government for Old Government House (subject to QUT fundraising)	1,500	1,500	1,500	1,500
Potential contributions from the Queensland Government for the Plant Growth Facility <sup>4</sup>	-	500	-	500
Potential loan forgiven by the Queensland Government for Plant Growth Facility (1/3 of \$500,000) <sup>4</sup>	167	167	167	167
Potential beneficiary of a deceased estate	3,000	3,000	3,000	3,000
Potential contributions from the Queensland Government for the Mackay Sugar Research Facility <sup>5</sup>	3,100	3,100	3,100	3,100
Potential loan forgiven by the Queensland Government for Mackay Sugar Research Facility (1/3 of \$3.1 million) <sup>5</sup>	1,033	1,033	1,033	1,033
	<b>23,674</b>	<b>24,174</b>	<b>23,674</b>	<b>24,174</b>

<sup>1</sup>The Queensland Government has lent \$4 million of an agreed \$5 million towards the construction of the Medical Engineering Research Facility. The agreement was executed on 18 January 2007. Subject to the University meeting certain criteria, the amount of the loan to be repaid may be reduced to \$3.3 million.

<sup>2</sup>The Queensland Government has lent \$22.5 million towards the construction of the Institute of Health and Biomedical Innovation (IHBI). The amount of the loan to be repaid may be reduced to \$15 million.

<sup>3</sup>The Queensland Government has agreed to lend \$3.53 million towards the Australian Research Centre for Aerospace Automation. Subject to the University meeting certain criteria, the amount of the loan to be repaid may be reduced to \$2.353 million.

<sup>4</sup>The Queensland Government has lent \$500,000 towards the Plant Growth Facility. Subject to the University meeting certain criteria, the amount of the loan to be repaid may be reduced to \$330,000.

<sup>5</sup>The Queensland Government has agreed to lend \$3.1 million towards the Mackay Sugar Research Facility. Subject to the University meeting certain criteria, the amount of the loan to be repaid may be reduced to \$2.067 million.

### 30 Contingencies (continued)

	Consolidated		Consolidated	
	Contingent Assets		Contingent Liabilities	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Opening balance	24,174	32,934	8,130	30,972
Additional and increased contingent assets/liabilities recognised during the reporting period	-	4,133	-	3,100
Reductions in contingent assets/liabilities	(500)	(12,893)	(500)	(25,942)
Closing balance	<u>23,674</u>	<u>24,174</u>	<u>7,630</u>	<u>8,130</u>

### 31 Commitments

#### (a) Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
<i>Property, plant and equipment</i>				
Payable:				
Within one year	7,940	2,429	7,940	2,429
Later than one year but not later than five years	-	14,615	-	14,615
Later than five years	-	-	-	-
	<u>7,940</u>	<u>17,044</u>	<u>7,940</u>	<u>17,044</u>
<i>Intangible assets</i>				
Payable:				
Within one year	169	105	169	105
Later than one year but not later than five years	-	-	-	-
Later than five years	-	-	-	-
	<u>169</u>	<u>105</u>	<u>169</u>	<u>105</u>

The above property, plant and equipment commitments payable within one year, include the following capital projects:

- K Block (KG) fit out: \$1.247m
- R Block (KG) fit out: \$1.378m
- Old Government House: \$1.044m
- Teaching & Learning Space (Caboolture): \$1.19m
- Kelvin Grove Urban Village (KGUV) Infrastructure: \$1.215m.

#### (b) Lease commitments

	Consolidated		Parent entity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:				
Within one year	7,811	3,259	7,811	3,259
Later than one year but not later than five years	25,524	10,032	25,524	10,032
Later than five years	14,949	786	14,949	786
	<u>48,284</u>	<u>14,077</u>	<u>48,284</u>	<u>14,077</u>
Representing:				
Non-cancellable operating leases	<u>48,284</u>	<u>14,077</u>	<u>48,284</u>	<u>14,077</u>
	<u>48,284</u>	<u>14,077</u>	<u>48,284</u>	<u>14,077</u>

### 31 Commitments (continued)

#### (i) Operating leases

The University has a number of operating lease commitments relating to office accommodation and motor vehicles.

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:				
Within one year	7,811	3,259	7,811	3,259
Later than one year but not later than five years	25,524	10,032	25,524	10,032
Later than five years	14,949	786	14,949	786
	<u>48,284</u>	<u>14,077</u>	<u>48,284</u>	<u>14,077</u>

#### (c) Other expenditure commitments

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
Commitments for Collaborative Research Centres (CRCs) and Commercial Entities in existence at the reporting date but not recognised as liabilities, payable:				
Within one year	5,366	3,848	5,366	3,848
Later than one year and not later than five years	12,145	11,282	12,145	11,282
Later than five years	6,888	5,000	6,888	5,000
	<u>24,399</u>	<u>20,130</u>	<u>24,399</u>	<u>20,130</u>

### 32 Related parties

#### (a) Parent entities

The ultimate parent entity is QUT, a body corporate established under the Queensland University of Technology Act 1998.

#### (b) Subsidiaries

Interests in subsidiaries are set out in note 33.

#### (c) Key management personnel

Disclosures relating to directors and specified executives are set out in note 28.

#### (d) Transactions with related parties

Transactions with related parties are considered to be immaterial.

### 33 Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 1(b):

	Country of incorporation	Class of shares	Equity holding	
			2008 %	2007 %
GeneCo Pty Ltd	Australia	Ordinary	100	100
Brisbane Business School Pty Ltd	Australia	Ordinary	100	100
QUT Enterprise Holdings Pty Ltd	Australia	Ordinary	100	100
QUT Enterprise Holdings Trust	Australia	N/A	100	100
QUTbluebox Pty Ltd	Australia	Ordinary	100	100
QUTbluebox Trust	Australia	N/A	100	100
Creative Industries Precinct Pty Ltd	Australia	Ordinary	100	100

GeneCo Pty Ltd was established to undertake research into gene probe technology. There is 1 share of 1,562,553 shares in GeneCo Pty Ltd that is not owned by the University. GeneCo Pty Ltd did not trade during the year. The net book value of GeneCo Pty Ltd has been fully diminished.

Brisbane Business School Pty Ltd was established in 1999 in order to establish the business name "Brisbane Business School". Brisbane Business School Pty Ltd did not trade during the year.

QUT Enterprise Holdings Pty Ltd was established in 2001 to act as the corporate trustee for QUT Enterprise Holdings Trust. QUT Enterprise Holdings Pty Ltd did not trade during the year.

QUT Enterprise Holdings Trust was established in 2001 as a holding entity for QUT owned entities established to undertake or to initiate, promote, facilitate and oversee research and development projects, and education and training programmes in relation to any university discipline.

QUTbluebox Pty Ltd was established in 2006 to act as the corporate trustee for QUTbluebox Trust. QUTbluebox Pty Ltd did not trade during the year.

QUTbluebox Trust was established in 2006 as an entity to carry out the commercialisation of QUT intellectual property.

Creative Industries Precinct Pty Ltd is a subsidiary of QUT Enterprise Holdings Trust. Creative Industries Precinct Pty Ltd was established in December 2001 to manage and operate the Creative Industries Enterprise Centre in Kelvin Grove.

### 34 Jointly controlled operations and assets

#### (a) Joint venture operation

The University entered into a joint venture operation with the Queensland Government to develop a 16.5 hectare site adjacent to the present Kelvin Grove campus, to establish the Kelvin Grove Urban Village (KGUV). This project provides new opportunities in teaching, research and community engagement for the University and includes:

- The Creative Industries Precinct (CIP)
- The Institute of Health and Biomedical Innovation (IHBI)
- The Student Learning and Support Centre
- The Centre for Physical Activity, Clinical Education and Health (CPACEH)

Each party owns and controls its own land on the site however the agreement provides for the development of the site in a co-operative and coordinated manner. The University and the Queensland Department of Housing have signed a Co-Operation Deed that prescribes the processes, organisation and responsibilities for the development.

Expenditure on current projects by the University in 2008 was \$877,160 (2007: \$2.718 million) of which \$44,129 (2007: \$1.297 million) was capitalised.

These include contracted commitments as disclosed in note 31.

### **34 Jointly controlled operations and assets (continued)**

#### **(a) Joint venture operation (continued)**

Over several years, the Queensland Government contributed an amount of \$15.484 million towards the Creative Industries Precinct. A further loan facility of \$22.5 million has also been provided by the Queensland Government for IHBI through the Smart State Research Facilities Fund (SSRFF) (refer notes 24 and 30). Atlantic Philanthropies has also contributed \$20 million towards the construction of IHBI. In addition, Atlantic Philanthropies contributed \$20 million to the University, which will be applied to the rental obligations associated with CPACEH.

#### **Medical Engineering Research Facility (MERF)**

The Medical Engineering Research Facility is a joint initiative of QUT, multiple international medical device companies and The Prince Charles Hospital. The \$9.6 million facility at Chermside in the grounds of the hospital provides specialist facilities for orthopaedic and artificial organ research and enables medical device researchers to under-take basic research advances to clinical implementation.

Funding of \$5 million has been sourced through the Queensland Government Smart State Research Facilities Fund for this initiative with industry partners contributing an additional \$1.397 million.

There are no jointly controlled assets or liabilities used in the project.

#### **(b) 44 Musk Avenue (formerly Lot 13)**

The University has commercial agreements with developers for the construction and development of facilities on University land in the urban village. These agreements include a long-term (80 year) lease of the land known as Lot 13 to ING Healthcare who is the developer for the construction of The Centre for Physical Activity, Clinical Education and Health (CPACEH). Annual rental for the land lease is \$330,000 per annum (indexed), with reviews to market at 20, 40, 50, 60 and 70 years. At the completion of the 80 year lease period all developments on the site (including the building) will transfer to the University. During the lease period the University will have the opportunity to buy the building from the developer for market value. Call options are available at 40, 50, 60 and 70 years.

The anchor tenant for this building is the Australian Red Cross Blood Service. The facility has additional retail and commercial space for other tenants. QUT has entered into an 80 year sub-lease agreement for space to house QUT's health clinics and associated community education facilities. A further space housing a centre for physical activity and health has been leased to the University which has sub-let the management of the community recreation facility incorporating a gymnasium, swimming pool and sports court. At the commencement of the lease the sum of \$19.46 million was paid to the developer as pre-paid rent for the University's 80 year sub-lease. During the lease period the University is committed to making annual contribution towards common space, capital expenditure contribution and lease of car parking spaces. The University's commitments total \$723,000 per annum (indexed).

After considering all the factors associated with this development and seeking professional advice the University has elected to treat these arrangements as Operating Leases. Any other costs such as fit-out will be capitalised as Leasehold Improvements and depreciated according to the University's accounting policy.

#### **(c) Kelvin Grove Lots 2, 3 & 5**

In October 2007 the University entered into a development agreement with CRI for the development of a mixture of commercial and education facilities on Lots 2, 3 and 5 at Kelvin Grove Urban Village. This agreement has been terminated due to the current economic climate and QUT received a settlement payment upon termination.

#### **(d) Jointly controlled entity**

The University is involved in a joint venture entity (AHURI Queensland Research Centre Ltd) with the University of Queensland, but is not accounted as a jointly controlled entity due to materiality. The transactions are accounted as per their classification in the general ledger in accordance with AASB 131 - Interests in Joint Ventures.



**35 Reconciliation of operating result after income tax to net cash flows from operating activities**

	Consolidated 2008 \$'000	2007 \$'000	Parent entity 2008 \$'000	2007 \$'000
<b>Operating result for the period</b>	<b>23,399</b>	<b>47,878</b>	<b>20,989</b>	<b>49,701</b>
<i>Non cash Income Statement movements:</i>				
Depreciation and amortisation	37,315	33,851	37,250	33,794
Net (gain) / loss on disposal of plant and equipment	800	2,868	800	2,868
Income from distributions received	(971)	(783)	(971)	(783)
<i>(Increase) / decrease in trade and other receivables:</i>				
(Increase) / decrease in student loans	16	(42)	16	(42)
Increase / (decrease) in provision for doubtful debts	39	7	39	7
(Increase) / decrease in trade debtors	(2,243)	(2,265)	(2,257)	(2,128)
Increase / (decrease) in provision for doubtful debts	1,035	503	1,021	515
(Increase) / decrease in student fees	335	527	335	527
Increase / (decrease) in provision for doubtful debts	(773)	(490)	(773)	(490)
Increase / (decrease) in goods and services tax refund due	(194)	221	(292)	221
Increase / (decrease) in other receivables	(18,880)	(11,022)	(18,838)	(11,022)
Increase / (decrease) in inventories	(191)	(331)	(191)	(332)
Decrease / (increase) in other financial assets at fair value through profit or loss	61,976	(16,266)	66,524	(16,271)
<i>Increase / (decrease) in payables:</i>				
Increase / (decrease) in OS-HELP Liability to Australian Government	(16)	95	(16)	95
Increase / (decrease) in trade creditors	4,136	2,872	4,298	2,545
Increase / (decrease) in unearned revenue	972	1,561	972	1,561
Increase / (decrease) in accrued expenses	12,189	(3,239)	12,063	(3,239)
Increase / (decrease) in grants in advance	(20,133)	5,054	(20,133)	5,054
Increase / (decrease) in accrued employee benefits	(3,013)	5,945	(3,030)	5,905
Increase / (decrease) in other operating liabilities	(232)	(2,824)	(212)	(2,824)
<b>Net cash provided by / (used in) operating activities</b>	<b>95,565</b>	<b>64,120</b>	<b>97,594</b>	<b>65,662</b>
<i>Reconciliation of operating activities:</i>				
Cashflow from operating activities	95,565	64,120	97,594	65,662
Net cash (outflow) inflow from operating activities	95,565	64,120	97,594	65,662
Amount to be allocated	-	-	-	-

### 36 Financial risk management

The University's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk, fair value risk and cash flow interest rate risk), credit risk and liquidity risk. QUT's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on QUT's financial performance and financial position.

#### (a) Market risk

##### (i) Foreign exchange risk

Currency risk – the risk to the University that currency fluctuations will occur due to changes in the foreign exchange rates, is usually minimal as the majority of contracts are in Australian Dollars and for the small number of contracts settled in other currencies, payment is usually made within thirty days. The exception to this is contracts placed by the Library in Euros, Pounds and US dollars early in the year which are not settled until around October or November. The University has a funding/budget policy for these contracts and manages the risk internally. As such there is no need to secure hedging arrangements. Fees charged to overseas students are generally denominated in Australian dollars. QUT does not undertake any hedging to offset foreign currency fluctuations. The risk sensitivity adopted by the University is +/- 15%, reflecting the variability of foreign currency market conditions in recent years. It is reasonably foreseeable that our functional currency (AUD) could move by +/- 15%. The University monitors its exposure to foreign currency risk and responds to this in an ongoing manner as part of its budget review procedures (where material).

##### (ii) Price risk

Price risk – the risk to the University is that the value of a financial instrument will fluctuate as a result of changes in market prices. The University prices goods and services based on a combination of cost recovery, or market forces depending on the type of item supplied. The University's biggest exposures to competitive market movements in price levels are for its market based investments with Queensland Investment Corporation, where it has funds in the Growth Fund and the Capital Stable Fund. The University also has price risk related to fees charged to students. The University monitors its investments with QIC and provides regular reports on this for high level review and action as required. The risk sensitivity adopted by the University is +/- 10%, reflecting the variability of market conditions. Within the foreseeable future, the risk is manageable as QIC Investment funds are held for longer term yield and market movements are not realised in the shorter term.

##### (iii) Cash flow and fair value interest rate risk

QUT minimises its exposure to fluctuating market interest rates by diversifying the University's investments in both cash and short term funding with Queensland Treasury Corporation (QTC). The risk sensitivity adopted by the University is very low at +/- 2%. This reflects market conditions generally, whereby interest rates move by a smaller factor than other more volatile assets like equities. The University does not have any borrowings which are subject to interest rate risk.

##### (iv) Summarised sensitivity analysis

The following table summarises the sensitivity of QUT's financial assets and financial liabilities to interest rate risk, foreign exchange risk and other price risk.

#### 2008 Sensitivity Analysis

	Carrying amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk			
		-2%		+2%		-15%		+15%		-10%		+10%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<b>Financial assets</b>													
Cash and cash equivalents	10,610	(212)	(212)	212	212	-	-	-	-	-	-	-	-
Accounts receivable	57,106	-	-	-	-	9	9	(6)	(6)	-	-	-	-
Other financial assets	198,596	(3,972)	(3,972)	3,972	3,972	-	-	-	-	(19,860)	(19,860)	19,860	19,860
Listed securities	1,291	-	-	-	-	-	-	-	-	(129)	(129)	129	129
Unlisted securities	1,057	-	-	-	-	-	-	-	-	(106)	(106)	106	106
<b>Financial liabilities</b>													
Accounts payables	45,381	-	-	-	-	(423)	(423)	313	313	-	-	-	-
Borrowings	6,024	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase/(decrease)</b>		(4,184)	(4,184)	4,184	4,184	(414)	(414)	307	307	(20,095)	(20,095)	20,095	20,095

QUT through the Smart State Research Funding Program has received a total of \$27 million to date, with a net present value of \$6.024 million. These borrowings are not subject to interest.

### 36 Financial risk management (continued)

#### (b) Credit risk

The risk to the University that one party of a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss is minimal. The University undertakes credit checks on new debtors where the assessed value exceeds \$10,000. In addition, credit risk is minimised by trading with a substantial number of parties. Credit checks are not required for government departments, public statutory bodies and government and semi-government agencies. Where a customer fails a credit check, any work undertaken by the University must be paid for in advance.

For wholesale customers without credit rating the University generally retains title over the goods sold until full payment is received. For some trade receivables the University may also obtain security in the form of guarantees, deeds of undertaking or letters of credit which can be called upon if the counterparty is in default under the terms of the agreement.

#### (c) Liquidity risk

The risk to the University that the entity will encounter difficulty in raising funds to meet commitments is managed within the University's investment policy, which keeps a safety-net level of cash and cash equivalent financial assets in order to satisfy the University's financial liabilities as they fall due. The University has a very strong balance sheet and regularly monitors liquidity as part of its budget review and reporting arrangements. The University considers that its exposure to liquidity risk is negligible. No financial assets have been pledged as collateral.

The entity's accounts payables and receivables are considered to be short term in nature.

The entity has borrowings through the Smart State Research Facilities fund. These borrowings are interest free and one third of the loan will be forgiven if all conditions of the loan are met.

#### (d) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets (such as publicly traded derivatives) is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by QUT is the current bid price.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

The fair value of financial instruments which are not traded (unlisted securities Note 19) is the net book value of those instruments. The University has loans repayable under the Smart State Research Facilities Fund Program. These are recorded at net present value.

### 37 Accittal of Australian Government financial assistance

#### 37.1 DEEWR - CGS and Other DEEWR Grants

	Notes	Australian Government grants		Indigenous support program		Equity support program		Disability support program		Workplace reform program		Workplace productivity program	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		166,598	155,659	1,630	1,516	509	399	172	220	2,337	2,301	883	1,312
Net accrual adjustments		4,588	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(a)	171,186	155,659	1,630	1,516	509	399	172	220	2,337	2,301	883	1,312
Surplus / (deficit) from the previous year		-	-	-	-	-	-	-	-	-	-	915	379
Total revenue including accrued revenue		171,186	155,659	1,630	1,516	509	399	172	220	2,337	2,301	1,798	1,691
Less expenses including accrued expenses		(171,186)	(155,659)	(1,630)	(1,516)	(509)	(399)	(172)	(220)	(2,337)	(2,301)	(1,010)	(776)
Surplus / (deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	788	915



**37 Acquittal of Australian Government financial assistance (continued)**

**37.1 DEEWR - CGS and Other DEEWR Grants (continued)**

	Notes	Capital development pool		Collaboration & structural reform program		Improving practical component of teacher education		Transitional cost program		Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		2,601	2,000	1,031	104	727	-	2,439	-	178,927	163,511
Net accrual adjustments		-	-	-	-	-	-	-	-	4,588	-
Revenue for the period	2(a)	2,601	2,000	1,031	104	727	-	2,439	-	183,515	163,511
Surplus / (deficit) from the previous year		2,000	1,856	327	507	-	-	-	-	3,242	2,742
Total revenue including accrued revenue		4,601	3,856	1,358	611	727	-	2,439	-	186,757	166,253
Less expenses including accrued expenses		(3,133)	(1,856)	(177)	(284)	(727)	-	(2,439)	-	(183,320)	(163,011)
Surplus / (deficit) for reporting period		1,468	2,000	1,181	327	-	-	-	-	3,437	3,242

<sup>1</sup>Includes the basic CGS grant amount, CGS-Regional Loading, CGS-Enabled Loading.

<sup>2</sup>Workplace Productivity Program spending for 2007 has been increased by \$45K due to recalculation of expenses.

**37 Acquittal of Australian Government financial assistance (continued)**

**37.2 Higher Education Loan Programs**

	Notes	HECS-HELP - Australian Government payments		FEE-HELP		Total		OS-HELP		Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		114,964	102,685	13,102	10,825	128,066	113,510	164	259	128,230	113,769
Net accrual adjustments		(340)	3,159	(3,178)	326	(3,518)	3,485	-	-	(3,518)	3,485
Revenue for the period	2(b)	114,624	105,844	9,924	11,151	124,548	116,995	164	259	124,712	117,254
Surplus / (deficit) from the previous year		-	-	-	-	-	-	75	(19)	75	(19)
Total revenue including accrued revenue		114,624	105,844	9,924	11,151	124,548	116,995	239	240	124,787	117,235
Less expenses including accrued expenses		(114,624)	(105,844)	(9,924)	(11,151)	(124,548)	(116,995)	(180)	(165)	(124,728)	(117,160)
Surplus / (deficit) for reporting period		-	-	-	-	-	-	59	75	59	75

### 37 Acquittal of Australian Government financial assistance (continued)

#### 37.3 Scholarships

	Notes	Australian postgraduate awards		International postgraduate research scholarship		Commonwealth education cost scholarships		Commonwealth accommodation scholarships		Indigenous access scholarships		Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		2,350	2,197	448	421	2,331	1,944	3,394	3,027	290	-	8,813	7,589
Net accrual adjustments	2(c)	2,350	2,197	448	421	2,331	1,944	3,394	3,027	290	-	8,813	7,589
Revenue for the period													
Surplus / (deficit) from the previous year		950	570	-	-	236	90	362	129	-	-	1,548	789
Total revenue including accrued revenue		3,300	2,767	448	421	2,567	2,034	3,756	3,156	290	-	10,361	8,378
Less expenses including accrued expenses		(2,356)	(1,817)	(448)	(421)	(2,155)	(1,798)	(3,485)	(2,794)	(233)	-	(8,677)	(6,830)
Surplus / (deficit) for reporting period		944	950	-	-	412	236	271	362	57	-	1,684	1,548



### 37 Acquittal of Australian Government financial assistance (continued)

#### 37.4 DIISR Research

	Notes	Institutional grants scheme		Research training scheme		Systemic infrastructure initiative		Research infrastructure block grants		Implementation assistance program		Australian scheme for higher education repositories	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		6,270	5,833	13,045	12,046	-	-	3,302	2,940	149	73	245	133
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(d)	6,270	5,833	13,045	12,046	-	-	3,302	2,940	149	73	245	133
Surplus / (deficit) from the previous year		-	-	-	-	1,267	2,027	697	443	-	-	122	-
Total revenue including accrued revenue		6,270	5,833	13,045	12,046	1,267	2,027	3,999	3,383	149	73	367	133
Less expenses including accrued expenses		(6,270)	(5,833)	(13,045)	(12,046)	(635)	(760)	(2,149)	(2,686)	(3)	(73)	(250)	(11)
Surplus / (deficit) for reporting period		-	-	-	-	632	1,267	1,850	697	146	-	117	122

**37 Acquittal of Australian Government financial assistance (continued)**

**37.4 DIISR Research (continued)**

	Notes	Commercialisation training scheme			Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		138	128	23,149	21,153	
Net accrual adjustments		-	-	-	-	-
Revenue for the period	2(d)	138	128	23,149	21,153	
Surplus / (deficit) from the previous year		35	-	2,121	2,470	
Total revenue including accrued revenue		173	128	25,270	23,623	
Less expenses including accrued expenses		(55)	(93)	(22,407)	(21,502)	
Surplus / (deficit) for reporting period		118	35	2,863	2,121	

**37 Acquittal of Australian Government financial assistance (continued)**

**37.5 Voluntary Student Unionism and Better Universities Renewal Funding**

	Notes	VSU transition fund		Total		Notes	Better Universities Renewal Funding	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000		2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		-	150	-	150		19,156	-
Net accrual adjustments	2(e)	-	-	-	-	2(f)	19,156	-
Revenue for the period		-	150	-	150		-	-
Surplus / (deficit) from the previous year		150	-	150	-		-	-
Total revenue including accrued revenue		150	150	150	150		19,156	-
Less expenses including accrued expenses		(31)	-	(31)	-		-	-
Surplus / (deficit) for reporting period		119	150	119	150		19,156	-



**37 Acquittal of Australian Government financial assistance (continued)**

**37.6 Australian Research Council Grants**

**(a) Discovery**

	Notes	Project		Fellowships		Indigenous researchers development		Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		5,154	4,566	329	323	34	34	5,517	4,923
Net accrual adjustments		-	-	-	-	-	-	-	-
Revenue for the period	2(g)(i)	5,154	4,566	329	323	34	34	5,517	4,923
Surplus / (deficit) from the previous year		2,969	2,356	36	34	10	-	3,015	2,390
Total revenue including accrued revenue		8,123	6,922	365	357	44	34	8,532	7,313
Less expenses including accrued expenses		(5,403)	(3,953)	(329)	(321)	(38)	(24)	(5,770)	(4,298)
Surplus / (deficit) for reporting period		2,720	2,969	36	36	6	10	2,762	3,015

**37 Accittal of Australian Government financial assistance (continued)**

**37.6 Australian Research Council Grants (continued)**

**(b) Linkages**

	Notes	Special research initiatives		Infrastructure		International		Projects		Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		-	-	950	200	176	124	5,790	5,376	6,916	5,700
Net accrual adjustments		-	-	40	-	-	-	-	-	40	-
Revenue for the period	2(g)(ii)	-	-	990	200	176	124	5,790	5,376	6,956	5,700
Surplus / (deficit) from the previous year		15	56	301	1,688	119	172	4,482	3,823	4,917	5,739
Total revenue including accrued revenue		15	56	1,291	1,888	295	296	10,272	9,199	11,873	11,439
Less expenses including accrued expenses		(10)	(41)	(365)	(1,587)	(158)	(177)	(5,633)	(4,717)	(6,166)	(6,522)
Surplus / (deficit) for reporting period		5	15	926	301	137	119	4,639	4,482	5,707	4,917

**37 Acquitment of Australian Government financial assistance (continued)**

**37.6 Australian Research Council Grants (continued)**

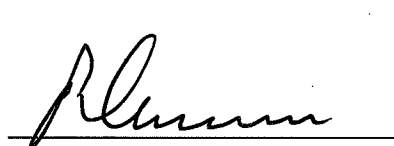
**(c) Networks and Centres**

	Notes	Centres			Total	
		2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2007 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		1,516	1,486	1,516	1,486	1,486
Net accrual adjustments		-	-	-	-	-
Revenue for the period	2(g)(iii)	1,516	1,486	1,516	1,486	1,486
Surplus / (deficit) from the previous year		869	953	869	869	953
Total revenue including accrued revenue		2,385	2,439	2,385	2,385	2,439
Less expenses including accrued expenses		(2,195)	(1,570)	(2,195)	(2,195)	(1,570)
Surplus / (deficit) for reporting period		190	869	190	869	869

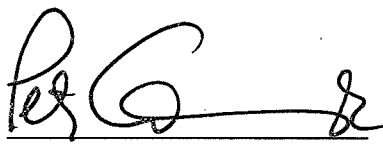
## Certificate of the Queensland University of Technology

We have prepared the annual financial report pursuant to the provisions of the *Financial Administration and Audit Act 1977*, and other prescribed requirements and certify that:

- (a) The financial reports are in agreement with the accounts and records of the Queensland University of Technology and its controlled entities; and
- (b) In our opinion:
  - i. the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
  - ii. the financial reports have been drawn up to present a true and fair view of the transactions of the Queensland University of Technology for the period 1 January 2008 to 31 December 2008 and of the financial position as at 31 December 2008 in accordance with prescribed accounting standards and conform with the Financial Statement Guidelines for Australian Higher Education Providers for the 2008 Reporting Period issued by the Department of Education, Employment and Workplace Relations;
  - iii. at the time of the certificate, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
  - iv. the amount of Australian Government financial assistance expended during the reporting period was for the purpose(s) for which it was intended and Queensland University of Technology has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.



**P M Arnison**  
Chancellor



**O P Coaldrake**  
Vice-Chancellor



**C Cartwright**  
Director  
Corporate Finance

Date: 25/2/09

Date: 25/2/09

Date: 25/2/2009



## INDEPENDENT AUDITOR'S REPORT

To the Council of the Queensland University of Technology

### **Matters Relating to the Electronic Presentation of the Audited Financial Report**

The audit report relates to the financial report of Queensland University of Technology for the financial year ended 31 December 2008 included on the Queensland University of Technology web site. The Council is responsible for the integrity of the Queensland University of Technology web site. We have not been engaged to report on the integrity of the Queensland University of Technology web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from Queensland University of Technology, to confirm the information included in the audited financial report presented on this web site.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

### **Report on the Financial Report**

I have audited the accompanying financial report of Queensland University of Technology which comprises the balance sheet as at 31 December 2008 and the income statement, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies other explanatory notes and certificates given by the Chancellor, Vice-Chancellor and Director of Corporate Finance of the consolidated entity comprising the University and the entities it controlled at the year's end or from time to time during the financial year.

#### *The Council Responsibility for the Financial Report*

The Council is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Total Financial Solutions*

#### **Member Horwath International**

WHK Horwath Brisbane  
Level 16, WHK Horwath Centre 120 Edward Street  
Brisbane Queensland 4000 Australia  
GPO Box 736 Brisbane Queensland 4001 Australia  
Telephone +61 7 3233 3555 Facsimile +61 7 3210 6183  
Email [info.bri@whkhorwath.com.au](mailto:info.bri@whkhorwath.com.au) [www.whkhorwath.com.au](http://www.whkhorwath.com.au)  
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### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with *Auditor-General of Queensland Auditing Standards*, which incorporate the *Australian Auditing Standards*. These Auditing Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Council as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Independence*

The *Financial Administration and Audit Act 1977* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

*Auditor's Opinion*

In accordance with s.46G of the *Financial Administration and Audit Act 1977* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of Queensland University of Technology and the consolidated entity for the financial year 1 January to 31 December 2008 and of the financial position as at the end of that year.

WHK Horwath

WHK Horwath

B. Worrall

**B WORRALL  
PRINCIPAL**

As Delegate of the Auditor-General of Queensland

Dated this 26<sup>th</sup> day of February 2009, Brisbane

*Liability limited by a scheme approved under Professional Standards Legislation other than for the acts or omissions of financial services licensees*



# CONTROLLED ENTITIES

## FUNCTIONS AND REPORTING ARRANGEMENTS

### CONTROLLED ENTITIES – FUNCTIONS AND FINANCIAL REPORTING ARRANGEMENTS

The below listed controlled entities were established under authority of the *Queensland University of Technology Act 1998* (Section 60).

#### Brisbane Business School Pty Ltd

The Brisbane Business School Pty Ltd was established in 1999 in order to establish the business name 'Brisbane Business School'.

The company did not trade in 2008. As a controlled entity of QUT, Brisbane Business School Pty Ltd is audited by WHK Horwath on behalf of Queensland Audit Office.

#### Creative Industries Precinct Pty Ltd

Creative Industries Precinct Pty Ltd was established in December 2001 to manage and operate the Creative Industries Enterprise Centre in the Kelvin Grove Urban Village. It operates under the name QUT Creative Enterprise Australia.

Creative Industries Precinct Pty Ltd traded in 2008. The company accounts are independently prepared and consolidated into the accounts of QUT Enterprise Holdings Trust. The Creative Industries Precinct Pty Ltd is audited by WHK Horwath on behalf of Queensland Audit Office.

#### Geneco Pty Ltd

GeneCo Pty Ltd was established to undertake research into gene probe technology.

The company did not trade in 2008. The accounts are presented to QUT and consolidated with QUT accounts. GeneCo accounts are audited by WHK Horwath on behalf of Queensland Audit Office.

#### QUT Enterprise Holdings Pty Ltd

QUT Enterprise Holdings Pty Ltd was established in 2001 to act as the corporate trustee for QUT Enterprise Holdings Trust.

The company did not trade in 2008. The accounts are presented to QUT and consolidated with QUT accounts. QUT Enterprise Holdings Pty Ltd is audited by WHK Horwath on behalf of Queensland Audit Office.

#### QUT Enterprise Holdings Trust

QUT Enterprise Holdings Trust was established in 2001 as a holding entity for new QUT owned entities established to undertake or to initiate, promote, facilitate and oversee research and development projects, and education and training programs in relation to any University discipline.

Creative Industries Precinct Pty Ltd and QUT Bluebox Pty Ltd are subsidiaries of QUT Enterprise Holdings Trust.

The Trust traded in 2008. The accounts are presented to QUT and consolidated with QUT accounts. QUT Enterprise

Holdings Trust accounts are audited by WHK Horwath on behalf of Queensland Audit Office.

#### QUT bluebox Pty Ltd

QUT bluebox Pty Ltd is a subsidiary of QUT Enterprise Holdings Trust.

QUT bluebox Pty Ltd was established in 2006 to act as the corporate trustee for QUT bluebox Trust. The company did not trade in 2008. The accounts are presented to QUT Enterprise Holdings and consolidated into the accounts of QUT Enterprise Holdings Trust. QUT bluebox Pty Ltd is audited by WHK Horwath on behalf of Queensland Audit Office.

#### QUT bluebox Trust

QUT bluebox Trust was established in 2006 to manage commercialisation activities on behalf of QUT. Under an agreed management and governance framework, QUT bluebox Trust will make decisions in relation to registration and use of intellectual property and the establishment of spin-off companies.

The Trust traded in 2008. The accounts are presented to QUT Enterprise Holdings and consolidated with QUT Enterprise Holdings Trust. QUT bluebox Trust accounts are audited by WHK Horwath on behalf of Queensland Audit Office

Note: see also Financial Statements – Note 33, Subsidiaries.

# INTERNATIONAL TRAVEL REPORT

Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
ADMINISTRATIVE SERVICES					
G BAGULEY	MANAGER – INTERNATIONAL STUDENT SUPPORT SERVICES	MALAYSIA – KUALA LUMPUR, KUCHING	BUILDING INTERNATIONAL CAPACITY	2 JAN–30 JUN 08	9,300
J BANNEY	ASSOCIATE DIRECTOR – HR CLIENT SERVICES	NEW ZEALAND – WELLINGTON	NZVCC BENCHMARKING MEETING	21–23 FEB 08	1,664
J CALLAGHAN	ENVIRONMENTAL OFFICER – FACILITIES MANAGEMENT	NEW ZEALAND – CHRISTCHURCH	AUSTRALASIAN CAMPUSES TOWARDS SUSTAINABILITY CONFERENCE	1–5 OCT 08	2,180
N DAY	SBS CLIENT SERVICE OFFICER	INDONESIA – SURABAYA, JAKARTA	AUSAID RECRUITMENT MISSION	18–28 JUL 08	5,583
G DREW	SENIOR LEADERSHIP DEVELOPMENT CONSULTANT	NEW ZEALAND – CHRISTCHURCH, AUCKLAND	QUALITY LEADERSHIP PROFILE 360 SURVEY	26–29 FEB 08	0
G DREW	SENIOR LEADERSHIP DEVELOPMENT CONSULTANT	NEW ZEALAND – CHRISTCHURCH	CONSULTANCY DE-BRIEFING QLP 360 SURVEY RESULT REPORTS, WORKSHOP & REPORT TO PVCs	20–24 APRIL 08	525
G DREW	SENIOR LEADERSHIP DEVELOPMENT CONSULTANT	NEW ZEALAND – AUCKLAND, HAMILTON	QLP IMPLEMENTATION, ATTEND HERDSA CONFERENCE	30 JUN–4 JUL 08	1,889
B FENN	ASSOCIATE DIRECTOR OPERATIONS – FM	NEW ZEALAND – CHRISTCHURCH	TEFMA CONFERENCE	28 SEP–2 OCT 08	2,881
P GATBONTON	INTERNATIONAL STUDENT ADVISOR	NEW ZEALAND – AUCKLAND	INTERNATIONAL STUDENT ADVISORS OF AUSTRALIA CONFERENCE	1–7 DEC 08	3,026
E GIBSON	INTERNATIONAL CAREER COUNSELLOR – STUDENT SUPPORT SERVICES	JAPAN – TOKYO	ATTEND APAIE2008 CONFERENCE IN JAPAN & EMPLOYER VISITS	25 MAR–4 APR 08	7,975
E GIBSON	INTERNATIONAL CAREER COUNSELLOR – STUDENT SUPPORT SERVICES	SINGAPORE, KUCHING, KUALA LUMPUR	EMPLOYER VISITS	19–27 JUN 08	3,627
C GOODWIN	ASSISTANT CEREMONIES OFFICER – STUDENT SUPPORT SERVICES	MALAYSIA – KUALA LUMPUR, SINGAPORE	OVERSEAS GRADUATION CEREMONIES	3–14 APRIL 08	3,009
C GOODWIN	ASSISTANT CEREMONIES OFFICER – STUDENT SUPPORT SERVICES	HONG KONG, TAIWAN – TAIPEI	GRADUATION CEREMONIES	17–29 OCT 08	4,089
M HOUNSLOW	HR OFFICER	NEW ZEALAND – WELLINGTON	NZVCC BENCHMARKING MEETING	21–23 FEB 08	1,582
Y LAI	INTERNATIONAL STUDENT ADVISOR	SINGAPORE, KUCHING, KUALA LUMPUR	CONDUCT PRE-DEPARTURE BRIEFINGS, INSTITUTE AND AGENTS LIAISON AND ALUMNI FUNCTIONS	18 JUN–8 JUL 08	4,573

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
Y LAI	INTERNATIONAL STUDENT ADVISOR	NEW ZEALAND – AUCKLAND	INTERNATIONAL STUDENT ADVISORS OF AUSTRALIA CONFERENCE, VISIT TO AUCKLAND UNIVERSITY OF TECHNOLOGY	1–8 DEC 08	2,281
B MCCALLUM	ASSOCIATE DIRECTOR – SBS	NEW ZEALAND – CHRISTCHURCH	TEFMA CONFERENCE	28 SEP–3 OCT 08	2,758
B MCCALLUM	ASSOCIATE DIRECTOR – SBS	VIETNAM – VUNG TAU	QUT VIETNAM PUBLIC HEALTH PROGRAM CREDIT SYSTEMS WORKSHOP	4–10 AUG 08	2,162
R MORLEY	DIRECTOR – STUDENT SUPPORT SERVICES	NEW ZEALAND – CHRISTCHURCH, AUCKLAND	ATTEND ASIA PACIFIC GOLDEN KEY CONFERENCE	29 JAN–3 FEB 08	1,948
R MORLEY	DIRECTOR – STUDENT SUPPORT SERVICES	MALAYSIA – KUALA LUMPUR, SINGAPORE	OVERSEAS GRADUATION CEREMONIES	5–9 APRIL 08	2,703
I REPCSIK	CEREMONIES OFFICER	MALAYSIA – KUALA LUMPUR, SINGAPORE	OVERSEAS GRADUATION CEREMONIES	3–10 APRIL 08	3,393
I REPCSIK	CEREMONIES OFFICER	HONG KONG, TAIWAN – TAIPEI	GRADUATION CEREMONIES	17–24 OCT 08	4,089
E ROBINSON	MANAGER STANDARDS & RECORDS	ENGLAND – LONDON, USA – BALTIMORE, SAN ANTONIO, LEXINGTON, BOSTON, CANADA – MONTREAL, VANCOUVER	TEFMA TRAVEL SCHOLARSHIP TO ATTEND APPA & SCUP CONFERENCES AND UNIVERSITY VISITS PER SCHOLARSHIP APPLICATION FORM	14 JUN–25 JUL 08	4,500
T WILSON	DIRECTOR – MARKETING & COMMUNICATION	HONG KONG	CASE ASIA PACIFIC ADVANCEMENT CONFERENCE, ALUMNI ENGAGEMENTS	30 NOV–5 DEC 08	5,039
<b>BUILT ENVIRONMENT AND ENGINEERING</b>					
C ADAM	PRINCIPAL RESEARCH FELLOW	GERMANY – BERLIN	CONFERENCE PARTICIPATION	8 SEP–26 SEP 08	4,259
D BAKER	PROFESSOR	USA – CHICAGO	CONFERENCE PARTICIPATION	30 JUN–21 JUL 08	8,700
D BAKER	PROFESSOR	MALAYSIA – KUALA LUMPA	CONFERENCE PARTICIPATION	12–17 OCT 08	3,168
J BELL	ASSISTANT DEAN – RESEARCH	UNITED KINGDOM – LONDON	CONFERENCE PARTICIPATION	16–31 JUL 08	16,500
J BELL	ASSISTANT DEAN – RESEARCH	INDIA	ENERGY WORKSHOP	27 AUG–31 AUG 08	7,350
M BHAGAVATHI ACHARI	RESEARCH FELLOW	INDIA	PHD DEFENCE	23 DEC–23 JAN 09	0
D BIRTWHISTLE	ADJUNCT PROFESSOR	UNITED KINGDOM – CARDIFF	GD2008 CONFERENCE	1–16 SEP 08	6,329
A BLACKLER	LECTURER	UNITED KINGDOM – LONDON	DESIGN RESEARCH SOCIETY CONFERENCE	27 JUN–22 JUL 08	1,540
M BLOXSOM	INTERNATIONAL STUDENTS OFFICER	CHINA, TAIWAN & HONG KONG	RECRUITMENT EVENTS, AGENT VISITS AND PROFILE BUILDING	25 FEB–17 MAR 08	10,543
W BOLES	PROFESSOR	SINGAPORE	CHAIR OF EA ACCREDITATION PANEL	15–19 OCT 08	0
A BRIDGE	SENIOR LECTURER	ENGLAND	ARCOM CONFERENCE	29 AUG–7 SEP 08	3,750
R BROWN	SENIOR LECTURER	JAPAN – KYOTO & SAPPORO	COMODIA CONFERENCE & COLLABORATIVE VISITS	22 JUL–2 AUG 08	4,400
S BUCOLO	ASSOCIATE PROFESSOR	INDIA	ACID RESEARCH	23–29 NOV 08	3,055

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
D BUISSON	ASSISTANT DEAN	INDONESIA	ATTENDANCE AT 10TH ANNIVERSARY UI, QUT TWINNING RELATIONSHIP	27–31 MAY 08	2,912
J BUNKER	SENIOR LECTURER	SINGAPORE	ITS AP 2008 CONFERENCE & NETWORKING	13–18 JUL 08	3,914
D CAMPBELL	ASSOCIATE PROFESSOR	USA – LOS ANGELES	CESUN CONFERENCE	1–5 APR 08	4,284
D CAMPBELL	ASSOCIATE PROFESSOR	FRANCE – BREST & USA – BOSTON	HUMOUS '08 CONF & RESEARCH @ MIT	31 AUG–16 SEP 08	9,361
D CAMPBELL	ASSOCIATE PROFESSOR	USA – ARIZONA	CDIO CONFERENCE	2–12 NOV 08	6,732
R CARNIE	PROJECT OFFICER – RESEARCH	USA – DENVER	RESEARCH COLLABORATIVE	12 JUL–30 JUL 08	4,749
T CHAN	SENIOR LECTURER	PARIS	INT'L CONFERENCE HEAVY VEHICLES	17–31 MAY 08	4,567
B CHIKOLWA	LECTURER	MALAYSIA, KUALA LUMPUR	RESEARCH MEETINGS	19–27 JAN 08	2,917
B CHIKOLWA	LECTURER	CHINA – SHANGHAI	ASIAN REAL ESTATE CONFERENCE	11–17 JUL 08	3,392
J COETZEE	LECTURER	SINGAPORE & MALAYSIA	IEEE RFM '08 CONFERENCE	29 NOV–6 DEC 08	3,483
V COFFEY	LECTURER	SRI LANKA	BEAR 2008 CONFERENCE	9–24 FEB 08	3,719
N DEMIRBILEK	ASSOCIATE PROFESSOR	HONG KONG	BN32 ASDZ066 TEACHING	9–22 JUL 08	1,771
R DROGEMULLER	PROFESSOR	UNITED KINGDOM	UNIVERSITY OF SALFORD VISITING PROFESSOR MEETINGS	3–11 FEB 08	4,889
R DROGEMULLER	PROFESSOR	NEW ZEALAND – AUCKLAND	CRC CI & IAI AC MEETINGS	21–24 MAY 08	2,000
R DROGEMULLER	PROFESSOR	UNITED KINGDOM – LONDON & CHILE	CONFERENCE PARTICIPATION & CIB W78 WORKSHOP	1–20 JUL 08	0
R DROGEMULLER	PROFESSOR	FRANCE – NICE	ATTEND ECPPM CONFERENCE & IAI MEETINGS	8 SEP–22 SEP 08	3,332
R DROGEMULLER	PROFESSOR	FRANCE, SWEDEN	PRESENT PAPERS	8–22 SEP 08	9,863
C FOOKES	SENIOR RESEARCH FELLOW	GERMANY	PARTNERS MEETINGS	15–22 MAR 08	5,819
C FOOKES	SENIOR RESEARCH FELLOW	ITALY – ROME	CONFERENCE PARTICIPATION	6–22 JUN 08	6,809
J FRANZ	ASSOCIATE PROFESSOR	HONG KONG	TEACHING OFFSHORE COURSE	12–22 FEB 08	2,381
J FRAZER	HEAD OF SCHOOL	CHINA – SHANGHAI	SHANGHAI EXPO PROJECT	26–31 MAY 08	1,297
J FRAZER	HEAD OF SCHOOL	GERMANY – MUENSTER	SPEAKER AT ARCHITECTURE WORLD CONFERENCE	31 MAY–12 JUN 08	0
J FRAZER	HEAD OF SCHOOL	UNITED KINGDOM – LONDON, DUBAI	CONFERENCE PARTICIPATION & ARCHITECTURE BUSINESS	1–11 JUL 08	0
J FRAZER	HEAD OF SCHOOL	CHINA – SHANGHAI	CONFERENCE PRESENTATION & MEETING	24–30 OCT 08	1,968
J FRAZER	HEAD OF SCHOOL	SINGAPORE	ATTEND NUS TO SPEAK AT WORKSHOP	16–20 NOV 08	0
E GARDNER	ADJUNCT PROFESSOR	AUSTRIA – VIENNA	CONFERENCE ATTENDANCE	5 SEP–13 SEP 08	6,000
A GHOSH	PROFESSOR	USA – PITTSBURGH	IEEE PES GM	19–26 JUL 08	6,497
A GHOSH	PROFESSOR	INDIA	ENERGY WORKSHOP	27 AUG–31 AUG 08	3,028
A GHOSH	PROFESSOR	INDIA – NEW DELHI	ATTENDANCE AT IEEE CONFERENCE	12–19 OCT 08	4,255



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
L GONZALAEZ	LECTURER	BELGUIM – BRUSSELS; FRANCE – PARIS; SPAIN – BARCELONA	LECTURING & RESEARCH	28 MAY–6 JUL 08	0
F GONZALEZ	LECTURER	USA – LOS ANGELES	MTGS SMART SKIES PROJECT	5–14 APR 08	6,835
A GOONETILLEKE	PROFESSOR	SRI LANKA	PRESENT PAPER & VISITS TO UNIVERSITIES	5–18 FEB 08	7,076
A GOONETILLEKE	PROFESSOR	SINGAPORE	CONFERENCE PARTICIPATION	22–28 JUN 08	5,182
A GOONETILLEKE	PROFESSOR	BANGKOK	CONFERENCE	21–30 AUG 08	5,438
A GOONETILLEKE	PROFESSOR	AUSTRIA – VIENNA	CONFERENCE IWA	5–15 SEP 08	11,500
B GOSS	SENIOR RESEARCH FELLOW	USA – SAN FRANCISCO	ATTENDING ORS AND AAOS CONFERENCE	1–11 MAR 08	6,100
Y GU	LECTURER	KOREA – INCHEON & CHINA – DALIAN, BEIJING, CHANGSHA.	2 X CONFERENCES & UNIVERSITY VISITS	20 OCT–3 NOV 08	7,323
L GUAN	LECTURER	CHINA – DALIAN, PUTIAN	1ST INT’L COBEE	11–20 JUL 08	3,327
D HARGREAVES	HEAD OF SCHOOL	FINLAND – TAMPERE, BELGUIM – GHERT	NORDTRIB & CDIO CONFERENCE’S	8 JUN–11 JUL 08	18,713
D HARGREAVES	HEAD OF SCHOOL	NEW ZEALAND – AUCKLAND	BIENNIAL CONFERENCE OF AUST PROFESSORS & HEADS OF DEPT OF MECHANICAL ENGINEERING	23–26 NOV 08	1,913
P HEDLEY	SENIOR LECTURER	INDONESIA	TEACHING AND MARKETING	16 JAN–2 FEB 08	2,130
P HEDLEY	SENIOR LECTURER	TAIWAN	YODEX EXHIBITION TAIWAN	13–20 MAY 08	4,222
P HEYWOOD	ASSOCIATE PROFESSOR	ENGLAND – LONDON	RECORD PLANNING	25 JUN–23 JUL 08	4,574
K HOLT-DAMANT	SENIOR LECTURER	CHINA – SHANGHAI	SHANGHAI EXPO PROJECT	26–31 MAY 08	1,810
K HOLT-DAMANT	SENIOR LECTURER	CHINA – SHANGHAI	RESEARCH OPPORTUNITIES	26–30 OCT 08	1,711
K HOLT-DAMANT	SENIOR LECTURER	USA – NEW YORK	RESEARCH OPPORTUNITIES	1–9 DEC 08	2,961
D HOOD	PROFESSOR	INDIA	ENERGY WORKSHOP	27 AUG–31 AUG 08	3,000
D HUTMACHER	PROFESSOR	USA, UNITED KINGDOM, GERMANY, SINGAPORE	CONFERENCE ATTENDANCE, LECTURES, VISIT COLLABORATOR , IMPERIAL COLLEGE, LONDON	9–31 MAR 08	12,070
S JACOB	INTERNATIONAL RECRUITMENT & PROMOTION CO-ORDINATOR	SINGAPORE	RECRUITMENT AND PROMOTIONS	3–7 JAN 08	3,295
S JACOB	INTERNATIONAL RECRUITMENT & PROMOTION CO-ORDINATOR	UNITED ARAB EMIRATES, KUWAIT, OMAN	ATTEND EDUCATIONAL EXPOS	22–31 OCT 08	8,769
D JAYALATH	LECTURER	CHINA – BEIJING	ICC2008	18–24 MAY 08	4,144
R JENSEN	PROJECT OFFICER	EUROPE	VISIT EU PARTNER UNIVERSITIES	18–31 JAN 08	8,973
R JENSEN	PROFESSIONAL	EUROPE	EAIE CONFERENCE	1–29 SEP 08	12,791
K JEROME	SENIOR LECTURER	UNITED KINGDOM – LONDON & USA – CHICAGO	BRIDGING THE DIVIDE CONFERENCE IN CHICAGO & PHD RESEARCH IN LONDON	6 JUL–12 JUL 08	4,098

						Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration		
G JORDAN	RESEARCH FELLOW	BEIJING	WCEAM 2008 CONFERENCE	26 OCT–3 NOV 08		4,700
A KARIM	LECTURER	DHAKA	DMAI 2008 CONFERENCE	20 NOV–2 JAN 09		1,979
K KHOUZAM	SENIOR LECTURER	USA – PITTSBURGH	IEEE PES GM	19–27 JUL 08		6,300
B KRAAL	RESEARCH FELLOW	UNITED KINGDOM – LONDON	CONFERENCE PARTICIPATION – SHEFFIELD HALLAM UNIVERSITY	14–21 JUL 08		3,629
A KUMARASURIYAR	LECTURER	ITALY, GREECE	STUDY TOUR	19 JAN–11 FEB 08		9,105
A KUMARASURIYAR	LECTURER	HONG KONG	TEACHING IN OFFSHORE COURSE BN32	17–27 OCT 08		1,371
A KUMARASURIYAR	LECTURER	FRANCE, SPAIN	FRANCE, SPAIN STUDY TOUR	19 NOV–17 DEC 08		0
V LANGLEY	SENIOR STUDENT SERVICES OFFICER	SINGAPORE	ATTENDING EDUCATION EXPO – SINGAPORE	17–20 OCT 08		2,862
G LEDWICH	PROFESSOR	USA – PITTSBURG	IEEE PES GM	20–26 JUL 08		6,138
G LEDWICH	PROFESSOR	UNITED KINGDOM, PARIS	CONFERENCE PARTICIPATION	23 AUG–15 SEP 08		10,211
G LEE	PROFESSOR	UNITED KINGDOM – LONDON	CONFERENCE & RESEARCH	29 NOV–17 DEC 08		2,937
P LITTLE	POSTDOCTORAL RESEARCH FELLOW	UNITED KINGDOM, PORTUGAL	ORAL PRESENTATION AT CMBBE 2008 CONFERENCE	21 FEB–2 MAR 08		4,850
S LOH	LECTURER	SINGAPORE	CONFERENCE PARTICIPATION	16–29 OCT 08		1,396
C LUTTON	RESEARCH FELLOW	USA – SAN FRANCISCO	ATTENDING ORS AND AAOS CONFERENCE	1–11 MAR 08		1,780
L MA	PROFESSOR	CHINA – SHANGHAI, BEIJING. JAPAN – OSAKA.	MEETINGS & PROJECT COLLABORATION	13 MAY–3 JUN 08		7,624
L MA	PROFESSOR	TAIWAN – TAIPEI; CHINA – SHANGHAI, BEIJING; KOREA – SEOUL	COLLABORATIVE WORK & WCEAM CONFERENCE	13 OCT–5 NOV 08		9,477
V MADASU	RESEARCH FELLOW	USA – LOS ANGELES	ITNG CONFERENCE	25 MAR–11 APR 08		2,800
R MAHALINGA-IYER	SENIOR LECTURER	INDIA	CONFERENCE	13 DEC–4 JAN 09		5,650
M MAHENDRAN	PROFESSOR	TAIPEI, TAIWAN	EASEC-11 CONFERENCE	16–23 NOV 08		4,845
K MANLEY	SENIOR LECTURER	THAILAND, BANGKOK	CONFERENCE PAPER PRESENTATION	20–25 SEP 08		3,198
M MASON	LECTURER	USA – LOS ANGELES	CESUN CONFERENCE	1–5 APR 08		4,034
A MATHEW	RESEARCH FELLOW	CHINA – BEIJING	CONFERENCE PARTICIPATION	18 OCT–2 NOV 08		5,624
S MAYERE	LECTURER	FRANCE – PARIS, USA – CHICAGO	ASCP CONFERENCE	20 JUN–17 JUL 08		6,688
S MAYERE	LECTURER	MALAYSIA – KUALA LUMPUR	CONFERENCE PARTICIPATION	26 JUL–2 AUG 08		1,506
S MAYERE	LECTURER	DUBAI	BEE 2008 DUBAI STUDY TOUR	23–30 NOV 08		4,000
M MCAULIFFE	LECTURER	UNITED KINGDOM – MANCHESTER	CONFERENCE PARTICIPATION – SHEFFIELD HALLAM UNIVERSITY	14–21 JUL 08		3,740
S MIAO	ASSOCIATE PROFESSOR	CHINA – SHANGHAI	CMCEE SYMPOSIUM	9–16 NOV 08		3,348
W MILLER	RESEARCH FELLOW	INDIA	ENERGY WORKSHOP	27 AUG–31 AUG 08		3,000
S MISHRA	SENIOR LECTURER	INDIA	CONFERENCE & COLLABORATIVE DISCUSSIONS	17 NOV–9 JAN 09		2,517
R MUDFORD	PROJECT OFFICER – RESEARCH	USA – DENVER	RESEARCH COLLABORATIVE	12 JUL–19 JUL 08		4,816

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A NATA-ATMADJA	SENIOR LECTURER	SRI LANKA	BEAR 2008 CONFERENCE	10–16 FEB 08	3,734
L OSBORNE	LECTURER	HONG KONG	TEACHING IN OFF SHORE COURSE – BN32	17–28 NOV 08	1,746
M PEARCY	PROFESSOR	UNITED KINGDOM	EUROPEAN SOCIETY FOR BIO MECHANICS	29 JUN–11 JUL 08	5,882
N PIYATRAPOOMI	RESEARCH FELLOW	UNITED KINGDOM	CONFERENCE	7–19 MAY 08	6,712
M PLAKALOVIC	WIL OFFICER	NEW ZEALAND – ROTORUA	HERDSA	30 JUN–5 JUL 08	3,355
V POPOVIC	PROFESSOR	CHINA	TEACHING AT TSINGHUA UNIVERSITY	7–19 JAN 08	2,097
V POPOVIC	PROFESSOR	ITALY	CHI2008 CONFERENCE	3–12 APR 08	8,934
V POPOVIC	PROFESSOR	UNITED KINGDOM – LONDON	CONFERENCE PARTICIPATION – SHEFFIELD HALLAM UNIVERSITY	11–22 JUL 08	3,209
V POPOVIC	PROFESSOR	KOREA – SEOUL	DESIGN OLYMPIAD	9–13 OCT 08	2,140
J RAXWORTHY	SENIOR LECTURER	FRANCE – PARIS, GERMANY – MUNICH, CZECH REPUBLIC – PRAGUE	TEACH INTERNATIONAL WORKSHOP, VISIT RESEARCH PROJECTS	28 JAN–23 FEB 08	2,880
J RAXWORTHY	SENIOR LECTURER	SWITZERLAND	PUBLIC LECTURE, PROJECT VISITS	19 MAR–12 APR 08	0
J RAXWORTHY	SENIOR LECTURER	SPAIN – BARCELONA & PORTUGAL	PROJECT VISITS	22 SEP–3 OCT 08	3,785
M RYBACHUK	SESSIONAL ACADEMIC	GERMANY	POSTDOCTORAL RESEARCH ARC GRANT	9 JAN–9 JUL 08	0
M RYBACHUK	RESEARCH FELLOW	GERMANY – BERLIN	RESEARCH COLLABORATIVE	21 APR–13 JUN 08	500
M RYBACHUK	RESEARCH FELLOW	JAPAN – NAGANO, TSUKUBA & GERMANY – BERLIN	CONFERENCE & COLLABORATIVE WORK	11 JUL–23 OCT 08	5,568
J SAJI	INTERNATIONAL RECRUITMENT & PROMOTIONS COORDINATOR	INDIA, CHINA & SINGAPORE	ATTEND EXPOS, MEET AGENTS AND VISIT UNIVERSITIES	25 FEB–10 MAR 08	9,100
P SANDERS	SENIOR LECTURER	HONG KONG	TEACHING OFFSHORE COURSE	12–18 FEB 08	3,470
P SANDERS	SENIOR LECTURER	HONG KONG	LECTURING	27–31 MAR 08	2,590
P SANDERS	SENIOR LECTURER	UNITED KINGDOM – LONDON, USA – CHICAGO	BRIDGING THE DIVIDE CONFERENCE IN CHICAGO & PHD RESEARCH IN LONDON	1–13 JUL 08	3,978
P SANDERS	SENIOR LECTURER	ITALY – FLORENCE	ISUF CONFERENCE	17 NOV–25 NOV 08	2,734
Y SANTO	LECTURER	HONG KONG	TEACHING OFFSHORE COURSE	12–19 FEB 08	2,536
Y SANTO	LECTURER	HONG KONG	LECTURING	25–31 MAR 08	1,090
Y SANTO	LECTURER	HONG KONG	CONFERENCE & LIAISON AT HONG KONG UNIVERSITY	9–14 DEC 08	1,888
S SAVAGE	ASSISTANT DEAN – T&L	SRI LANKA	BEAR 2008 CONFERENCE	8–16 FEB 08	7,018
W SENADEERA	LECTURER	PORTUGAL, SPAIN	CHEMPOR 2008	2–10 SEP 08	4,592
W SENADEERA	LECTURER	INDIA – HYDERABAD	IDS 2008 CONFERENCE	8–13 NOV 08	3,055
B SENADJI	SENIOR LECTURER	FRANCE – PARIS	ICWES	14 JUN–24 AUG 08	2,992
L SHUTTER	SENIOR LECTURER	HONG KONG	TEACHING OFFSHORE COURSE	12–19 FEB 08	2,536
L SHUTTER	SENIOR LECTURER	HONG KONG	TEACHING IN OFFSHORE COURSE BN32	21–26 OCT 08	1,413

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
D SMITH	ASSOCIATE PROFESSOR	FRANCE, SPAIN	FRANCE, SPAIN STUDY TOUR	19 NOV–17 DEC 08	0
P SMITH	LECTURER	HONG KONG	LECTURING	26–31 MAR 08	2,590
S SUGIYAMA	RESEARCH FELLOW	USA – SAN FRANCISCO	ATTENDING ORS AND AAOS CONFERENCE	1–8 MAR 08	4,822
Y SUN	RESEARCH FELLOW	CHINA – BEIJING & NETHERLANDS – ROTTERDAM, AMSTERDAM	WCEAM '08 & NGINFRA CONFERENCES	26 OCT–16 NOV 08	9,124
A TAN	PROFESSOR	INDONESIA	MARKETING AND PROMOTIONS	22–26 JAN 08	3,600
A TAN	PROFESSOR	KOREA – DAEJEON, PUKYONG	ICSV15 CONFERENCE	5–20 JUL 08	7,597
A TAN	PROFESSOR	BUDAPEST – HUNGARY	IEEE '08 CONFERENCE	25 JUL–3 AUG 08	6,832
A TAN	PROFESSOR	CHINA – BEIJING	WCEAM-IMS 2008 CONFERENCE	25 OCT–3 NOV 08	5,370
A TAN	PROFESSOR	CHINA	CONFERENCE & MEETING	21 NOV–1 DEC 08	4,569
A TAN	PROFESSOR	SINGAPORE, JAKARTA	NEW MANTERS PROGRAM DISCUSSION	27–31 MAY 08	3,445
A TANG	PROFESSOR	INDONESIA	EDUCATION FAIR AT UPH	4–8 APR 08	3,090
T TANG	SENIOR LECTURER	NEW ZEALAND – CHRISTCHURCH	DELIVERY OF EMC SHORTCOURSE FOR IDC TECH.	10–13 FEB 08	0
T TANG	SENIOR LECTURER	MALAYSIA	QUT INTERNATIONAL MARKETING	5–11 MAR 08	2,640
T TANG	SENIOR LECTURER	CHINA – BEIJING	CMD2008 CONFERENCE	18–27 APR 08	5,437
T TANG	SENIOR LECTURER	MALAYSIA	INTERNATIONAL STUDENT RECRUITMENT IN MALAYSIA	10–20 OCT 08	7,192
J TAYLOR	ADJUNCT PROFESSOR	SINGAPORE, CROATIA, ROME	CONFERENCE PARTICIPATION	24 JUN–8 AUG 08	0
M TAYLOR	SENIOR LECTURER	UNITED KINGDOM – LONDON	STAGING MODERN INTERIOR 2008 CONFERENCE	7–25 MAY 08	2,814
M TAYLOR	SENIOR LECTURER	NEW ZEALAND – WELLINGTON	EXTERNAL EXAMINER	11–14 AUG 08	0
M TAYLOR	SENIOR LECTURER	NEW ZEALAND – WELLINGTON	EXTERNAL EXAMINER	22–30 OCT 08	0
T TESFAMICHAEL	LECTURER	JAPAN, SWEDEN	RESEARCH	1 FEB–23 MAY 08	6,011
D THAMBIRATNAM	PROFESSOR	TUNISIA	TSS INTL CONFERENCE	11–21 DEC 08	7,450
S THOMSON	COURSE COORDINATOR	HONG KONG	TEACHING OFFSHORE COURSE	12–18 FEB 08	2,246
S THOMSON	COURSE COORDINATOR	HONG KONG	LECTURING	28–31 MAR 08	2,590
E TOO	LECTURER	SRI LANKA	BEAR 2008 CONFERENCE	10–16 FEB 08	3,940
E TOO	LECTURER	SINGAPORE	CONFERENCE PARTICIPATION	25 OCT–1 NOV 08	4,180
B TRIGUNARSYAH	ASSOCIATE PROFESSOR	SRI LANKA	BEAR 2008 CONFERENCE	10–16 FEB 08	3,710
B TRIGUNARSYAH	ASSOCIATE PROFESSOR	TAIPEI, TAIWAN	EASEC-11 CONFERENCE	18–22 NOV 08	2,920
L TURNER	RESEARCH FELLOW	CHINA – BEIJING	CONFERENCE PARTICIPATION	27–31 OCT 08	3,385
R VOGT	RESEARCH FELLOW	SOUTH AFRICA – CAPETOWN	PRESENT @ ODYSSEY '08 CONFERENCE	20–28 JAN 08	4,479
R VOGT	RESEARCH FELLOW	BALIMORE	RESEARCH COLLABORATIVE	5 JUL–18 AUG 08	3,690
R WALKER	PROFESSOR	USA – LOS ANGELES	MTGS SMART SKIES PROJECT	5–14 APR 08	7,720
R WALKER	PROFESSOR	USA – DENVER	RESEARCH COLLABORATIVE	12 JUL–21 JUL 08	6,850
R WALKER	PROFESSOR	ALSASK	AIAA CONFERENCE	12–21 SEP 08	2,422

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A WEIPPERT	RESEARCH FELLOW	DUBAI	CIB CONFERENCE	12–20 NOV 08	6,500
A WILSON	LECTURER	ITALY, GREECE	STUDY TOUR	19 JAN–11 FEB 08	9,105
L WILSON	RESEARCH FELLOW	USA – SAN FRANCISCO	ATTENDING ORS AND AAOS CONFERENCE	8–11 MAR 08	5,384
C WRIGLEY	POSTGRADUATE RESEARCHER	HONG KONG	ATTEND DESIGN & EMOTION CONFERENCE	5–13 OCT 08	1,628
Y XIAO	PROFESSOR	SWITZERLAND, CHINA	IMBS CONFERENCE SWITZERLAND, VISIT ZHOG SHAN UNI-COLLABORATIVE PROJECT	8–19 MAR 08	7,786
C YAN	SENIOR LECTURER	CHINA	UNIVERSITY VISITS COLLABORATION	28 JUN–20 JUL 08	6,579
C YAN	SENIOR LECTURER	CHINA	ICM2008 CONFERENCE, UNIVERSITY VISITS	15 OCT–2 NOV 08	6,995
J YANG	ASSOCIATE PROFESSOR	HONG KONG	PDL – LONG	9 JUN–11 JUL 08	0
J YANG	ASSOCIATE PROFESSOR	CHINA – BEIJING	RESEARCH COLLABORATIVE	19 SEP–16 NOV 08	2,120
J YANG	ASSOCIATE PROFESSOR	CHINA – BEIJING	QUT MISSION IN CHINA	15–28 OCT 08	6,665
P YARLAGADDA	PROFESSOR	BANGKOK	MEETINGS	20–26 JAN 08	1,600
P YARLAGADDA	PROFESSOR	GERMANY	PARTNERS MEETINGS	15–22 MAR 08	4,719
P YARLAGADDA	PROFESSOR	SINGAPORE	WCEAM 2008 CONFERENCE & SJTU MASTERS COURSE REVIEW	19 OCT–2 NOV 08	7,186
P YARLAGADDA	PROFESSOR	INDIA	PFAM CONFERENCE , VISIT PARTNERS	3 DEC–21 DEC 08	7,500
T YIGITCANLAR	LECTURER	ITALY – ROME	CONFERENCE PARTICIPATION	24 JUN–21 JUL 08	5,118
T YIGITCANLAR	LECTURER	KUALA LUMPUR	STUDENT PROJECT FIELD TRIP	26 JUL–2 AUG 08	2,187
F ZARE	SENIOR LECTURER	SINGAPORE	EMC CONFERENCE	17–24 MAY 08	4,388
F ZARE	SENIOR LECTURER	USA – DETROIT	IEEE EMC CONFERENCE	16–24 AUG 08	7,200
F ZARE	SENIOR LECTURER	IRAN – TEHRAN, SAUDI ARABIA – RIYADH	UNIVERSITY VISITS	30 OCT–15 NOV 08	7,753
BUSINESS					
L ANDREWS	LECTURER	UNITED KINGDOM	TO ATTEND EMAC IN UNITED KINGDOM	25 MAY–8 JUN 08	5,191
A ARIFIN	ASSOCIATE LECTURER	INDONESIA	IDP & AUSTRADE EXHIBITION AND AGENTS VISIT	15–26 FEB 08	3,330
P BARNES	SENIOR LECTURER	SWITZERLAND	TO ATTEND INTERNATIONAL DISASTER AND RISK CONFERENCE (IDRC) 2008 – PUBLIC-PRIVATE PARTNERSHIP (KEY FOR INTEGRAL RISK MANAGEMENT AND CLIMATE CHANGE ADAPTATION), AUGUST 25-29, DAVOS, SWITZERLAND. FUNDING SPLIT SoM \$4000, PAUL BARNES \$3000)	22 AUG–2 SEP 08	6,225
J BARRAKET	ASSOCIATE PROFESSOR	NEW ZEALAND	TO ATTEND AUSTRALIA AND NEW ZEALAND THIRD SECTOR RESEARCH NINTH BIENNIAL CONFERENCE: DEMONSTRATE! IN NEW ZEALAND	23–26 NOV 08	2,139

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Name	Position	Destination(s)	Purpose of Travel	Duration	
J BARTLETT	LECTURER	CANADA	TO ATTEND ORGANISATION AND DISCOURSE CONFERENCE, ICA CONFERENCE. ALSO VISITING UNIVERSITIES	14–27 MAY 08	7,730
J BARTLETT	LECTURER	USA	TO ATTEND ACADEMY OF MANAGEMENT CONFERENCE TO PRESENT PAPER	8–15 AUG 08	4,849
J BARTLETT	LECTURER	SINGAPORE	ATTEND ASIA PACIFIC ACADEMY OF BUSINESS IN SOCIETY CONFERENCE	14–18 OCT 08	3,616
K BECKER	LECTURER	USA	TO ATTEND ACADEMY OF MANAGEMENT CONFERENCE TO PRESENT PAPER	10–16 AUG 08	4,073
D BETHMANN	LECTURER	SINGAPORE	TO ATTEND THE FMES CONFERENCE	15–18 JUL 08	1,962
C BIANCHI	TEACHING AND RESEARCH FELLOW	UNITED KINGDOM	TO ATTEND EMAC IN UNITED KINGDOM	25 MAY–8 JUN 08	5,940
C BIANCHI	TEACHING AND RESEARCH FELLOW	BRAZIL	ATTEND STRATEGIC MANAGEMENT IN LATIN AMERICA CONFERENCE & WORK ON 2 STUDIES IN CHILE	29 DEC 08–27 JAN 09	6,444
B BOURKE	SENIOR LECTURER	JAPAN	TO PRESENT PAPER AT THE WORLDCALL 2008 CONFERENCE 5-8/08, FUKUOKA (JAPAN), TOKYO (SAPPORO INTERNATIONAL UNIVERSITY), SENDAI (TANABATA FESTIVAL)	2–11 AUG 08	3,302
L BRADLEY	HEAD OF SCHOOL	NEW ZEALAND	PRESENT 2 PAPERS AT ANZAM CONFERENCE AND ATTEND INSTITUTIONAL MEMBERS MEETING	22 NOV–7 DEC 08	1,790
H BRODIE	ALUMNI	USA	ATTENDING WOMEN'S LEADERSHIP FORUM AT HARVARD BUSINESS SCHOOL EXEC ED	19 MAR–5 MAY 08	2,386
K BROWN	PROFESSOR	NETHERLANDS	ATTEND WCEAM-IMS CONFERENCE IN BEIJING AND CIEAM-SPONSORED CONFERENCE ROTTERDAM	2–16 NOV 08	11,063
K BROWN	PROFESSOR	NEW ZEALAND	PRESENTING PAPER AT THE ANZAM CONFERENCE 02/12/08 – 04/12/08	30 NOV–7 DEC 08	3,742
K BROWN	PROFESSOR	UNITED KINGDOM	ATTENDING UNIVERSITY OF GLAMORGAN, WELSH ASSEMBLY, UNIVERSITY OF LISBON, EUROPEAN MANAGEMENT SCHOOL AND THE UNIVERSITY OF FLENSBURG PLUS VISITING HAMBURG	14 DEC 08–16 JAN 09	18,286
L BROWN	PROFESSOR	CHINA – INCLUDING HONG KONG & MACAU	EXPERT PANEL FOR COURSE EVALUATION FOR HONG KONG INSTITUTE OF EDUCATION	24–28 JUN 08	0

Name		Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
H	BURGERS	RESEARCH FELLOW	USA	TO PRESENT PAPERS AT THE BABSON COLLEGE ENTREPRENEURSHIP RESEARCH CONFERENCE 2008, CHAPEL HILL USA	3–10 JUN 08	4,904
H	BURGERS	RESEARCH FELLOW	USA	ACADEMY OF MANAGEMENT ANNUAL MEETING & MEETING WITH CO-AUTHOR TO WORK ON RESEARCH PAPER	8–22 AUG 08	2,980
H	BURGERS	RESEARCH FELLOW	GERMANY	STRATEGIC SOCIETY INTERNATIONAL CONFERENCE (GERMANY) & RESEARCH VISIT TO ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY (NETHERLANDS)	4 OCT–2 NOV 08	4,357
L	CASALI	ASSOCIATE LECTURER	NEW ZEALAND	ATTEND ANZAM 2008 CONFERENCE	28 NOV–6 DEC 08	2,300
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA – HONG KONG & MACAU	STUDENT RECRUITMENT MISSION	8–21 MAR 08	6,828
A	CHAN	SENIOR ADMINISTRATION OFFICER	JAPAN	ATTEND APAIE CONFERENCE	25 MAR–1 APR 08	7,181
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA & TAIWAN	IDP EXHIBITIONS	2–14 JAN 08	6,758
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA – INCLUDING HONG KONG & MACAU	STUDENT RECRUITMENT MISSION	14–30 JUN 08	4,162
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA – MACAU, HONG KONG	STUDENT RECRUITMENT TRIP SOUTHERN CHINA/TAIWAN, 01, 03, 04, 09,10, 15-18/11 HK, 02/11 SHENZHEN, 03-04/11 XIAMEN, 07-08/11/08 TAIPEI, 11,19/11 ZHUHAI, 12/11 JIANGMUN, 13/11 PANYU, 14/11 GUANGZHOU, 20/11 MACAU.	1–20 NOV 08	7,112
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA – MACAU, HONG KONG	TO ATTEND CASE ASIA-PACIFIC ADVANCEMENT CONFERENCE IN HK 4-5/12/08. (WHILE ON PDP IN HK)	4–5 DEC 08	1,120
A	CHAN	SENIOR ADMINISTRATION OFFICER	CHINA – MACAU, HONG KONG	STUDENT RECRUITMENT TRIP CHINA/ HK/MACAU – GUANGZHOU 18/12, PANYU 19-21/12, FOSHAN 22/12, JIANGMEN 23-24/12, MACAU 29/12, HK 30/12.	18–30 DEC 08	3,356
A	CHANG	SENIOR LECTURER	TAIWAN	TO PRESENT PAPERS AT ASIAN ACADEMY OF MANAGEMENT CONFERENCE, TAIPEI, 14-16 DEC 08 TO PRESENT PAPER AT APJM CONFERENCE 12-13 DEC 08 RESEARCH AND NATIONAL TAIWAN UNIVERSITY	8 DEC 08–21 JAN 09	5,440
T	CHEESEMAN	TEAM LEADER – ISO	SINGAPORE	TO ATTEND IDP EVENT SINGAPORE 18, 19/10/08	17–20 OCT 09	1,584



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Name	Position	Destination(s)	Purpose of Travel	Duration	
T CHEESEMAM	TEAM LEADER – ISO	KOREA REPUBLIC	STUDENT RECRUITMENT EVENT KOREA 04-05/11/08, BANGKOK 06-10/11/08 WITH QUTI	3–11 NOV 08	5,092
E CHEN	LECTURER	TAIWAN	COLLECT RESEARCH DATA IN TAIWAN, ATTEND TWO FINANCE CONFERENCE IN TAIWAN. ATTEND CAR/JCAE CONFERENCE IN HONG KONG	6 DEC 08–30 JAN 09	6,296
D CLARKE	EXECUTIVE OFFICER TO DEPUTY VICE CHANCELLOR – TEACHING QUALITY	USA	STUDY TOUR PROGRAM TO US (SAN FRANCISCO, SEATTLE), AND CANADA (VANCOUVER BC) 4-15 AUGUST 2008. (FUNDING: BUSINESS \$3000, UNIVERSITY PDP \$4159)	4–18 AUG 08	6,204
Z COOK	RESEARCH ASSISTANT	NEW ZEALAND	PRESENTING PAPER AT THE ANZAM CONFERENCE 02/12/08 – 04/12/08	30 NOV–5 DEC 08	3,139
M CRAWFORD	LECTURER	UNITED KINGDOM	PARTICIPATION IN THE OXFORD ROUND TABLE	1–8 AUG 08	5,904
P DAVIDSSON	ASSISTANT DEAN – RESEARCH	USA, CHINA, SWEDEN	BABSON CONFERENCE, IAMPR CONF IN CHINA, RESEARCH WORKSHOP JONKOPING INT’L BUSINESS SCHOLL, SWEDEN	29 MAY–1 JUL 08	4,795
P DAVIDSSON	ASSISTANT DEAN – RESEARCH	USA	ACADEMY OF MANAGEMENT ANNUAL MEETING	7–15 AUG 08	5,282
P DAVIDSSON	ASSISTANT DEAN – RESEARCH	SINGAPORE	MEETINGS IN SINGAPORE	3–11 OCT 08	0
P DAVIDSSON	ASSISTANT DEAN – RESEARCH	UNITED KINGDOM	WORLD ENTREP FORUM/BABSON, STEP PROJECT MEETING LONDON 01/11-13/11/08	1–13 NOV 08	0
J DRENNAN	ASSOCIATE PROFESSOR	UNITED KINGDOM	TO ATTEND EMAC AND AMAS SIG IN UNITED KINGDOM WHILE ON PDL	7 MAY–13 JUN 08	9,139
U DULLECK	ASSOCIATE PROFESSOR	NEW ZEALAND	TO ATTEND THE ESAM 08 CONFERENCE	8–14 JUL 08	2,796
J FITZSIMMONS	ACTING DIRECTOR	THAILAND	ATTENDING ALUMNI MEETING AND THE MAI BANGKOK BUSINESS CHALLENGE @ SASIN 2008	23 FEB–3 MAR 08	2,864
E FRENCH	SENIOR LECTURER	MALAYSIA	TO ATTEND TARC CONFERENCE IN MALAYSIA. 4-5 AUGUST 2008	30 JUL–6 AUG 08	1,852
P FRIJTERS	PROFESSOR	FRANCE	TO PRESENT A PAPER AT THE FRENCH ECONOMIC SOCIETY CONFERENCE, AT THE TINBERGEN INSTITUTE, VIST UCL. TO CONDUCT RESEARCH AND MEET CO-AUTHOR A CLARKE IN PARIS, CO-AUTHOR IN AMSTERDAM, BVD KLAUW, CO-AUTHOR, C DUSTMANN (CHINESE PROJECT)	16–26 SEP 08	3,896
C FURNEAUX	RESEARCH FELLOW	CHINA – HONG KONG, MACAU	ATTEND WCEAM-IMS 2008 CONFERENCE	26 OCT–3 NOV 08	4,076

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
C FURNEAUX	RESEARCH FELLOW	NETHERLANDS	TO PRESENT PAPER AT ROTTERDAM CONFERENCE 10-12 NOV 2008	8–16 NOV 08	5,482
G GALLERY	PROFESSOR	USA	TO PRESENT AT THE AAA INTERNATIONAL ACCOUNTING SECTION MID-YEAR MEETING TO BE HELD IN SAN DIEGO 7-9 FEBRUARY 2008	4–10 FEB 08	5,146
N GALLERY	PROFESSOR	USA	TO PRESENT AT THE AAA INTERNATIONAL ACCOUNTING SECTION MID-YEAR MEETING TO BE HELD IN SAN DIEGO 7-9 FEBRUARY 2008	4–10 FEB 08	5,146
C GARDINER	LECTURER	USA	TO ATTEND MASTER TEACHER PROGRAM IN ATLANTA	3–10 MAY 08	5,946
A GUDMUNDSSON	DIRECTOR – BGSB	FRANCE	TO PARTICIPATE MBA WORLD TOUR (WITH QUTI) – EUROPE, 21-24/10 PARIS, 24-28/10 LONDON, 28-30/10 MUNICH, 30/10-02/11 FRANKFURT.	21 OCT–4 NOV 08	7,269
A GUDMUNDSSON	DIRECTOR – BGSB	UNITED STATES OF AMERICA	TO ATTEND AACSB ASSESSMENT SEMINAR AND 2008 ASSESSMENT CONFERENCE 03-06/12/08.	3–8 DEC 08	9,337
C HATCHER	PROFESSOR	NEW ZEALAND	TO ATTEND ANZCA 2008 CONFERENCE, WELLINGTON NZ, 8-11 JULY	8–11 JUL 08	2,422
C HATCHER	PROFESSOR	UNITED KINGDOM	TO PARTICIPATE IN DMO INTERNATIONAL STUDY TOUR – 19-25/09/08 LONDON, 26-30/09/08 WASHINGTON DC, 01-03/10/08 DALLAS FT WORTH	19 SEP–5 OCT 08	5,934
B HOPGOOD	EVENTS COORDINATOR	SINGAPORE	ATTENDING THE AUIAC CONFERENCE IN SINGAPORE 9-14 JUNE 08	9–14 JUN 08	4,065
G HUNDLEY	VISITING ACADEMIC	USA TO BRISBANE	PROFESSOR HUNDLEY WAS INVITED BY PETER LITTLE TO VISIT QUT RE POSSIBLE EMPLOYMENT	28 APR–3 MAY 08	4,334
M HUTCHINSON	ASSOCIATE PROFESSOR	UNITED KINGDOM	TO ATTEND THE 31ST ANNUAL PROGRESS OF THE EUROPEAN ACCOUNTING ASSOCIATION	21–28 APR 08	5,922
B JORGENSEN	RESEARCH FELLOW	UNITED STATES OF AMERICA	ASSOC FOR GLOBAL BUSINESS CONFERENCE (CA) – 19/11/08-23/11/08	19–23 NOV 08	4,000
B KABANOFF	PROFESSOR	USA	TO ATTEND ACADEMY OF MANAGEMENT CONFERENCE TO PRESENT PAPER. 08-13/08/08	8–15 AUG 08	4,000
R KEAST	RESEARCH FELLOW	NETHERLANDS	EUROPEAN GROUP PUBLIC ADMINISTRATION CONFERENCE (ROTTERDAM), CASE STUDIES FOR AIRPORT METROPOLIS AND VISITING MASTER/PHD STUDENT (SUPERVISOR) (AMSTERDAM)	1–16 SEP 08	7,529

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
R LAHIRI	LECTURER	NEW ZEALAND	PRESENT PAPER AT THE SOUTHERN WORKSHOP IN MACROECONOMICS ON 28-30 MARCH	27–31 MAR 08	659
I LARKIN	ASSOCIATE LECTURER	USA	TO ATTEND MASTER TEACHER PROGRAM IN ATLANTA	2–10 MAY 08	5,797
S LAWRENCE	SENIOR RESEARCH CONSULTANT	USA	ATTENDING SOCIETY OF INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY (SIOP) CONFERENCE	7–15 APR 08	4,467
B LEE	LECTURER	MALAYSIA	TO ATTEND AUSTRALIA RECRUITMENT EVENT IN MALAYSIA 17-19/10/08, DATA COLLECTION NATIONAL LIBRARY OF SINGAPORE 20-22/10/08	17–22 OCT 08	2,382
P LITTLE	EXECUTIVE DEAN	NETHERLANDS	TRAVEL TO THE NETHERLANDS (SHELL RIJSWIJK), FRANCE (ESC TOULOUSE AND EC LILLE)	13–27 SEP 08	14,596
A LIU	INTERNATIONAL PROJECT OFFICER	CHINA – INCLUDING HONG KONG & MACAU	TO ATTEND AUSTRALIA EVENT AND AGENT VISITS IN HONG KONG AND SHENZHEN 04-13/08/08	3–14 AUG 08	5,451
A LIU	INTERNATIONAL PROJECT OFFICER	CHINA – HONG KONG, MACAU	TO REPRESENT FOB IN IDP EVENT AND CONDUCT AGENT VISITS, HK 02-08/10/08	2–8 OCT 08	3,886
A LIU	INTERNATIONAL PROJECT OFFICER	CHINA – HONG KONG, MACAU	QUT GRADUATION CEREMONY & ALUMNI EVENTS, HK 21-22/10/08; AGENT VISITS, CELAP E-GOVERNANCE CONFERENCE SHANGHAI 23-30/10/08; INSTITUTE/AGENT VISITS (UPDATE PROGRAM/COURSE) WITH QUT FRANKFURT 31/10-09/11/08; MEET UP WITH PETER LITTLE FOR QUT ALUMNI EVENT, LONDON 10-11/11/08	20 OCT–14 NOV 08	14,434
B LUKE	LECTURER	NEW ZEALAND	ANZAM CONFERENCE	2–9 DEC 08	2,259
S MA	LECTURER	CHINA	CHINA TOUR EMBA	5–18 JAN 08	6,799
K MADDEN	SENIOR RESEACH FELLOW	KOREA REPUBLIC	TO ATTEND INTERNATIONAL SYMPOSIUM ON GIVING SULTURE HELD IN KOREA	29 NOV–5 DEC 08	2,404
F MAGER	ASSOCIATE PROFESSOR	CHINA – INCLUDING HONG KONG & MACAU	TO PRESENT AT THE 15TH ANNUAL GLOBAL FINANCE CONFERENCE AND MEET HIS CO-AUTHOR OF TWO FUTURE PROPOSAL PROJECTS	17–21 MAY 08	2,768
J MATTHEWS	SENIOR LECTURER	NEW ZEALAND	TO PRESENT PAPER AT ANZAM CONFERENCE 2008, 2-5/12/08	1–11 DEC 08	1,800
M MCGREGOR-LOWNDES	DIRECOR	UNITED STATES OF AMERICA	TO ATTEND ANNUAL NCPL CONFERENCE	20–25 OCT 08	4,992

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M MCGREGOR-LOWNDES	DIRECTOR	NEW ZEALAND	TO ATTEND AUSTRALIA AND NEW ZEALAND THIRD SECTOR RESEARCH NINTH BIENNIAL CONFERENCE: DEMONSTRATE! IN NEW ZEALAND	23–26 NOV 08	1,927
K MOHANNAK	LECTURER	FRANCE	3RD EUROPEAN CONFERENCE ON MANAGEMENT OF TECHNOLOGY	11–23 SEP 08	4,084
M MORRIS	LECTURER	INDIA	ATTENDING STEP MEETING & ISB FAMILY BUSINESS CONFERENCE IN HYDERABAD	29 JAN–4 FEB 08	2,986
M MORRIS	LECTURER	CHINA – HONG KONG, MACAU	2008 ASIA PACIFIC STEP SUMMIT 20-22/11/08	19–23 NOV 08	3,023
L MUNRO	LECTURER	UNITED KINGDOM	TO ATTEND TWO CONFERENCES: 1. CARDIFF (UK) – 18TH NATIONAL AUDITING CONFERENCE (BAA) – 18-19 APR 08 2. ROTTERDAM (NETHERLANDS) – 31ST ANNUAL CONGRESS EAA CONFERENCE – 23-25 APR 08	16–27 APR 08	7,894
G MURPHY	POSTDOCTORAL RESEARCH FELLOW	CHINA – HONG KONG, MACAU	PRESENTATION OF PAPER AT WCEAM-IMS 2008 CONFERENCE	24–31 OCT 08	3,977
L MUSELLI	RESEARCH FELLOW	THAILAND	4TH IEEE CONFERENCE	19–24 SEP 08	2,752
L NEALE	LECTURER	UNITED STATES OF AMERICA	ATTEND SOCIETY OF MARKETING ADVANCES CONFERENCE	3–19 NOV 08	6,601
C NEWTON	SENIOR RESEARCH FELLOW	USA	68TH ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT	6–14 AUG 08	5,205
G NICHOLSON	SENIOR LECTURER	NEW ZEALAND	PRESENTING PAPER AT THE ANZAM CONFERENCE 02/12/08 – 04/12/08	3–6 DEC 08	3,091
J NOWLAND	LECTURER	USA	TO PRESENT A PAPER AT THE AMERICAN ACCOUNTING ASSOCIATION CONFERENCE IN CALIFORNIA AND STAY WITH CO-AUTHOR, ANDREAS SIMON AT CALIFORNIA POLYTECH SLO	2–8 AUG 08	3,921
J NOWLAND	LECTURER	TAIWAN	TO COLLECT DATA FOR RESEARCH PROJECT AND ATTEND TWO FINANCE CONFERENCES IN TAIWAN, VISIT A CO-AUTHOR AT CAL POLY SLO (NEAR LA) TO WORK ON RESEARCH PAPER, ATTEND THE AMERICAN FINANCE ASSOCIATION CONFERENCE IN SAN FRANCISCO IN JAN 2009	22 SEP 08–20 FEB 09	10,370
J O'BRIEN	ASSOCIATE LECTURER	NEW ZEALAND	TO ATTEND THE GOVERNANCE CONFERENCE IN NEW ZEALAND	14–17 AUG 08	1,536

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
B O'CONNOR	DIRECTOR – CORPORATE EDUCATION	UNITED KINGDOM	TO PARTICIPATE IN DMO INTERNATIONAL STUDY TOUR – 13-25/09/08 LONDON, 26-30/09/08 WASHINGTON DC, 01-03/10/08 DALLAS FT WORTH	13 SEP–5 OCT 08	7,079
S ONG	ADMINISTRATION OFFICER – EXTERNAL RELATIONS	MALAYSIA	STUDENT RECRUITMENT TRIP MALAYSIA – PENANG 9-12/12, SINGAPORE 12-18/12/08	9–19 DEC 08	4,161
A PALTRIDGE	DIRECTOR	SINGAPORE & MALAYSIA	AGENT VISITS & IDP STUDENT RECRUITMENT	3–9 JAN 08	3,913
A PALTRIDGE	DIRECTOR	USA	NAFSA 2008 ANNUAL CONFERENCE	25 MAY–2 JUN 08	6,310
A PALTRIDGE	DIRECTOR	IRISH REPUBLIC	21ST INTERNATIONAL CONFERENCE ON THE FIRST YEAR EXPERIENCE	21–29 JUN 08	6,345
A PALTRIDGE	DIRECTOR	MALAYSIA	TO REPRESENT FOB IN INTERNATIONAL MARKETING EVENT, IDP POSTGRADUATE FAIR; CONDUCT AGENT AND CAMPUS VISITS. KUALA LUMPUR 10, 11,13,15-18/08/08, PENANG 12,14/08/08	10–18 AUG 08	2,923
D PEACH	PROJECT OFFICER	NEW ZEALAND	2008 HERDSA CONFERENCE IN NEW ZEALAND 1-4 JULY 2008	29 JUN–6 JUL 08	4,955
W PROUD	POSTGRADUATE COORDINATOR	THAILAND	ATTEND AGENT VISITS AND IDP EVENT	12–17 MAR 08	2,636
W PROUD	POSTGRADUATE COORDINATOR	USA	TO ATTEND GLOBAL BUSINESS CASE COMPETITION	7–15 APR 08	5,571
W PROUD	POSTGRADUATE COORDINATOR	CHINA – INCLUDING HONG KONG & MACAU	IDP FAIR & AGENTS VISITS	18–23 JUN 08	2,659
W PROUD	POSTGRADUATE COORDINATOR	THAILAND	WORLD MBA TOUR FALL 2008 – BANGKOK 25-27/11, 28-29/11 DELHI, 30/11-02/12 MUMBAI, 03-04/12 HYDERABAD, 05-07/12 BANGALORE	24 NOV–8 DEC 08	10,854
S RIDINGS	DIRECTOR OF INT'L BUSINESS PROGRAMS	CHINA – HONG KONG & MACAU	TO ATTEND THE IDP EXHIBITION & AACSB CONFERENCE	29 FEB–12 MAR 08	5,746
T ROBINSON	HEAD OF SCHOOL	MALAYSIA	TO ATTEND THE OVERSEAS GRADUATION IN MALAYSIA & SINGAPORE	4–9 APR 08	6,097
R RUSSELL-BENNETT	SENIOR MARKETING LECTURER	UNITED KINGDOM	TO ATTEND EMAC AND AMAS SIG IN UNITED KINGDOM	23 MAY–11 JUN 08	11,023
R RUSSELL-BENNETT	SENIOR MARKETING LECTURER	FRANCE	TO ATTEND EMONET CONFERENCE IN FRANCE AND VISITING UNIVERSITIES IN MADRID AND MEET WITH CO-AUTHOR IN SINGAPORE. FUNDS SPLIT \$6000 FROM ARC LINKAGE, \$377.84 FROM SCHOOL OF AMPR RESEARCH ACCOUNT	7–23 JUL 08	6,378

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
Y SAKURAI	LECTURER	CHINA – INCLUDING HONG KONG & MACAU	TO PRESENT PAPER AT IACMR CONFERENCE 18-22 JUNE, GUANGZHOU, CHINA	18–24 JUN 08	2,473
A SARGEANT	ADJUNCT PROFESSOR	ALBANIA	ADJUNCT PROFESSOR WHO IS COMING TO AUSTRALIA TO WORK FOR CPNS	12 JUN–3 JUL 08	2,171
R SARGEANT	PRINCIPAL CONSULTANT	UNITED KINGDOM	TO PARTICIPATE IN DMO INTERNATIONAL STUDY TOUR – 19-25/09/08 LONDON, 26-30/09/08 WASHINGTON DC, 01-03/10/08 DALLAS FT WORTH	19 SEP–5 OCT 08	5,934
K SCOTT	EVENT SERVICES OFFICER	CHINA	CHINA TOUR EMBA	5–18 JAN 08	5,793
D SEBASTIAN	ASSOCIATE LECTURER	INDIA	REPRESENTING FOB TO ATTEND MARKETING ACTIVITIES AT IDP – AUSTRALIAN EDUCATION INTERVIEW PROGRAM	21–29 FEB 08	5,184
D SEBASTIAN	ASSOCIATE LECTURER	USA	PRESENTATION OF A RESEARCH PAPER IN THE INTERNATIONAL LEARNING CONFERENCE, CHICAGO. PARTLY FUNDED BY UNIVERSITY OF TASMANIA	1–10 JUN 08	4,242
D SEBASTIAN	ASSOCIATE LECTURER	INDIA	REPRESENTING FOB IN STUDENT RECRUITMENT MISSION VIEC ROADSHOW, INDIA (MADRAS 05/08, 13-18/08, BOMBAY 06-13/08) FUNDING FROM ISO	4–19 AUG 08	5,000
J SENYARD	RESEARCH FELLOW	USA	TO ATTEND BABSON CONFERENCE AND SCOTT SHANES DOCTORAL CONSORTIUM	1JUN–1 AUG 08	6,708
Y SHEN	ADMINISTRATION OFFICER	MALAYSIA	ATTENDING STUDENT RECRUITMENT ACTIVITIES IN MALAYSIA FROM 8-15 MAY 2008	8–16 MAY 08	3,239
L SIMPSON	ASSISTANT DEAN – T&L	USA, SINGAPORE	ATTEND AACSB ASSESSMENT SEMINAR & CONFERENCE	17–20 MAR 08	2,831
L SIMPSON	ASSISTANT DEAN – T&L	USA	ATTENDING THE AACSB INTERNATIONAL CONFERENCE & ANNUAL MEETING AT HONOLULU	10–16 APR 08	5,309
L SIMPSON	ASSISTANT DEAN – T&L	ITALY	TO ATTEND 5TH COMMUNITY INFORMATICS & DEVELOPMENT INFORMATICS CONFERENCE PRATO, ITALY 27-30/10/08	27–30 OCT 08	2,530
L SIMPSON	ASSISTANT DEAN – T&L	UNITED STATES OF AMERICA	TO ATTEND AACSB ASSESSMENT SEMINAR AND PRESENT PAPER AT 2008 ASSESSMENT CONFERENCE 03-06/12/08	2–9 DEC 08	5,714



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
P STEFFENS	ASSOCIATE PROFESSOR	USA	TO PRESENT PAPER AT BABSON CONFERENCE IN USA 4-6 JUNE AND ATTEND MARKETING SCIENCE CONFERENCE IN CANADA. 11-14 JUNE (FUNDED BY EIC)	3–25 JUN 08	6,604
J SWEETING	SENIOR LECTURER	SINGAPORE	TO CONDUCT AGENT VISITS 22/08/08, AND REPRESENTING FOB IN IDP SINGAPORE DIPLOM TO DEGREE AUGUST EVENT 23-24/08/08	21–25 AUG 08	2,507
T TANG	SENIOR LECTURER	SWEDEN	TO ATTEND THE IABE CONFERENCE	4–10 JUN 08	5,427
T TANG	SENIOR LECTURER	UNITED STATES OF AMERICA	TO ATTEND AACSB ASSESSMENT SEMINAR AND 2008 ASSESSMENT CONFERENCE 03-06/12/08.	1–9 DEC 08	7,130
R THOMPSON	LECTURER	UNITED STATES OF AMERICA	TO ATTEND AACSB ASSESSMENT SEMINAR AND 2008 ASSESSMENT CONFERENCE 03-06/12/08	1–9 DEC 08	7,130
B TORGLER	ASSOCIATE PROFESSOR	NEW ZEALAND	TO ATTEND THE ESAM 08 CONFERENCE	8–14 JUL 08	2,929
B TORGLER	ASSOCIATE PROFESSOR	GERMANY	CONFERENCE ON FRONTIERS OF TAXATION IN BERLIN. MEETING WITH RESEARCHES IN SWITZERLAND	3–12 DEC 08	4,363
K TOWNSEND	LECTURER	IRISH REPUBLIC	INTERNATIONAL LABOUR PROCESS CONFERENCE	12–21 MAR 08	7,055
S TYWONIAK	LECTURER	USA	ACADEMY OF MANAGEMENT CONFERENCE	7–15 AUG 08	3,902
S TYWONIAK	LECTURER	CHINA – HONG KONG, MACAU	TO PRESENT PAPER AT WCEAM CONFERENCE 27-30 OCT 2008	26 OCT–1 NOV 08	4,261
S TYWONIAK	LECTURER	NETHERLANDS	TO ATTEND ROTTERDAM CONFERENCE 10-12 NOV 2008. RESEARCH MEETING – VIT FLEET FRANCE RESEARCH 13-18 NOV 2008 RESEARCH PRESENTATION AND CAMBRIDGE UNIVERSITY	8–23 NOV 08	7,243
S TYWONIAK	LECTURER	NEW ZEALAND	TO ATTEND ANZAM CONFERENCE 2-5/12/08 MEET COLLEAGUES FROM WA AND NZ AT UNIVERSITY OF AUCKLAND BUSINESS SCHOOL	1–8 DEC 08	2,696
M VAN DESSEL	SESSIONAL ACADEMIC	USA	TO ATTEND AMERICAN ACADEMY OF ADVERTISING 2008 ANNUAL CONFERENCE	26 MAR–3 APR 08	2,702
J WATERHOUSE	RESEARCH FELLOW	UNITED KINGDOM	ATTENDING THE BRITISH ACADEMY OF MANAGEMENT CONFERENCE (HARROGATE) AND JOINT RESEARCH PROJECT WITH PROFESSOR RONA BEATTIE FROM GLASGOW CALEDONIAN UNIVERSITY (GLASGOW)	30 AUG–16 SEP 08	8,092

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
R XAVIER	ACTING HEAD OF SCHOOL	COLOMBIA	IDP EXHIBITION 03/09/08-13/09/08 SOUTH AMERICA	3–13 SEP 08	5,554
R XAVIER	HEAD OF SCHOOL	CHINA – HONG KONG, MACAU	MARKETING FOR SCHOOL IN HONG AND CHINA	20–28 OCT 08	4,763
X YANG	SENIOR LECTURER	CHINA – INCLUDING HONG KONG & MACAU	TO PRESENT PAPER AT IACMR CONFERENCE 18-22 JUNE, GUANGZHOU, CHINA. ATTEND AIB 2008 ANNUAL MEETING ITALY 30/06/08-03/07/08. VISITING WENZHOU UNIVERSITY 10-11/07/08, AND SHANGHAI UNIVERSITY OF INTERNATIONAL STUDIES 14/07/08. FUNDING SPLIT: FRIG \$1500, EIC	16 JUN–16 JUL 08	4,500
X YANG	SENIOR LECTURER	USA	ACADEMY OF MANAGEMENT ANNUAL MEETING	7–17 AUG 08	3,435
R ZOLIN	ASSOCIATE PROFESSOR	USA	ACADEMY OF MANAGEMENT ANNUAL MEETING	3–19 AUG 08	6,623
CABOOLTURE					
NO TRAVEL IN 2008					
CENTRE FOR TROPICAL CROPS AND BIOCOMMODITIES					
H BAKIR	RESEARCH ENGINEER	GEORGETOWN, GUYANA	CONSULTATION	23 AUG–14 SEP 08	5,488
D BECKER	LECTURER	UGANDA – KAMPALA	FIELD SURVEY & NARO VISIT	6–20 APR 08	3,070
R BROADFOOT	PRINCIPAL RESEARCH FELLOW	ARGENTINA	CONSULTATION FOR LEDESMA FACTORY	25 OCT–4 NOV 08	3,494
W DOHERTY	PRINCIPAL RESEARCH FELLOW	BANGKOK	HEAT EXCHANGER FOULING & MITIGATION MASTERCLASS	5–10 AUG 08	1,658
B DUGDALE	POST DOCTORAL FELLOW	USA – TEXAS, RALEIGH, SAN DIEGO	MEETINGS AT TEXAS A&M UNIVERSITY, SYNGENTA STEERING COMMITTEE AND BIO 2008 CONFERENCE	9–23 JUN 08	4,716
L EDYE	PRINCIPAL RESEARCH FELLOW	NETHERLANDS – ROTTERDAM	IEA BIOENERGY TASK 39 MEETING	5–12 JAN 08	3,189
L EDYE	PRINCIPAL RESEARCH FELLOW	JAPAN	ATTEND BIOFUELS WORLD 2008	7–12 JUL 08	0
T FYFFE	PROJECT MANAGER	UGANDA	GC9 CONFERENCE AND FIELD SURVEY	6–20 APR 08	3,224
L IZQUIERDO	PROJECT MANAGER	KENYA, MALAWI AND THAILAND	BANANA 21 MEETING, BANANA 2008 CONFERENCE, GCGH MEETING	1–23 OCT 08	7,268
G KENT	SENIOR RESEARCH FELLOW	BRAZIL	ISSCT ENG. W'SHOP (PO416)	28 JUN–7 JUL 08	5,123
H KHANNA	ASSOCIATE PROFESSOR	UGANDA – KAMPALA	GC9 MEETING, GATES SCIENTIST TRAINING VISIT	4–20 APR 08	3,178
H KHANNA	ASSOCIATE PROFESSOR	USA – TUCSON, RALEIGH, COLLEGE STATION	CONFERENCE, MEETING AND LAB VISIT	9–21 JUN 08	4,566

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Name	Position	Destination(s)	Purpose of Travel	Duration	
H KHANNA	ASSOCIATE PROFESSOR	MOMBASSA, UGANDA, THAILAND	BANANA 21 MEETING, BANANA 2008 CONFERENCE, NARO VISIT, GCGH MEETING	1–24 OCT 08	6,156
S LEE	CENTRE MANAGER	USA – RALEIGH AND SAN DIEGO	SBI MEETING AND BIO 2008	11–23 JUN 08	2,998
A MANN	SENIOR RESEARCH FELLOW	GUYANA – GEORGETOWN	BOILER COMMISSIONING ACTIVITIES	25 FEB–10 MAR 08	4,440
I O'HARA	SENIOR RESEARCH FELLOW	CANADA – VANCOUVER & MONTREAL	VISIT TO ANDRITZ AND TO PACRIM	9–18 SEP 08	4,687
D O'ROURKE	CENTRE COORDINATOR	UGANDA	GC9 CONFERENCE AND PLANT DIAGNOSTICS MEETING	6–20 APR 08	3,224
D O'ROURKE	CENTRE COORDINATOR	USA – TEXAS, ST LOIS, RALEIGH AND SAN DIEGO	SBI MEETING AND BIO 2008	8 JUN–5 JUL 08	3,343
D O'ROURKE	CENTRE COORDINATOR	THAILAND	GRAND CHALLENGES IN GLOBAL HEALTH MEETINGS	14–23 OCT 08	1,405
R STEINDL	PRINCIPAL RESEARCH FELLOW	INDIA, MEXICO	CONSULTATIONS	20 JAN–14 FEB 08	17,999
R STEINDL	PRINCIPAL RESEARCH FELLOW	COLOMBIA – CALI	CONSULTANCY	10–20 MAY 08	16,052
R STEINDL	PRINCIPAL RESEARCH FELLOW	BRAZIL, COLUMBIA	CONSULTATIONS	26 AUG–27 SEP 08	15,317
R STEINDL	PRINCIPAL RESEARCH FELLOW	KOMATI, SOUTH AFRICA, SAINT DENIS, REUNION ISLAND	CONSULTATION IN SOUTH AFRICA & ISSCT WORKSHOP IN REUNION	13–27 OCT 08	4,478
R STEINDL	PRINCIPAL RESEARCH FELLOW	GUATAMALA	CONSULTATION	16–24 NOV 08	14,205
R STEINDL	PRINCIPAL RESEARCH FELLOW	BELIZE, NICARAGUA, PERU	CONSULTATIONS	30 NOV–14 DEC 08	16,598
E WHITELAW	RESEARCH SCIENTIST	MOMBASSA, UGANDA, THAILAND	BANANA 2008 CONFERENCE, NARO UGANDA AND GC9 CONFERENCE	1–24 OCT 08	6,051
CHANCELLERY					
P ARNISON	CHANCELLOR	CHINA	TAIWAN AND HONG KONG GRADUATION CEREMONY	18–24 OCT 08	9,285
A CALDWELL	PROFESSOR	MEXICO, USA, JAPAN	HARVARD WORLD MODEL UNITED NATIONS ACADEMIC SUPERVISOR	18 MAR–6 APR 08	2,653
P COALDRAKE	VICE-CHANCELLOR	MALAYSIA	GRADUATION CEREMONIES	5–8 APR 08	5,125
P COALDRAKE	VICE-CHANCELLOR	CHINA	MEETINGS WITH SENIOR PERSONNEL	14–22 JUN 08	9,817
P COALDRAKE	VICE-CHANCELLOR	CHINA	FORUM OF INTERNATIONALISATION OF HIGHER EDUCATION	24–31 OCT 08	10,231
P COALDRAKE	VICE-CHANCELLOR	USA – SAN FRANCISCO, SINGAPORE	ATLANTIC PHILANTHROPIES	5–13 MAR 08	11,092
D DAVIS	ASSOCIATE LECTURER	FRANCE	CONFERENCE PARTICIPATION	24 JUN–5 JUL 08	3,296
D GARDINER	DEPUTY VICE-CHANCELLOR – ACADEMIC	USA	CONFERENCE PARTICIPATION	1–16 JUN 08	17,000

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
S MCLEAN	DEPUTY VICE-CHANCELLOR – TEACHING QUALITY	MALAYSIA	GRADUATION CEREMONIES	4–10 APR 08	7,506
S MCLEAN	DEPUTY VICE-CHANCELLOR – TEACHING QUALITY	MALAYSIA	MINISTRY OF EDUCATION CELEBRATION	30 MAY–1 JUN 08	6,364
S MCLEAN	DEPUTY VICE-CHANCELLOR – TEACHING QUALITY	MALAYSIA	TRANSNATIONAL AUDIT FOR B.ED STUDIES	20–29 SEP 08	7,016
S MCLEAN	DVC – TEACHING QUALITY	PAPUA NEW GUINEA	TRANSNATIONAL AUDIT FOR BACHELOR OF EDUCATION (EARLY CHILDHOOD) PROGRAM	5–7 NOV 08	4,768
S MCLEAN	DVC – TEACHING QUALITY	CHINA, HONG KONG	TRANSNATIONAL AUDIT FOR BEE AND SCIENCE PROGRAMS; AND ATTENDANCE AT HONG KONG GRADUATION CEREMONY	18–24 OCT 08	12,207
K O'HARE	EXECUTIVE OFFICER TO DEPUTY VICE CHANCELLOR	USA	CONFERENCE PARTICIPATION	1–16 JUN 08	17,000
S TOWERS	DEAN OF STUDIES	MALAYSIA	TRANSNATIONAL AUDIT FOR B.ED STUDIES	23–26 SEP 08	2,541
S WILSTEED	ASSOCIATE LECTURER	IRELAND	CONFERENCE PARTICIPATION	23–26 JUN 08	1,355
CREATIVE INDUSTRIES					
K ARMSTRONG	RESEARCH FELLOW	CHINA – BEIJING	PRESENT AT BEIJING OLYMPICS SHOW	1–21 JUN 08	0
W ARMSTRONG	DISCIPLINE LEADER	NEW ZEALAND – DUNEDIN	TO ATTEND THE EMERGING DESIGNER AWARDS	27–2 MAR 08	1,283
W ARMSTRONG	DISCIPLINE LEADER	NEW ZEALAND – AUCKLAND, TAURANGA	ATTENDANCE AT THE FINZ CONFERENCE AND VISIT UNIVERSITY OF AUCKLAND	6–10 AUG 08	2,033
A ARTHURS	DISCIPLINE LEADER	SINGAPORE	EXTERNAL EXAMINER AND LASALLE	1–6 JUN 08	0
A BALDWIN	SENIOR RESEARCH FELLOW	PAPUA NEW GUINEA – PORT MORESBY, TARI	SIGNOFF AGREEMENT WITH INDUSTRY PARTNERS	25–28 NOV 08	2,225
J BANKS	POSTDOCTORAL RESEARCH FELLOW	DENMARK – COPENHAGEN, UNITED KINGDOM – LONDON	ATTEND ASSOCIATION OF INTERNET RESEARCHERS CONFERENCE AND RESEARCH VISITS	12–24 OCT 08	6,694
S BOUGHEN	DISCIPLINE LEADER	TAIWAN – TAIPEI, KAOHSIUNG, TAICHUNG	DANCE AUDITIONS IN TAIWAN	18–25 MAY 08	3,812
L BOWMAN	SENIOR LECTURER	CHINA – BEIJING	COORDINATING VOLUNTEER COVERAGE OF THE BEIJING OLYMPIC GAMES BY QUT JOURNALISM STUDENTS	7 JUL–1 SEP 08	3,828
A BROWN	ASSOCIATE PROFESSOR	USA – BOSTON, NEW YORK, CHAMPAIGN, SAN FRANCISCO	ATTENDANCE AT THE 'PERFORMING THE WORLD 2008: YESTERDAY, TODAY, TOMORROW CONFERENCE AND RESEARCH MEETINGS	27 SEP–13 OCT 08	6,567

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A BRUNS	SENIOR LECTURER	SINGAPORE	PAPER PRESENTATION AT THE ISEA 2008 CONFERENCE	24 JUL–3 AUG 08	2,853
A BRUNS	SENIOR LECTURER	DENMARK – COPENHAGEN; GERMANY – HAMBURG, HANNOVER, MUNSTER, BERLIN, MUNICH, AUGSBURG	PARTICIPATE IN AOIR CONFERENCE AND GUEST LECTURES	13–31 OCT 08	4,948
C BUDAY	LECTURER	CHINA – GUANGDONG	STUDENT TOUR TO GUANGDONG MODERN DANCE FESTIVAL	17 JUL–3 AUG 08	2,070
J BURGESS	POSTDOCTORAL RESEARCH FELLOW	CANADA – MONTREAL	CONFERENCE ATTENDANCE AT INTERNATIONAL COMMUNICATION ASSOCIATION CONFERENCE	21–29 MAY 08	5,746
J BURGESS	POSTDOCTORAL RESEARCH FELLOW	DENMARK – COPENHAGEN, UNITED KINGDOM – LONDON	ATTEND ASSOCIATION OF INTERNET RESEARCHERS CONFERENCE AND RESEARCH VISITS	12–24 OCT 08	7,218
A CALDWELL	SESSIONAL ACADEMIC	SOLOMON ISLANDS – HONIARA	UNDERTAKE TEACHING AND RESEARCH ACTIVITIES	19–24 FEB 08	1,845
A CALDWELL	SESSIONAL ACADEMIC	SOLOMON ISLANDS – HONIARA	RESEARCH COMMUNITY PARTNERSHIPS FOR SL PROJECT 2008	8–19 JUL 08	468
A CALDWELL	SESSIONAL ACADEMIC	SOLOMON ISLANDS – HONIARA	SERVICE LEARNING PILOT PROJECT STUDENT FIELD SERVICE	25 SEP–11 OCT 08	1,408
J CLARE	SENIOR LECTURER	CANADA – VANCOUVER, CALGARY, BANFF; USA – BOSTON, NEW YORK	PRESENTATION OF PAPERS AT THE 'FOURTH ART OF MANAGEMENT & ORGANISATION' CONFERENCE AND VISIT TO HARVARD UNIVERSITY	6–23 SEP 08	7,619
C COLLIS	SENIOR LECTURER	AUSTRIA – VIENNA	CONFERENCE PARTICIPATION	26 JUN–10 JUL 08	3,684
C COLLIS	SENIOR LECTURER	JAPAN – OSAKA, AMSTERDAM – HOLLAND, SPAIN – MADRID	WACE CONFERENCE	26 NOV–7 DEC 08	4,805
S CUNNINGHAM	DIRECTOR – CCI	UK – LONDON, TAIWAN – TAIPEI	RESEARCH IN UK AND SOURCING CIF'S INTERESTS AND COMMITMENTS IN TAIPEI	13–28 MAY 08	15,642
S CUNNINGHAM	DIRECTOR – CCI	ENGLAND – LONDON; FRANCE – PARIS	KEYNOTE SPEAKER AT THE UNIVERSITY OF SOUTHAMPTON AND MEETING WITH UNIVERSITY OF PARIS	21 SEP–6 OCT 08	3,330
S CUNNINGHAM	DIRECTOR – CCI	UNITED KINGDOM – LONDON	ATTEND ARTS, HUMANITIES AND INNOVATION SEMINAR	23–29 NOV 08	4,045
L DUFFIELD	LECTURER	BELGIUM – BRUSSELS	SUPERVISE STUDENTS TAKING PART IN A JOURNALISM FIELD TRIP	15 JUN–14 JUL 08	1,766
T FLEW	ASSOCIATE PROFESSOR	NEW ZEALAND – WELLINGTON	ATTENDANCE AT THE 2008 ANZCA CONFERENCE	8–12 JUL 08	2,713
M FOTH	SENIOR RESEARCH FELLOW	SOUTH KOREA – SEOUL; DENMARK – COPENHAGEN; FINLAND – TAMPERE	CONFERENCE PRESENTATIONS (AOIR, UBICOMP & MINDTREK)	17 SEP–21 OCT 08	4,350
S GATTENHOF	LECTURER	NORWAY – TRONDHEIM	TEACHING OF POSTGRADUATE STUDENTS AT TRONDHEIM	30 MAY–10 JUN 08	1,699

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Name	Position	Destination(s)	Purpose of Travel	Duration	
K GISLASON	LECTURER	UK – LONDON, BANGOR; ICELAND – REYKJAVIK	CONFERENCE PRESENTATION	24 JUN–14 JUL 08	3,000
L GRAYSON	LECTURER	FRANCE – PARIS, SARLAT	PRODUCING PHOTOGRAPHY EXHIBITION IN SARLAT FOR THE PARTICIPANTS OF PHOTOGRAPHIC WORKS	10 NOV–3 DEC 08	2,646
B HADLEY	LECTURER	NEW ZEALAND – DUNEDIN	PRESENT PAPER AT THE ADSA 2008 CONFERENCE	29 JUN–4 JUL 08	0
B HADLEY	LECTURER	DENMARK – COPENHAGEN	PARTICIPATION IN THE 'INTERREGNUM: IN BETWEEN STATES' CONFERENCE	18–27 AUG 08	2,841
B HADLEY	LECTURER	SOUTH KOREA – SEOUL	PAPER PRESENTATION AT FIRT/IFTR CONFERENCE	12–20 JUL 08	0
J HARTLEY	FEDERATION FELLOW	CANADA – MONTREAL	CONFERENCE PRESENTER AT INTERNATIONAL COMMUNICATION ASSOCIATION CONFERENCE	21–29 MAY 08	8,149
J HARTLEY	FEDERATION FELLOW	INDONESIA – JAKARTA	KEYNOTE SPEAKER AT INDONESIA CULTURAL HERITAGE WEEK	3–5 JUN 08	0
J HARTLEY	FEDERATION FELLOW	DENMARK – COPENHAGEN; UNITED KINGDOM – LONDON; TAIWAN – TAIPEI	ATTENDANCE AT DIGITAL CONTENT CREATION AND LONDON SCHOOL OF ECONOMICS CONFERENCES AND VISIT TO CHENGCHI UNIVERSITY	15 SEP–1 OCT 08	14,358
B HASEMAN	ASSISTANT DEAN – RESEARCH	SOLOMON ISLANDS – HONIARA	UNDERTAKE TEACHING AND RESEARCH ACTIVITIES	19–24 FEB 08	1,845
B HASEMAN	ASSISTANT DEAN – RESEARCH	PAPUA NEW GUINEA – PORT MORESBY	MEET WITH INDUSTRY PARTNERS FOR ARC LINKAGE GRANT 'SEXUAL HEALTH PROMOTIONS IN PAPUA NEW GUINEA'	21–24 APR 08	1,670
B HASEMAN	ASSISTANT DEAN – RESEARCH	PAPUA NEW GUINEA – PORT MORESBY	MEET WITH INDUSTRY PARTNERS FOR ARC LINKAGE GRANT 'SEXUAL HEALTH PROMOTIONS IN PAPUA NEW GUINEA'	12–14 JUN 08	1,399
B HASEMAN	ASSISTANT DEAN – RESEARCH	SOLOMON ISLANDS – HONIARA	TEACHING AND RESEARCH ACTIVITIES IN THE SOLOMON ISLANDS AS PER THE SL ENGAGEMENT GRANT	25–30 SEP 08	1,627
B HASEMAN	ASSISTANT DEAN – RESEARCH	PAPUA NEW GUINEA – PORT MORESBY, GOROKA, TARI	SIGNOFF AGREEMENT WITH INDUSTRY PARTNERS	21–28 NOV 08	4,148
G HEARN	PROFESSOR	SINGAPORE	PRESENTATION OF PROJECT RELATED RESEARCH TO INTERNATIONAL PARTNERS	13–21 SEP 08	1,993
G HEARN	PROFESSOR	DENMARK – COPENHAGEN; SOUTH AFRICA – CAPETOWN	ATTEND AOIR CONFERENCE IN COPENHAGEN AND PARTICIPATE IN RESEARCH TALKS AT CAPE PENINSULA UNIVERSITY OF TECHNOLOGY	12–24 OCT 08	7,247
S HETHERINGTON	ASSOCIATE LECTURER	SINGAPORE	RESEARCH AND WRITING NEWSPAPER AND RADIO FEATURE	9–14 JUL 08	0
D HEWITT	LECTURER	NORTHERN IRELAND – BELFAST	PEER REVIEWED COMPOSITION AND PERFORMANCE AT ICMC	19 AUG–3 SEP 08	3,000



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
P HIGGS	SENIOR RESEARCH FELLOW	CANADA – QUEBEC	ATTEND CONFERENCE BOARD OF CANADA AND PRESENT PAPER	14–21 FEB 08	6,026
P HIGGS	SENIOR RESEARCH FELLOW	UNITED KINGDOM – LONDON	CONFERENCE PRESENTATION AND WORKSHOP	13–24 MAY 08	5,182
A HUMPHREYS	RESEARCH FELLOW	FINLAND – TAMPERE, HELSINKI; DENMARK – COPENHAGEN	AOIR CONFERENCE, MINDTREK CONFERENCE AND SPEAK AT NETWORKS OF DESIRE WORKSHOP AT UNIVERSITY OF HELSINKI	5–20 OCT 08	6,286
M KEANE	ARC RESEARCH FELLOW	CHINA – BEIJING	RESEARCH AND FIELD WORK	27 JAN–24 FEB 08	7,016
M KEANE	ARC RESEARCH FELLOW	CHINA – BEIJING	CONFERENCE ATTENDANCE AND FIELDWORK	1–14 MAY 08	5,235
M KEANE	ARC RESEARCH FELLOW	CHINA – BEIJING, SUZHOU, HANGZHOU, SHANGHAI, DENMARK – COPENHAGEN, NORWAY – TRONDHEIM, SCOTLAND – GLASGOW	FIELDWORK IN CHINA BEIJING, SUZHOU, HANGZHOU, SHANGHAI AND CONFERENCE ATTENDANCE DENMARK, NORWAY, SCOTLAND	6 OCT–18 DEC 08	12,880
D KIDU	RESEARCH ASSISTANT	PAPUA NEW GUINEA – PORT MORESBY, GOROKA, TARI	RESEARCH AUDIT	31 OCT–16 NOV 08	774
H KLAEBE	SENIOR RESEARCH FELLOW	MEXICO – GUADALAJARA; ITALY – MILAN	PAPER PRESENTATION AT 15TH INTERNATIONAL ORAL HISTORY CONFERENCE (MEXICO), AND RESEARCH (ITALY)	21 SEP–7 OCT 08	6,949
A KNIGHT	PROFESSOR	UNITED ARAB EMIRATES – DUBAI, ABU DHABI	SPEAKING AT THE ARAB MEDIA FORUM	21 APR–1 MAY 08	0
A KNIGHT	PROFESSOR	PHILIPPINES – MANILA	ATTENDANCE AT THE ANNUAL AMIC CONFERENCE	12–20 JUL 08	0
A KNIGHT	PROFESSOR	CHINA – BEIJING	COORDINATING VOLUNTEER COVERAGE OF THE BEIJING OLYMPIC GAMES BY QUT JOURNALISM STUDENTS – REPLACING LEO BOWMAN	4–18 SEP 08	4,160
A KNIGHT	PROFESSOR	CHINA – SHANGHAI	ATTEND INTERNATIONAL SYMPOSIUM ON NEW MEDIA INDUSTRY & GLOBALIZATION	23–29 OCT 08	1,530
J KNOWLES	PORTFOLIO DIRECTOR	ENGLAND – LONDON; NORTHERN IRELAND – BELFAST	ATTENDANCE AT THE ICMC CONFERENCE	20 AUG–7 SEP 08	6,747
S LECLERCQ	ASSOCIATE LECTURER	CHINA – GUANGDONG	STUDENT TOUR TO GUANGDONG MODERN DANCE FESTIVAL	17 JUL–3 AUG 08	2,070
J LENNIE	SENIOR RESEARCH ASSOCIATE	INDIA, NEPAL	CONDUCT FIELDWORK IN NEPAL	13–22 JUN 08	2,972
D MAFE	SENIOR LECTURER	UNITED KINGDOM – LONDON	PRESENT PAPER AT RESEARCH INTO PRACTICE CONFERENCE AND CONDUCT PHD RESEARCH	27 OCT–19 NOV 08	2,763
S MARTIN	ASSOCIATE LECTURER	UNITED KINGDOM – LONDON, BANGOR, OXFORD	CONFERENCE PRESENTATION AND RESEARCH	24 JUN–14 JUL 08	3,000

						Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration		
K MCMAHON	LECTURER	UNITED KINGDOM – LONDON	MARKET RESEARCH AND VISIT TO THE LONDON COLLEGE OF FASHION	14 JUN–6 JUL 08		1,000
A MCNAMARA	ASSOCIATE PROFESSOR	BELGIUM – GHENT	PRESENT PAPER AT THE EAM CONFERENCE	27 MAY–3 JUN 08		4,447
E MCWILLIAM	ADJUNCT PROFESSOR	SINGAPORE , UNITED KINGDOM – LONDON, USA – CINCINNATI, OHIO	KEYNOTE AT UNIVERSITY OF CAMBRIDGE, MEETINGS AT LONDON INSTITUTE OF ED, KEYNOTE AT OHIO	8–26 NOV 08		9,609
E MCWILLIAM	ADJUNCT PROFESSOR	SINGAPORE – CHANGI, UNITED KINGDOM – LONDON, USA – OHIO	ATTEND STRATEGIC PLANNING MEETING WITH CREATIVE WORKFORCE PROGRAM	19–20 DEC 08		981
S PEARCE	ASSOCIATE PROFESSOR	UNITED KINGDOM – WARWICK, LIVERPOOL, LONDON; USA – NEW YORK, DETROIT, SAN FRANCISCO; CANADA – PRINCE EDWARD ISLAND	CONFERENCE PRESENTATION AND INTERNATIONAL BENCHMARKING	24 MAY–6 JUL 08		7,915
M PENNINGS	LECTURER	USA – NEW YORK	CONDUCT NY STUDY TOUR FOR ART STUDENTS	20 NOV–18 DEC 08		9,246
J POTTS	CENTRE FELLOW	UNITED KINGDOM	TO ATTEND THE FEAST CONFERENCE	22 FEB–25 APRIL 08		2,174
G SADE	LECTURER	SINGAPORE	EXHIBITION OF CREATIVE WORK ‘CHARMED’ AND PAPER PRESENTATION AT ISEA 2008	20–31 JUL 08		1,450
C SATCHELL	SENIOR RESEARCH FELLOW	ITALY – FLORENCE	CONFERENCE PRESENTATION	5–12 APR 08		1,020
L SAWTELL	SESSIONAL ACADEMIC	SOLOMON ISLANDS – HONIARA	RESEARCH FOR DOCUMENTARY	8–19 JUL 08		0
G SINGH	INTERNATIONAL AND DEVELOPMENT MANAGER	CHINA – CAN GUANGZHOU	PARTAKE QUT INTERNATIONAL CHINA MISSION	25 FEB–17 MAR 08		10,631
G SINGH	INTERNATIONAL AND DEVELOPMENT MANAGER	TAIWAN – TAIPEI	PARTICIPATE IN YODEX 2008 CONFERENCE	12–20 MAY 08		6,101
G SINGH	INTERNATIONAL AND DEVELOPMENT MANAGER	CHINA – HONG KONG, SHENZHEN	PARTICIPATION IN AUSTRADE EXHIBITION	4–14 AUG 08		4,824
G SINGH	INTERNATIONAL AND DEVELOPMENT MANAGER	SINGAPORE; TAIWAN – TAIPEI, KAOHSIUNG, TAICHUNG	AGENT VISITS AND PARTICIPATION IN AUSTRADE TAIWAN EVENTS	22 SEP–4 OCT 08		6,575
G SINGH	INTERNATIONAL AND DEVELOPMENT MANAGER	INDIA – BANGALORE, CHENNAI, MADRAS, HYDERABAD, MUMBAI, RAJKOTIN, DELHI	TO MEET WITH CONTACTS IN INDIA TO ESTABLISH WORKING RELATIONSHIPS AND UNIVERSITY LINKS	11–29 NOV 08		7,068
C SPURGEON	SENIOR LECTURER	NEW ZEALAND – AUCKLAND, TAUPU, WELLINGTON	CONFERENCE PARTICIPATION – ANZCA 2008	28 JUN–12 JUL 08		1,012
C STOCK	ASSOCIATE PROFESSOR	MALAYSIA – KUALA LUMPUR	TO DELIVER A KEYNOTE ADDRESS FOR A CONFERENCE	26 FEB–2 MAR 08		0

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
C STOCK	ASSOCIATE PROFESSOR	KOREA – SEOUL	GUEST SPEAKING AT INTERNATIONAL DANCE SYMPOSIUM	6–11 NOV 08	0
S STREET	EXECUTIVE DEAN	SOLOMON ISLANDS – HONIARA	ATTEND SERVICE LEARNING PROJECT – SOLOMON'S GRAND FINALE EVENT	2–4 OCT 08	1,539
S STREET	EXECUTIVE DEAN	INDONESIA – JAKARTA, HONG KONG – CHINGA	VISITING PELITA HARAPAN UNIVERSITY – JAKARTA & ATTEND QUT HONG KONG GRADUATION	19–24 OCT 08	9,393
J TACCHI	ASSOCIATE PROFESSOR	SRI LANKA – COLOMBO	SITE VISIT, COLLECTION OF DATA AND SUPPORT OF LOCAL EAR RESEARCHER	29 FEB–10 MAR 08	4,964
J TACCHI	ASSOCIATE PROFESSOR	USA – MEMPHIS	CONFERENCE ATTENDANCE	24–30-MAR 08	4,778
J TACCHI	ASSOCIATE PROFESSOR	UK – CAMBRIDGE; INDIA – ORISSA	CONFERENCE PARTICIPATION AND RESEARCH	5 APR–1 MAY 08	7,773
J TACCHI	ASSOCIATE PROFESSOR	INDIA – DELHI; NEPAL – KATHMANDU; SRI LANKA – COLOMBO, KANDY	RESEARCH – ARC PROJECTS	10–30 JUN 08	1,164
J TACCHI	ASSOCIATE PROFESSOR	SWEDEN – STOCKHOLM; UNITED KINGDOM – LONDON	ATTENDANCE AT THE IAMCR CONFERENCE AND MEETING WITH UNIVERSITY OF SURREY FOR RESEARCH PURPOSES	20–30 JUL 08	4,648
J TACCHI	ASSOCIATE PROFESSOR	CANADA – VANCOUVER; USA – PORTLAND, WASHINGTON	RESEARCH MEETINGS	21 SEP–4 OCT 08	8,111
J TACCHI	ASSOCIATE PROFESSOR	USA – PORTLAND, CANADA – VANCOUVER	ATTEND INTEL WORKSHOP (USA). ATTEND MEETING WITH COMMONWEALTH OF LEARNING (CANADA)	8–15 DEC 08	5,412
G THOMAS	SENIOR LECTURER	USA – SAN FRANCISCO	CONFERENCE PARTICIPATION	17–29 MAR 08	2,325
G THOMAS	SENIOR LECTURER	SOLOMON ISLANDS – HONIARA	SUPERVISE AND CO-ORDINATE STUDENT WORK IN THE SOLOMON ISLANDS	30 SEP–4 OCT 08	2,260
J WILSON	RESEARCH ASSOCIATE	UNITED KINGDOM – LONDON	CONFERENCE PARTICIPATION AND RESEARCH INTERVIEWS	15–26 APR 08	5,073
S YEO	INTERNATIONAL PROJECT OFFICER	SINGAPORE	EXPLORE BUSINESS DEVELOPMENT OPPORTUNITIES FOR CIF	7–11 APR 08	2,910
S YEO	INTERNATIONAL PROJECT OFFICER	SINGAPORE	IDP EXHIBITION – STUDY IN AUSTRALIA OPEN DAY 2008 & VISIT TO POLYTECHNICS	22–26 MAY 08	2,760
EDUCATION					
J AILWOOD	LECTURER	NORWAY – STAVANGER	EUROPEAN EARLY CHILDHOOD EDUCATION RESEARCH ASSOCIATION ANNUAL MEETING: 2 X PAPERS AND INVITED TO CHAIR A SYMPOSIUM. PAPERS ARE DEMOCRATIC PARTICIPATION AND ACTIVE CITIZENSHIP IN POLICY FOR THE EARLY YEARS IN AUSTRALIA	26 AUG–8 SEP 08	5,739

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
J ALFORD	LECTURER	UNITED ARAB EMIRATES – ABUDAHBI	COMMUNICATIVE LANGUAGE TEACHING, CURRENT TRENDS	16–23 FEB 08	6,163
S BEAMES	LEARNING & TEACHING CONSULTANT	NEW ZEALAND	HERDSA CONFERENCE	27 JUN–5 JUL 08	2,572
D BERTHELSEN	ASSOCIATE PROFESSOR	SWITZERLAND, SWEDEN	(A) SELF-AUTHORSHIP THEORY DEVELOPMENT – INVITED INTERNATIONAL CONFERENCE IN SWITZERLAND ORGANISED BY VIRGINIA TECH USA (18-21 MAY); (B) UNIVERSITY OF GOTHENBURG, SWEDEN – RESEARCH/ PUBLICATION MEETINGS (23 – 26 MAY) WITH PROFESSOR EVA JOHANSSON (CO-EDITOR)	16–30 MAY 08	3,391
D BEUTEL	LECTURER	SCOTLAND – EDINBURGH	TO PRESENT AT THE PEPE CONFERENCE, PAPER 1: BEGINNING TEACHERS' PERCEPTIONS OF THEIR INDUCTION INTO TEACHING PAPER 2: TEACHING MENTORING TEACHERS: A PROCESS OF REFLECTION AND REJUVENATION. TO ESTABLISH NETWORKS AND CONDUCT RESEARCH WITH SCOTTISH EDUCATIONAL INSTITUTIONS	20 JAN–11 FEB 08	8,045
D BEUTEL	LECTURER	SCOTLAND – EDINBURGH	ATTENDANCE AT THE SCOTTISH INTERNATIONAL SUMMER SCHOOL ON SCHOOL LEADERSHIP AND ALSO MEETINGS WITH UNIVERSITY STAFF AT VARIOUS UNIVERSITIES THROUGHOUT SCOTLAND.	25 JUL–13 AUG 08	5,806
P BOMAN	LECTURER	MALAYSIA	TEACHING IN MALAYSIA	5–20 JAN 08	4,534
P BOMAN	LECTURER	MALAYSIA	TEACHING IN MALAYSIA	10–18 MAY 08	2,518
J BROWNLEE	SENIOR LECTURER	PAPUA NEW GUINEA – PORT MORESBY	EDUCATION CAPACITY BUILDING PROGRAM – DELIVERY OF BED FOR CHILDHOOD DEVELOPMENT	27–31 JAN 08	2,637
J BROWNLEE	SENIOR LECTURER	PAPUA NEW GUINEA – PORT MORESBY	EDUCATION CAPACITY BUILDING PROGRAM – DELIVERY OF BED FOR CHILDHOOD DEVELOPMENT	10–23 FEB 08	6,507
J BROWNLEE	SENIOR LECTURER	PAPUA NEW GUINES – PORT MORESBY	EDUCATION CAPACITY BUILDING PROGRAM – DELIVERY OF BED (EC TEACHER EDUCATION)	15–28 JUN 08	5,538
J BROWNLEE	SENIOR LECTURER	SWITZERLAND	SELF AUTHORSHIP THEORY AND DEVELOPMENT ACROSS THE LIFESPAN	12–24 MAY 08	2,559
J BROWNLEE	SENIOR LECTURER	NORWAY	TEACHER BELIEFS ABOUT HOW TODDLERS LEARN: IMPLICATIONS FOR PRACTICE DURING ROUTINE SITUATIONS.	31 AUG–9 SEP 08	3,780

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Name	Position	Destination(s)	Purpose of Travel	Duration	
J BROWNLIE	ASSOCIATE PROFESSOR	PAPUA NEW GUINEA – PORT MORESBY	ACADEMIC WRITING SKILLS WORKSHOP FOR ED04	30 NOV–5 DEC 08	725
C BUTLER	SENIOR RESEARCH ASSISTANT	USA – BOSTON, LOS ANGELES	TRAVEL IS TAKEN UNDER THE PROFESSIONAL DEVELOPMENT PROGRAM. AMERICAN SOCIOLOGICAL ASSOCIATION ANNUAL MEETING. ATTENDING PANELS AND PRESENTATIONS ON CUTTING EDGE RESEARCH IN THE AREAS OF ETHNOMETHODOLOGY AND CONVERSATION ANALYSIS AND CHILDHOOD STUDIES.	30 JUL–9 AUG 08	5,518
J CARR	SENIOR LECTURER	MALAYSIA	MOEM 1	5 APR–8 MAY 08	1,893
J CARR	SENIOR LECTURER	MALAYSIA	MOEM 1, MANAGEMENT MEETINGS, EXAM BOARD MEETINGS	13–22 NOV 08	3,683
J CARR	SENIOR LECTURER	MALAYSIA, FRANCE	MOEM GRADUATION, EXAM BOARD AND MANAGEMENT COMMITTEE. FRANCE – RESEARCH AND CONSULTATION	15 MAY–2 JUN 08	7,925
S CARRINGTON	HEAD OF SCHOOL	USA – NEW YORK	DISABILITY STUDIES IN EDUCATION AND AREA – ANNUAL GENERAL MEETING 2008	20–28 MAR 08	6,740
V CHANDRA	LECTURER	THAILAND – UDON THANI	FIFTH INTERNATIONAL CONFERENCE ON SCIENCE, MATHEMATICS AND TECHNOLOGY EDUCATION. CONFERENCE PAPERS: (1) TEACHERS IN TECHNOLOGICALLY INTEGRATED CLASSROOMS (TIC) & (2) DESIGN AND TECHNOLOGY FOR PRESERVICE PRIMARY TEACHERS	14–20 JAN 08	800
S CHOY	LECTURER	PAPUA NEW GUINEA	OCS ECBP: DESIGN & DELIVERY MASTERS PROGRAM FOR EDUCATION PLANNING, PNG, PROJECT #: 660200-2428/66	15–19 MAR 08	1,360
S CHOY	LECTURER	UNITED KINGDOM – EDINBURGH, GLASGOW, GOTHENBURG	PRESENT PAPER AT THE 2008 EUROPEAN CONFERENCE ON EDUCATIONAL RESEARCH – FROM TEACHING TO LEARNING AND VISIT VARIOUS CENTRES IN GLASGOW AND GOTHENBURG.	31 AUG–20 SEP 08	8,337
S CHOY	LECTURER	NEW ZEALAND – AUCKLAND	ANZAM 2008 : A LEARNING PARTNERSHIP WITH A UNIVERSITY; SOME CONSIDERATIONS FOR INDUSTRY	2–7 DEC 08	2,386
S CHOY	LECTURER	PAPUA NEW GUINEA	SIGN OFF CONTRACT WITH ALL STAKEHOLDERS & PLAN FOR SEMESTER 1, 2009	21–24 OCT 08	1,490
C DALY	LECTURER	MALAYSIA	MOEM2	16–22 NOV 08	3,166

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Name	Position	Destination(s)	Purpose of Travel	Duration	
S DANBY	PROFESSOR	SWEDEN	KEYNOTE SPEAKER FOR DEPARTMENT OF CHILD STUDIES AT LINKOPING UNIVERSITY 2. LECTURE OR SEMINAR FOR DEPARTMENT OF EARLY CHILDHOOD AT LINKOPING UNIVERSITY	3–23 DEC 08	3,294
J DAVIS	SENIOR LECTURER	USA – NEW YORK	AMERICAN EDUCATION RESEARCH ASSOCIATION, 'PARTICIPATION IN NETWORKS AND ALLIANCES: WORKING THROUGH THE RHETORIC'	20 MAR–9 APR 08	2,679
S DAWSON	RESEARCH FELLOW	CANADA – CALGARY, WINDSOR	1. CANADIAN E-LEARNING CONFERENCE – CALGARY. LOOKING THROUGH A DIFFERENT LENS: THE ANALYSIS OF ICT DATA TO INFORM TEACHING PRACTICE. 2. SOCIETY FOR TEACHING AND LEARNING IN HIGHER EDUCATION – WINDSOR. BUILDING STUDENT CREATIVE CAPACITY	16–23 JUN 08	3,798
M DEZUANNI	LECTURER	USA – NEW YORK	MEDIA OVERSEAS CONVERSATION SERIES	30 MAY–7 JUL 08	800
C DIEZMANN	ASSISTANT DEAN RESEARCH	USA – NEW YORK, BALTIMORE	1. 2008 AERA ANNUAL MEETING & EXHIBITION – 2 PAPERS 'FORECASTING WRITING CAPACITY IN FACULTY STAFF' AND 'IN PURSUIT OF EXCELLENCE: A POLICY DRIVEN SYSTEMIC INITIATIVE TO EMBED GIFTED EDUCATION' 2. NARST CONFERENCE	15 MAR–7 APR 08	8,011
C DIEZMANN	ASSISTANT DEAN RESEARCH	CANADA – VANCOUVER	PDL UNIVERSITY OF BRITISH COLUMBIA	15 SEP–3 OCT 08	4,196
C DOHERTY	LECTURER	TAIPEI	VISITING SCHOLAR PROGRAM WITH NTNU. INVOLVES TWO LECTURES: 1. NATIONALISM, COSMOPOLITANISM AND THE SCHOOL CURRICULUM; 2. CULTURAL POLITICS IN THE INTERNATIONALISED UNIVERSITY. AIRFARE TO BE REIMBURSED BY NTNU. ACCOMMODATION TO BE PROVIDED.	1–18 MAY 08	1,484
S DUNBAR	RESEARCH ASSISTANT	GERMANY	ISSBD AND ICP CONFERENCE	25–27 JUN 08	3,975
J DUNCAN-HOWELL	LECTURER	PHILIPPINES – MANILA	FINAL WORKSHOP OF PUBLIC SECTOR LINKAGES PROJECT: BUILDING CAPACITY FOR ICT STRATEGIC IMPLEMENTATION FOR BASIC EDUCATION	30 MAR–5 APR 08	3,016



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Name	Position	Destination(s)	Purpose of Travel	Duration	
J DUNCAN-HOWELL	LECTURER	SCOTLAND – EDINBURGH	2PAPERS: (1) POLICY CATCH UP: DEVELOPING NATIONS AND DEVELOPING ICT POLICY DOCUMENTS; (2) ECAF: THE ELECTRONIC-CONVERSATIONAL ANALYSIS FRAMEWORK PLUS VISIT TO 4 SITES IN SCOTLAND (1) UNIVERSITY OF STRATHCLYDE, UNIVERSITY OF EDINBURGH, THE NATIONAL SCIENCE	24 AUG–7 SEP 08	1,800
J DUNCAN-HOWELL	LECTURER	INDIA – NEW DELHI	PRESENT WORKSHOPS AND SEMINARS FOR IGNOU EXECUTIVE	26 JUL–1 AUG 08	3,718
L EHRICH	ASSOCIATE PROFESSOR	SCOTLAND – EDINBURGH, UNITED KINGDOM	PEPE INTERNATIONAL CONFERENCE – ‘FORMALISED MENTORING PROGRAMS IN THE PUBLIC SECTOR: A STRUCTURED REVIEW OF THE LITERATURE’	21 JAN–5 FEB 08	8,285
L EHRICH	ASSOCIATE PROFESSOR	ABU DHABI	FIRST INTERNATIONAL CONFERENCE IN SCHOOL LEADERSHIP PRACTICES	17–24 APR 08	615
L EHRICH	ASSOCIATE PROFESSOR	CHINA	INVITED TO BE ON PANEL OF EXPERTS TO GIVE FEED BACK ON SPEECHES DELIVERED BY PARTICIPANTS AND OR PRINCIPLES AT A 3 DAY CHINESE FORUM	14–21 MAY 08	2,274
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	PAPUA NEW GUINEA	EARLY CHILDHOOD DISCUSSIONS	27–31 JAN 08	1,498
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	PAPUA NEW GUINEA	EARLY CHILDHOOD PROJECT	13–15 FEB 08	1,316
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	NEW ZEALAND	MEETINGS – MOEM 3 (JOHN HOPE)	6–9 MAR 08	1,843
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	PAPUA NEW GUNEA	MASTERS COURSE DISCUSSIONS	16–18 MAR 08	1,215
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	MALAYSIA	MOEM GRADUATION	3–10 APR 08	3,526
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	PAPUA NEW GUINEA	COURSE DISCUSSIONS	23–26 JUN 08	1,386
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	MALAYSIA	MOEM 1 DISCUSSION	16 SEP–26 SEP 08	4,917
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL & DEVELOPMENT	PAPUA NEW GUINEA	SCHOLARSHIP SELECTION	20 JUL–8 AUG 08	3,763

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Name	Position	Destination(s)	Purpose of Travel	Duration	
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL AND DEVELOPMENT	PAPUA NEW GUINEA	MEETING FOR PNG MASTERS CONTRACT	21–24 OCT 08	1,630
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL AND DEVELOPMENT	MALAYSIA	MOEM 1 & 3 MODERATION & MANAGEMENT MEETINGS	10–29 NOV 08	6,822
B ELLIOTT	ASSISTANT DEAN – INTERNATIONAL AND DEVELOPMENT	CHINA	CONFUCIUS	2–19 DEC 08	11,730
L ENGLISH	PROFESSOR	MEXICO & USA	INVITED PARTICIPATION IN THE 11TH INTERNATIONAL CONGRESS ON MATHEMATICAL EDUCATION: (MONTERREY, MEXICO); PLANNED PRESENTATIONS AT THE COMBINED CONFERENCE OF THE INTERNATIONAL GROUP FOR THE PSYCHOLOGY OF MATHEMATICS EDUCATION AND THE IGPME (NORTH AMERICAN BRANCH). WORKING ON COLLABORATIVE RESEARCH AT THE UNIVERSITY OF MONTANA FOLLOWING THE CONFERENCES. (PDL LEAVE)	5 JUL–3 AUG 08	9,704
R ENGLISH	LECTURER	UNITED KINGDOM	WORKSHOP ON CRITICAL REALISM.	10 JUL–19 JUL 08	800
B EXLEY	LECTURER	CHINA	TO PARTICIPATE IN PROFESSIONAL DEVELOPMENT PROGRAM FOR AUSTRALIAN EDUCATORS, LED BY PROFESSOR JUDITH RIVALLAND (PROFESSOR LANGUAGE & LITERACY, EDITH CROWN UNIVERSITY) IN CHINA	10–22 OCT 08	6,018
A FARRELL	HEAD OF SCHOOL	PAPUA NEW GUINEA	EDUCATION CAPACITY BUILDING PROGRAM – DELIVERY OF BED	15–28 JUN 08	5,538
A FARRELL	HEAD OF SCHOOL	TURKEY – ISTANBUL & ENGLAND – LONDON	INTERNATIONAL CONFERENCE ON NEW DIRECTIONS IN THE HUMANITIES 'TRANSNATIONAL DISPLACEMENT OF CHILDREN: A CONSIDERATION OF HUMAN RIGHTS IMPERATIVES FOR POLICY AND PRACTICE'; & UNIVERSITY OF LONDON/ HER MAJESTY'S PRISON SERVICE – RESEARCH MEETINGS	11 JUL–21 JUL 08	6,937
R FIELDING- BARNSEY	SENIOR LECTURER	UNITED KINGDOM	7TH INTERNATIONAL CONFERENCE OF THE BRITISH DYSLEXIA ASSOCIATION, HARROGATE UK 27-29 MARCH 2008	20 MAR–14 APR 08	7,742
T FOX	LECTURER	ENGLAND – LONDON	SEDA MEETING ADULT LEARNER NEEDS THROUGH WORK INTEGRATED LEARNING PROGRAMS	5–25 MAY 08	7,654

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Name	Position	Destination(s)	Purpose of Travel	Duration	
S GRIESHABER	PROFESSOR	CANADA – VICTORIA	16TH INTERNATIONAL RECONCEPTUALISING EARLY CHILDHOOD EDUCATION CONFERENCE: PROACTIVE, RESEARCH, THEORY POLICY	1–8 JUN 08	0
K HAIR	ADMINISTRATION COORDINATOR	NEW ZEALAND – CHRISTCHURCH	EXPAND MY CURRENT KNOWLEDGE ON TERTIARY EDUCATION MANAGEMENT THROUGH FOCUS GROUPS, DISCUSSIONS AND NETWORKING OPPORTUNITIES.	25 SEP–2 OCT 08	3,054
A HEIRDSFIELD	LECTURER	MEXICO	PSYCHOLOGY OF MATHEMATICS EDUCATION. PAPER TITLE: LEADING LEARNING: IMPLEMENTING THE QLD MATHEMATICS SYLLABUS. INTERNATIONAL CONGRESS ON MATHEMATICS EDUCATION. PAPER: THE USE OF NEW MATHEMATICS TEXT BOOK SCHEME – SUPPORT OR IMPEDIMENT.	1 JUL–22 JUL 08	195
D HENDERSON	SENIOR LECTURER	CHINA	INVITATION TO ATTEND THE JIANGSU EDUCATIONAL SERVICES FOR INTERNATIONAL EXCHANGE – KEYNOTE SPEAKER	31 OCT–9 NOV 08	0
E HEPPLER	ASSOCIATE LECTURER	MALAYSIA	COURSE DESIGN & LIAISON WORK	17 SEP–29 SEP 08	3,545
E HEPPLER	ASSOCIATE LECTURER	MALAYSIA	MOEM3 TEACHING	14–28 NOV 08	4,845
D HOWARTH	ASSOCIATE LECTURER	YONSEI, SEOUL, SOUTH KOREA	4TH QS-APPLE ASIA PACIFIC PROFESSIONAL LEADERS IN EDUCATION CONFERENCE & EXHIBITION 2008: PRESENTING A PAPER AS AN INVITED SENIOR ASSOCIATE OF THE KNOWLEDGE PARTNERSHIP (AUST, UK, CANADA). PAPER TITLE: WOONG ASIA: HOW FAR DO WE NEED TO INTERNATIONALISE	30 JUN–14 JUL 08	3,499
A HUDSON	ASSOCIATE PROFESSOR	PAPUA NEW GUINEA	THE HEALTH-PROMOTING TEACHERS COLLEGE: CONDUCTING ONE-WEEK WORKSHOP FOR TEACHER EDUCATORS	27 APR–2 MAY 08	3,304
P HUDSON	LECTURER	FRANCE – PARIS, INDONESIA	PARIS INTERNATIONAL CONFERENCE ON EDUCATION, ECONOMY & SOCIETY, PAPER TITLE: DEVISING UNIVERSITY- BASED PROGRAMS FOR THE WIDER EDUCATIONAL COMMUNITY; INDONESIA 6TH ASIA TEFL CONFERENCE, PAPER TITLE: CHALLENGES FOR PRESERVICE EFL TEACHERS ENTERING PRACTICUM	13 JUL–4 AUG 08	8,472

Name		Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
S	HUDSON	LECTURER	INDONESIA – SANUR	CHALLENGES PRESERVICE EFL TEACHERS FACE AS THEY ENTER PRACTICUM – ASIA TEFL	27 JUL–4 AUG 08	107
R	HUNTER	CONSULTANT	MALAYSIA	MOEM 1 DISCUSSION	16 SEP–25 SEP 08	4,512
M	HURWOOD	DEVELOPMENT PROJECT MANAGER	PHILIPPINES – MANILA, HONG KONG	PSLP WORKSHOP & MARKETING	27 MAR–4 APR 08	3,440
M	HURWOOD	DEVELOPMENT PROJECT MANAGER	GERMANY	MARKETING & RECRUITMENT – ESTABLISH NEW PARTNERSHIP WITH GERMAN UNIVERSITIES FOR RESEARCH COLLABORATION & STUDY ABROAD	15 NOV–8 DEC 08	7,807
C	IRONS	SENIOR LECTURER	MALAYSIA	MOEM STAFF DEVELOPMENT	5–20 JAN 08	4,800
C	IRONS	SENIOR LECTURER	USA – SALT LAKE CITY UTAH	PAPER 1 AT NATIONAL COUNCIL OF SUPERVISORS OF MATHEMATICS CONFERENCE: THE JOURNEY TO EMBRACE MENTAL METHODS AS PREFERRED COMPUTATION STRATEGIES. PAPER 2 AT NATIONAL COUNCIL OF TEACHERS OF MATHEMATICS CONFERENCE: MENTAL MATHEMATICS STRATEGIES THAT ARE CERTAIN TO WORK	25 MAR–14 APR 08	0
C	IRONS	SENIOR LECTURER	MALAYSIA	MOEM STAFF DEVELOPMENT	9–16 MAY 08	2,788
C	IRONS	SENIOR LECTURER	USA – OKLAHOMA CITY, OKLAHOMA	NATIONAL COUNCIL OF TEACHERS OF MATHEMATICS REGIONAL CONFERENCE – OKLAHOMA CITY , OKLAHOMA. DEVELOPING COMPUTATIONAL FLUENCY – STRATEGIES THAT LEAD TO THE SUCCESS	25 SEP–6 OCT 08	0
C	IRONS	SENIOR LECTURER	USA – RENO	WESTERN REGIONAL CONFERENCE OF THE NATIONAL COUNCIL OF TEACHERS OF MATHEMATICS, BUILDING LINKS BETWEEN ADDITION & SUBTRACTION, CONCEPTS & NUMBER FACTS	28 OCT–10 NOV 08	0
R	IRONS	LECTURER	USA – SALT LAKE CITY UTAH	NATIONAL COUNCIL OF TEACHERS OF MATHEMATICS ANNUAL CONFERENCE, YOUNG CHILDREN DEALING WITH DATA AND CHANCE	29 FEB–4 MAY 08	0

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
R IRONS	LECTURER	USA – CHICAGO, ILLINOIS	PROFESSIONAL DEVELOPMENT IN EARLY CHILDHOOD MATHEMATICS PEDAGOGY FOR TUTORS IN THE DEPARTMENT OF MATHEMATICS AND STATISTICS AT BOWLING GREEN UNIVERSITY, BOWLING GREEN, OHIO. SPEAK AT THE OPENING MINDS CONFERENCE AT THE CHICAGO METYRO ASSOCIATION OF EDUCATION FOR YOUNG CHILDREN, CHICAGO, ILLINOIS	4 JAN–1 FEB 08	0
C KAPITZKE	ASSOCIATE PROFESSOR	USA – NEW YORK	AERA CONFERENCE – NEW YORK	23–29 MAR 08	5,140
V KLENOWSKI	PROFESSOR	SINGAPORE	DEVELOPING ASSESSMENT LITERACY WORKSHOPS FOR NIE AND CONSULTANCY FOR MOE SINGAPORE	24 FEB–7 MAR 08	1,281
V KLENOWSKI	PROFESSOR	UNITED KINGDOM – LONDON	EXAMINING HOW MODERATION IS ENACTED WITHIN A POLICY REFORM INITIATIVE: YOU JUST HAVE TO LEARN TO SEE.	5 SEP–29 SEP 08	6,288
J LAMPERT	LECTURER	CANADA	RECRUITMENT FOR INTERNATIONAL STUDENTS	19 OCT–8 NOV 08	7,429
K LEE	HEAD OF SCHOOL	PHILIPPINES – MANILA	PROJECT: AUSAID PSLP PROJECT – BUILDING THE CAPACITY OF THE DEPARTMENT OF EDUCATION TO FORMULATE AND IMPLEMENT AN ICT STRATEGY FOR BASIC EDUCATION	30 MAR–5 APR 08	575
K LEE	HEAD OF SCHOOL	SCOTLAND – EDINBURGH	BRITISH EDUCATIONAL RESEARCH ASSOCIATION CONFERENCE 2008, VISITS TO RESEARCH CENTRE IN ICT, SCIENCE & MATHS.	24 AUG–8 SEP 08	8,206
K LEE	HEAD OF SCHOOL	INDIA – NEW DELHI	PRESENT WORKSHOPS AND SEMINARS FOR IGNOU EXECUTIVE	26 JUL–1 AUG 08	3,838
J LIDSTONE	ASSOCIATE PROFESSOR	TURKEY	CONFERENCE KEYNOTE	11–25 MAY 08	2,870
M LLOYD	SENIOR LECTURER	NEW ZEALAND, USA	ACCE STUDY TOUR, INCLUDING ATTENDANCE AT NECC (NATIONAL EDUCATIONAL COMPUTING CONFERENCE) SAN ANTONIO	23 JUN–4 JUL 08	2,170
M LLOYD	SENIOR LECTURER	UNITED KINGDOM, NORWAY – ALTA	THERE ARE TWO COMPONENTS TO TRAVEL: RECREATION LEAVE (FROM 09/08/08 – 31/08/08) AND LONG PDL (FROM 01/09/08 TO 16/10/08). THE LONG PDL IS IN CONNECTION WITH A NORWEGIAN RESEARCH GRANT AND AN INVITATION TO WORK AT FINMARK UNIVERSITY, ALTA.	9 AUG–16 OCT 08	0
J LOGAN	LIAISON LIBRARIAN	MALAYSIA	ED48 INFORMATION LITERACY FOR STAFF AND STUDENTS IN MALAYSIA.	21–28 JUN 08	2,469

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A LUKE	RESEARCH FELLOW	PARIS – FRANCE	OECD DIGITAL LEARNING RESOURCES PROJECT	15–24 MAY 08	2,604
A LUKE	RESEARCH FELLOW	FINLAND – HELSINKI, FRANCE – PARIS	OECD DIGITAL LEARNING RESEARCH PROJECT	11 SEP–22 SEP 08	12,413
A LUKE	RESEARCH FELLOW	USA – LONG BEACH, SAN DIEGO, LOS ANGELES	PUBLIC LECTURE & RESEARCH SEMINAR	13–23 OCT 08	3,308
K MALLAN	LECTURER	NEW ZEALAND – WELLINGTON	AUSTRALASIAN CHILDREN'S LITERATURE ASSOCIATION FOR RESEARCH (ACLAR)	24–30 JUN 08	2,643
L MAY	LECTURER	SINGAPORE	ESEA 2008 CONFERENCE , PAIRED CANDIDATE SPEAKING TEST : IMPACT OF PROFICIENCY LEVELS & INTERACTIONAL STYLE	29 NOV–7 DEC 08	1,144
F MCARDLE	SENIOR LECTURER	HONG KONG	CHILDREN'S PERCEPTIONS OF ART EDUCATION: A COMPARATIVE STUDY OF HONG KONG AND BRISBANE	9–20 FEB 08	2,077
E MCWILLIAM	PROFESSOR	SINGAPORE	PRESENTING CREATIVE WORKFORCE RELATED RESEARCH AND DEVELOPING FURTHER COLLABORATION.	12–16 MAY 08	1,847
E MCWILLIAM	PROFESSOR	SINGAPORE	PRESENTING CREATIVE WORKFORCE RELATED RESEARCH AND DEVELOPING FURTHER COLLABORATION.	16 SEP–18 SEP 08	1,994
J MILLWATER	LECTURER	SCOTLAND – EDINBURGH	PEPE INTERNATIONAL CONFERENCE 'MAKING TRANSITION FROM ACADEMIC LITERACY TO PROFESSIONAL LITERACIES: THE NEXUS OF THE PRACTICAL AND THE THEORETICAL'.	21 JAN–5 FEB 08	6,828
A MORETON-ROBINSON	PROFESSOR	USA – ATLANTA, CONNECTICUT, CHICAGO AND ILLINOIS	PARTICIPATION IN NATIVE AMERICAN AND INDIGENOUS STUDIES CONFERENCE IN ATLANTA. WILL ALSO BE PARTICIPATING IN CONDITIONS OF SETTLER COLONIALISM SYMPOSIUM (UNIVERSITY OF CHICAGO 25-26 APRIL) AND INDIGENEITY AS A CATEGORY OF CRITICAL ANALYSIS (UNIVERSITY OF CH	8–29 APR 08	2,995
D NAILON	LECTURER	PAPUA NEW GUINEA – PORT MORESBY	EDUCATION CAPACITY BUILDING PROGRAM – DELIVERY OF BED FOR CHILDHOOD DEVELOPMENT	10–23 FEB 08	4,061
S NYKVIST	LECTURER	MALAYSIA	MOEM2	5–25 JAN 08	5,779
S NYKVIST	LECTURER	MALAYSIA	MOEM2	23–30 MAR 08	2,832
S NYKVIST	LECTURER	MALAYSIA	MOEM2	5 JUN–7 JUL 08	7,373
S NYKVIST	LECTURER	MALAYSIA	TEACHING AND RESEARCH WORK IN ALTA.	8 SEP–28 OCT 08	11,494
S NYKVIST	LECTURER	MALAYSIA	MOEM 2 MODERATION, CURRICULUM WEEK & MANAGEMENT MEETING	15 NOV–11 DEC 08	5,984



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
R PEARD	LECTURER	MEXICO	11TH INTERNATIONAL CONGRESS ON MATHEMATICS EDUCATION. PAPER: 'THE MATHEMATICS OF RESPONSIBLE GAMBLING'. HISTORY AND PEDAGOGY OF MATHEMATICS SATELLITE MEETING OF ICME11. PAPER 'QUANTATIVE LITERACY FOR PRESERVICE ELEMENTARY TEACHERS'	7 JUL–8 AUG 08	800
A PETRIWSKYI	LECTURER	NORWAY – STAVANGER	RECONSIDERING THE BASICS IN ECEC. 18TH ANNUAL ED EDUCATION RESEARCH ASSOCIATION CONFERENCE: PRESENTING INDIVIDUAL PAPER 'PEDAGOGIES OF INCLUSIVE TRANSITION TO SCHOOL'	30 AUG–6 SEP 08	2,550
H PILLAY	PROFESSOR	SINGAPORE	DIRAP 2009/10 PUBLICATION – MEETING FOR LEAD AUTHORS	2–6 MAR 08	3,971
H PILLAY	PROFESSOR	FIJI	COMMUNICATIONS WITH IRDC/ ORBICOM TO SEEK A PACIFIC PARTNER FOR THE PROJECT. PLANNED TRIP IS FOR CONSULTATIVE MEETING WITH PACIFIC ISLAND FORUM SECRETARIAT AND THE UNIVERSITY OF THE SOUTH PACIFIC.	9 JUL–16 JUL 08	1,858
S RITCHIE	ASSOCIATE PROFESSOR	USA – NEW YORK, BALTIMORE	SPRINGER FORUM (EDITORIAL BOARD OF CULTURAL STUDIES OF SCIENCE EDUCATION, CITY UNIVERSITY OF NEW YORK, SATURDAY MARCH 29: ANNUAL MEETING OF NARST, CONFERENCE PRESENTATION AND EDITORIAL BOARD MEETING, MARCH 30 TO APRIL 03. NARST PAPER: 'WRITING FOR LEARNING SCIENCE: WHAT COGNITIVE TOOLS CAN DO TO STRUCTURE ONLINE WRITING OF BIOSTORIES'	27 MAR–5 APR 08	5,864
S RITCHIE	ASSOCIATE PROFESSOR	TAIWAN	THEORY AND PRACTICE OF ANALYSING TEACHING AND LEARNING IN SCIENCE CLASSROOMS	16–23 OCT 08	0
A ROBERTS	LECTURER	MALAYSIA	MOEM2	7–28 JUN 08	6,262
A ROBERTS	LECTURER	MALAYISA, SINGAPORE	MOEM 2/ APERA CONFERENCE ( 26 – 28 NOV, SINGAPORE 2 PAPERS BEING PRESENTED) LTHE CONFERENCE ( 3 – 5 DEC 2008 1 PAPER BEING PRESENTED)	15 NOV–5 DEC 08	7,484

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Name	Position	Destination(s)	Purpose of Travel	Duration	
K ROBERTS	ADMINISTRATION OFFICER (INDIGENOUS RESEARCH)	USA – ATLANTA, CONNECTICUT, CHICAGO AND ILLINOIS	PARTICIPATION IN NATIVE AMERICAN AND INDIGENOUS STUDIES CONFERENCE IN ATLANTA AS WELL AS A SERIES OF MEETINGS IN CONNECTICUT, CHICAGO AND ILLINOIS FOR THE DEVELOPMENT OF THE INDIGENOUS STUDIES RESEARCH NETWORK. UNDERTAKING RESEARCH FOR PROFESSOR MORETON-ROBINSON	8–29 APR 08	4,614
C RODIER	FIELD STUDIES ADMINISTRATION OFFICER	ENGLAND – LONDON, SCOTLAND – EDINBURGH	PEPE CONFERENCE & VISITS TO 4 UNITED KINGDOM UNIVERSITIES	5–27 JAN 08	9,274
C SARRA	EXECUTIVE DIRECTOR	SAMOA	FESTIVAL OF PACIFIC ARTS – OFFICIAL ATSIA BOARD CHAIR REPRESENTATION	20 JUL–25 JUL 08	0
T SEDGLEY	LECTURER	USA – NEW YORK	ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT ANNUAL CONFERENCE AND EXHIBIT SHOW(NEW ORLEANS) AND THE AMERICAN EDUCATIONAL AND RESEARCH ASSOCIATION ANNUAL MEETING (NEW YORK)	13–30 MAR 08	3,227
M SHIELD	LECTURER	MEXICO – MONTERREY	INTERNATIONAL CONGRESS ON MATHEMATICS EDUCATION, PAPER: A METHODOLOGY FOR EVALUATING MIDDLE-YEARS MATHEMATICS TEXTBOOKS.	4 JUL–15 JUL 08	5,843
J TAN	RESEARCH FELLOW	SINGAPORE	IN PARTNERSHIP WITH PROFESSOR ERICA MCWILLIAM – PRESENTING PROJECT RELATED RESEARCH ( CLI/CCI/CREATIVE WORKFORCE) TO INTERNATIONAL PARTNERS AND DEVELOPING FURTHER COLLABORATION.	13 SEP–20 SEP 08	1,993
D TANGEN	LECTURER	MALAYSIA	MOEM 1 DISCUSSION	17 SEP–28 SEP 08	3,594
K THORPE	PROFESSOR	GERMANY – WURZBURG, UNITED KINGDOM – LONDON	INTERNATIONAL SOCIETY FOR THE STUDY OF BEHAVIOUR AND DEVELOPMENT	12 JUL–22 JUL 08	9,250
S WALKER	LECTURER	GERMANY – WURZBURG	'EXPLORING LINKS BETWEEN GENDER DIFFERENCES IN CHILDREN'S EARLY LEARNING COMPETENCE AND CHILDREN'S CLASSROOM BEHAVIOURS: AN AUSTRALIAN STUDY' TO BE PRESENTED AT THE BIENNIAL MEETING FOR THE INTERNATIONAL SOCIETY FOR THE STUDY OF BEHAVIOURAL DEVELOPMENT , W	10 JUL–20 JUL 08	2,800

Name		Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
S	WALKER	LECTURER	NORWAY & SWEDEN	AS PART OF AN APPROVED PDL PROGRAM I WILL BE ATTENDING THE EUROPEAN EARLY CHILDHOOD AND RESEARCH ASSOCIATION CONFERENCE AND PRESENTING A PAPER TITLED 'EXPLORING LINKS BETWEEN GENDER DIFFERENCES IN EARLY LEARNING COMPETENCE AND CHILDREN'S CLASSROOM BEHAVIOUR	1 SEP–14 SEP 08	3,427
K	WALSH	SENIOR LECTURER	HONG KONG	17TH INTERNATIONAL CONGRESS ON CHILD ABUSE AND NEGLECT – PAPERS BASED ON ARC DISCOVERY PROJECT FINDINGS (TEACHERS REPORTING CHILD SEXUAL ABUSE).	6 SEP–11 SEP 08	663
J	WATTERS	ASSOCIATE PROFESSOR	USA – NEW YORK, BALTIMORE	AMERICAN EDUCATION RESEARCH ASSOCIATION, MARCH 24 – MARCH 28. 'IN PURSUIT OF EXCELLENCE: A POLICY DRIVEN SYSTEMATIC INITIATIVE TO EMBED GIFTED EDUCATION' NATIONAL ASSN RESEARCH IN SCIENCE TEACHING MARCH 30-APRIL 03: CONSULTATIONS WITH PROFESSOR PAT ALEXANDER – UNIVERSITY OF MARYLAND APRIL 04	15 MAR–7 APR 08	7,939
J	WATTERS	ASSOCIATE PROFESSOR	KUALA LUMPUR	MOEM 2 PROJECT – TEACHING AND PROFESSIONAL DEVELOPMENT OF LECTURES AT IPT AND IPRM	7–30 JUN 08	6,288
J	WATTERS	ASSOCIATE PROFESSOR	MALAYSIA	MOEM 2 PROJECT	14–30 NOV 08	5,733
M	WHITTAKER	COORDINATOR INTERNATIONAL COURSES	KOREA	RECRUITMENT & MEETINGS	22–31 OCT 08	5,355
K	WOODMAN	SENIOR LECTURER	USA – NEW YORK, WASHINGTON, LOS ANGELES	INTERNATIONAL TEACHERS OF ENGLISH TO SPEAKERS OF OTHER LANGUAGES (TESOL) CONFERENCE – INVOLVED IN FOUR SESSIONS GIVING PAPERS. TEACHER EDUCATION WORLDWIDE: EXPLORING TESOL'S DIVERSITY; 'ENGLISH-SPEAKING COUNTRIES AND SPEAKERS': 'BUILDING THE WORLD COMMUNITY OF TEACHER EDUCATORS': AND 'MEETING THE NEEDS OF A CHANGING WORLD' ALSO AS INCOMING CHAIR OF THE TEACHER EDUCATION INTEREST SECTION OF TESOL I WILL ATTEND A NUMBER OF ORGANIZATIONAL AND LEADERSHIP MEETINGS. ATTENDING THE AMERICAN ASSOCIATION OF APPLIED LINGUISTICS CONFERENCE (AAAI) IN WASHINGTON	21 MAR–9 APR 08	1,000

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Name	Position	Destination(s)	Purpose of Travel	Duration	
K WOODMAN	SENIOR LECTURER	RHODES, GREECE, BUDAPEST, HUNGARY, BANGKOK, THAILAND	MULTIPLE ACTIVITIES: RHODES, GREECE (MEETING WITH RESEARCH COLLABORATOR); BUDAPEST, HUNGARY (EAST-WEST SYMPOSIUM, TITLE: 'POLITENESS IN THE CLASSROOM: CROSS-CULTURAL ISSUES IN LANGUAGE LEARNING'); BANGKOK, THAILAND (TESOL PRESENTATIONS, MULTIPLE UNIVERSITY	6–16 JUN 08	0
FINANCE AND RESOURCE PLANNING					
J HOLMES	MANAGER – LOAD MANAGEMENT	NEW ZEALAND – AUCKLAND	CONFERENCE AND UNIVERSITY VISITS	23 SEP–3 OCT 08	4,200
HEALTH					
J ABBEY	PROFESSOR	CANADA – VANCOUVER	WORKSHOP	30 MAY–7 JUN 08	888
D ANDERSON	ASSOCIATE PROFESSOR	JAPAN – SENDAI, NAGOYA	CONFERENCE	19–25 MAY 08	1,300
D ANDERSON	ASSOCIATE PROFESSOR	USA – SEATTLE	CONFERENCE	26 MAY–2 JUN 08	520
K ASH	PROJECT OFFICER	SINGAPORE	CONFERENCE	16 AUG–23 AUG 08	1,500
S ASH	ASSOCIATE PROFESSOR	FRANCE – MARSEILLES, UNITED KINGDOM – LONDON	CONFERENCE	9 JUN–16 JUL 08	3,743
D ATCHISON	PROFESSOR	CRETE – HERAKLION, GERMANY – AALEN	CONFERENCE	26 AUG–6 SEP 08	500
D ATCHISON	PROFESSOR	USA – ROCHESTER, NEW YORK & BLOOMINGTON, INDIANA	CONFERENCE & MEETINGS	22–31 OCT 08	5,789
A BARNARD	SENIOR LECTURER	JAPAN – OSAKA	MEETING	30 MAY–9 JUN 08	2,080
A BARNARD	SENIOR LECTURER	PHILIPPINES	RESEARCH, CONFERENCE	5–13 OCT 08	3,709
A BARNARD	SENIOR LECTURER	TAIWAN	INDUSTRY VISIT	18–23 OCT 08	3,830
A BARNETT	SENIOR RESEARCH FELLOW	IRELAND – DUBLIN, BELFAST & UNITED KINGDOM	CONFERENCE	12 JUL–5 AUG 08	4,585
E BEATTIE	PROFESSOR	USA – IOWA CITY, ANN ARBOR, WASHINGTON DC, STATE COLLEGE	INDUSTRY VISIT	25 JUN–16 JUL 08	3,142
E BEATTIE	PROFESSOR	USA – SAN FRANCISCO, ORLANDO, TAMPA, BALTIMORE	CONFERENCE AND MEETINGS	12 NOV–1 DEC 08	5,101
P BENNETT	SENIOR LECTURER	NEW ZEALAND – AUCKLAND	RESEARCH	24–29 NOV 08	2,107
J BEVAN	LECTURER	CANADA – MONTREAL	CONFERENCE	6 JUL–26 JUL 08	6,680
J BEVAN	LECTURER	NEW ZEALAND – AUCKLAND	MEETING	27 SEP–1 OCT 08	1,620
H BIGGS	ASSOCIATE PROFESSOR	HONG KONG	RESEARCH	1 JUL–10 JUL 08	1,743
H BIGGS	ASSOCIATE PROFESSOR	HONG KONG & BERLIN	CONFERENCE	15 SEP–29 SEP 08	6,991
K BOWMAN	EXECUTIVE DEAN	USA – SAN FRANCISCO	MEETING	6–13 MAR 08	12,400
N BYRNE	SENIOR LECTURER	SWITZERLAND – GENEVA, LUCERNE	CONFERENCE	13–25 MAY 08	4,603
P CALLEJA	LECTURER	MALTA	CONFERENCE	7–16 OCT 08	3,756

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A CARKEET	LECTURER	NEW ZEALAND – AUCKLAND	MEETING	27 SEP–1 OCT 08	1,351
L CARNEY	ACTING EXECUTIVE DEAN	HONG KONG	CONFERENCE	4–7 NOV 08	0
A CHANG	PROFESSOR	TAIWAN – TAINAN & HUALIEN	CONFERENCES	22–28 MAY 08	0
A CHANG	PROFESSOR	SPAIN – CORDOBA, SEVILLE	CONFERENCE AND MEETING	6–18 NOV 08	1,823
R CHAPMAN	SENIOR RESEARCH ASSISTANT	USA – TUCSON, ARIZONA	CONFERENCE	18–25 OCT 08	4,221
C CLIFF	DIRECTOR – PROJECT DEVELOPMENT	UNITED KINGDOM, BRUSSELS & SINGAPORE	INDUSTRY VISIT	19 AUG–14 SEP 08	13,990
M COLE	RESEARCH ASSOCIATE	SWITZERLAND – LUCERNE	CONFERENCE	27 JUN–12 JUL 08	3,000
M COLLINS	PROFESSOR	NETHERLANDS – EINDHOVEN AND AMSTERDAM	CONFERENCE	13–25 MAR 08	0
M COLLINS	PROFESSOR	USA – JACKSONVILLE	MEETING	20–26 APR 08	0
M COLLINS	PROFESSOR	SINGAPORE	CONFERENCE	3–8 MAY 08	0
M COLLINS	PROFESSOR	TAIWAN – TAIPEI	CONFERENCE	1 SEP–7 SEP 08	0
M COOK	SENIOR LECTURER	VIETNAM – HO CHI MINH CITY, NHA TRANG AND HANOI	WORKSHOP PRESENTATION	26 OCT–5 NOV 08	4,120
M COURTNEY	ASSISTANT DEAN – RESEARCH	MALAYSIA – KUCHING, SARAWAK	CONFERENCE	25–29 JUN 08	0
M COURTNEY	ASSISTANT DEAN – RESEARCH	TAIWAN – TAICHUNG	CONFERENCE	20 JUL–25 JUL 08	1,999
M COURTNEY	ASSISTANT DEAN – RESEARCH	GULF STATES, IRAN AND HONG KONG	CONFERENCE	1–16 NOV 08	10,369
T CUDDIHY	SENIOR LECTURER	USA	CONFERENCE	28 JUN–20 JUL 08	9,294
C DALY	LECTURER	JAPAN, SINGAPORE	CONFERENCE & MEETING	17–30 JAN 08	0
C DALY	LECTURER	MALAYSIA – SEREMBAN & KUALA LUMPUR	INDUSTRY VISIT	5 JUN–9 JUL 08	5,704
L DANIELS	PROFESSOR	UNITED KINGDOM – LONDON, SWITZERLAND – GENEVA, FRANCE – PARIS	INDUSTRY VISIT & CONFERENCE	1–22 MAY 08	6,157
L DANIELS	PROFESSOR	VIETNAM – HANOI, SINGAPORE	RESEARCH	17 SEP–24 SEP 08	3,758
J DAVEY	DEPUTY DIRECTOR – CARRSQ	MEXICO – MERIDA	CONFERENCE	11–21 MAR 08	10,907
J DAVEY	DEPUTY DIRECTOR – CARRSQ	CHINA – BEIJING, THAILAND – BANGKOK	CONFERENCE	21 SEP–28 SEP 08	6,673
K DAVIDS	HEAD OF SCHOOL	NEW ZEALAND – DUNEDIN	MEETING	19–21 JUN 08	1,555
B DAVIS	SENIOR RESEARCH ASSOCIATE – SCHOOL OF OPTOMETRY	USA – JACKSONVILLE AND FORT LAUDERDALE FLORIDA	MEETING	20 APR–2 MAY 08	6,424
R DUFALOVA	RESEARCH ASSISTANT	CHINA – GUANGZHOU	CONFERENCE	19 JUL–9 AUG 08	0
M DUNNE	PROFESSOR	VIETNAM – HANOI, HUE, HO CHI MINH CITY, CAN THO	MEETINGS	29 FEB–26 MAR 08	6,127
M DUNNE	PROFESSOR	CHINA – BEIJING & HONG KONG	CONFERENCE	30 AUG–12 SEP 08	7,602

Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
M DUNNE	PROFESSOR	VIETNAM – HO CHI MINH CITY, CAN THO, NHA TRANG & MALAYSIA – KUALA LUMPUR	PROJECT & CONFERENCE	18 OCT–15 NOV 08	7,874
M DUNNE	PROFESSOR	VIETNAM – HANOI, HO CHI MINH CITY, VUNG TAU	PROGRAM – MEETINGS/WORKSHOP	26 JUL–10 AUG 08	5,063
C EDWARDS	POST DOCTORAL FELLOW	UNITED KINGDOM – MANCHESTER	MEETING	29 NOV–11 DEC 08	5,055
H EDWARDS	HEAD OF SCHOOL	CANADA – TORONTO, UNITED KINGDOM – CARDIFF & SOUTHBEND, INDIA – DELHI & MUMBAI	CONFERENCE	31 MAY–19 JUN 08	11,957
H EDWARDS	HEAD OF SCHOOL	TAIWAN – HUALIEN	CONFERENCE	17 SEP–23 SEP 08	5,417
H EDWARDS	HEAD OF SCHOOL	NANJING, SHANGHAI, JINAN	CONFERENCE	14–26 OCT 08	6,440
N EFRON	RESEARCH PROFESSOR	USA – ROCHESTER, NEW YORK	MEETING	24–28 APR 08	0
N EFRON	RESEARCH PROFESSOR	SINGAPORE	CONFERENCE	1–7 MAY 08	0
N EFRON	RESEARCH PROFESSOR	UNITED KINGDOM – LONDON, MANCHESTER	RESEARCH MEETINGS	15 NOV–13 DEC 08	2,355
G FITZGERALD	PROFESSOR – PUBLIC HEALTH	USA – SAN FRANCISCO	CONFERENCE	2–8 APR 08	6,360
E FORSTER	LECTURER	HONG KONG	CONFERENCE AND SYMPOSIUM	8–18 NOV 08	3,057
J FREEMAN	ACADEMIC OUTPUT RESEARCH MANAGER	MEXICO – MERIDA	CONFERENCE	11–22 MAR 08	6,335
J FREEMAN	POST DOCTORATE FELLOW	CHINA – BEIJING, THAILAND – BANGKOK	CONFERENCE	21 SEP–28 SEP 08	3,963
M GIBB	NURSE PRACTITIONER	CANADA – TORONTO	CONFERENCE	24 MAY–10 JUN 08	2,000
N GRAVES	RESEARCH FELLOW	USA – ORLANDO, UNITED KINGDOM – LONDON	CONFERENCE	31 MAR–24 APR 08	0
G GRAY	ADJUNCT PROFESSOR	VIETNAM – HANOI	INDUSTRY VISIT	31 MAR–12 APR 08	4,859
G GRAY	ADJUNCT PROFESSOR	VIETNAM – HANOI	INDUSTRY VISIT	14 SEP–25 SEP 08	6,847
M HANNAN-JONES	LECTURER	JAPAN – YOKOHAMA	CONFERENCE	6 SEP–17 SEP 08	4,660
N HAWORTH	PROFESSOR	USA – WASHINGTON DC	CONFERENCE	11–20 JAN 08	7,835
N HAWORTH	PROFESSOR	NORWAY – LILLEHAMMER & TRONDHEIM	CONFERENCE	7–16 JUN 08	6,742
N HAWORTH	PROFESSOR	USA – WASHINGTON DC	CONFERENCE	30 AUG–7 SEP 08	6,506
S HAYES	RESEARCH FELLOW	USA – SAN DIEGO, CHAPEL HILL, WASHINGTON DC	CONFERENCE & MEETINGS	23 AUG–17 SEP 08	9,855
P HENDICOTT	ACTING HEAD OF SCHOOL	NEW ZEALAND – AUCKLAND	MEETING	15–17 JUN 08	1,093
P HENDICOTT	HEAD OF SCHOOL	NEW ZEALAND – AUCKLAND	MEETING	27 SEP–1 OCT 08	1,601
A HILLS	PROFESSOR	AUSTRIA – VIENNA	MEETING	15–22 MAR 08	1,300
A HILLS	PROFESSOR	SWITZERLAND – GENEVA & LAUSANNE	CONFERENCE	13–25 MAY 08	9,228

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A HILLS	PROFESSOR	VIETNAM – HANOI	RESEARCH COLLABORATION	12 JUL–20 JUL 08	2,335
A HILLS	PROFESSOR	INDIA, CHINA	CONFERENCE AND RESEARCH COLLABORATIONS	4–16 NOV 08	7,318
R ISKANDER	RESEARCH FELLOW – SCHOOL OF OPTOMETRY	USA – JACKSONVILLE AND FORT LAUDERDALE, FLORIDA	MEETING	20 APR–3 MAY 08	5,601
J JASIEWICZ	SENIOR RESEARCH FELLOW	USA – SAN DIEGO AND EL PASO	CONFERENCE	24 APR–8 MAY 08	6,866
J JASIEWICZ	SENIOR RESEARCH FELLOW	USA – SAN ANGELO TEXAS, EUGENE & PORTLAND OREGON, SEATTLE WASHINGTON	MEETINGS & WORKSHOPS	18 JUN–15 JUL 08	0
H JULIE	SENIOR LECTURER SCHOOL OF PSYCHOLOGY	UNITED KINGDOM – BATH & ST PETERSBURG	CONFERENCE	27 JUN–19 JUL 08	7,585
M KAGAWA	POSTDOCTORAL RESEARCH FELLOW	JAPAN – TOKYO	SEMINAR	27 JUN–6 JUL 08	0
M KAGAWA	POSTDOCTORAL RESEARCH FELLOW	MALAYSIA – KUALA LUMPUR	CONFERENCE	5–10 NOV 08	2,510
M KAGAWA	POSTDOCTORAL RESEARCH FELLOW	JAPAN – FUKUSHIMA, OKAYAMA AND HYOGO PREFECTURES	MEETING, COURSES	26 NOV–14 DEC 08	0
D KAVANAGH	PROFESSOR	SINGAPORE	CONFERENCE	21–25 FEB 08	0
D KAVANAGH	PROFESSOR	USA – WASHINGTON DC, NEW HAMPSHIRE	CONFERENCE	23 JUN–13 JUL 08	6,327
D KAVANAGH	PROFESSOR	NEW ZEALAND – AUCKLAND	CONFERENCE	2 SEP–5 SEP 08	0
D KAVANAGH	PROFESSOR	THAILAND	PRESENTATIONS AT WORKSHOPS	1–8 NOV 08	0
M KIMLIN	PRINCIPAL RESEARCH FELLOW	USA – BETHESDA, WASHINGTON DC	RESEARCH	25 MAR–5 APR 08	8,368
M KIMLIN	PRINCIPAL RESEARCH FELLOW	UNITED KINGDOM – ENGLAND	CONFERENCE	8 AUG–17 AUG 08	9,070
M KING	LECTURER – CARRS-Q	CHINA – BEIJING	MEETINGS	20 SEP–28 SEP 08	544
N KING	ASSOCIATE PROFESSOR	CANADA – WATERLOO, TORONTO	RESEARCH	24 SEP–1 OCT 08	6,216
M KNOX	SENIOR LECTURER	SOUTH AFRICA – CAPE TOWN	CONFERENCE	22 AUG–1 SEP 08	4,210
A LENNON	LECTURER	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	20–26 OCT 08	2,378
P LEWIS	LECTURER	VIETNAM, SINGAPORE	INDUSTRY VISIT	19 OCT–1 NOV 08	5,948
B LONNE	PROFESSOR OF SOCIAL WORK	CHINA – BEIJING, GUILIN & SHANGHAI	DELEGATION & STUDY TOUR	1–13 DEC 08	2,882
R LONNE	PROFESSOR	BRAZIL – SALVADORE	MEETING	8 AUG–18 AUG 08	0
A MARSHALL	SENIOR LECTURER	JAPAN – TOKYO	CONFERENCE	27 AUG–3 SEP 08	4,196
M MCDONALD	LECTURER	CHINA – GUANGZHOU	CONFERENCE	17 JUL–9 AUG 08	0
J MCENIERY	PROJECT COORDINATOR	SINGAPORE	CONFERENCE	8 AUG–22 AUG 08	1,500
A MCPHERSON	SCHOOL ADMINISTRATION OFFICER	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	27 SEP–5 OCT 08	2,740
R MEUTER	SENIOR LECTURER	NETHERLANDS – NIJMEGEN	CONFERENCE	1–13 MAY 08	2,491



Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
K MORRIS	ADMINISTRATION OFFICER – ACADEMIC PROGRAMS	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	27 SEP–4 OCT 08	3,025
N MYERS	CONTRACT PROJECT MANAGER	INDIA – AURANGABAD, MAHARASTHRA, LONI	CONFERENCE	19 FEB–9 MAR 08	4,260
J NALDER	ADMINISTRATION OFFICER	VIETNAM – HO CHI MINH CITY, NHA TRANG AND HANOI	PROGRAM	22 OCT–2 NOV 08	3,973
R NASH	ASSISTANT DEAN – TEACHING AND LEARNING	NORWAY, IRELAND – DUBLIN, INDIA – DELHI & MUMBAI	CONFERENCE, MEETINGS & INDUSTRY VISITS	1–19 JUN 08	12,151
E O'CONNOR	LECTURER	RUSSIA – ST PETERSBURG	CONFERENCE	6 JUL–19 JUL 08	3,500
Y OSBORNE	LECTURER	VIETNAM, SINGAPORE	INDUSTRY VISIT	19 OCT–1 NOV 08	5,838
G PALK	LECTURER	SWEDEN	CONFERENCE	14 JUN–10 JUL 08	4,806
AJ PARKER	POST DOCTORAL FELLOW	UNITED KINGDOM – CAMBRIDGE, DENMARK – COPENHAGEN, ITALY – BRESSENONE	CONFERENCE	6 JUL–22 JUL 08	5,981
AW PARKER	PROFESSOR	CHINA – GUANGZHOU	CONFERENCE	19 JUL–10 AUG 08	0
E PARKER	DIRECTOR OF ACADEMIC PROGRAMS	MALAYSIA – KUALA LUMPUR	CONFERENCE	5–10 NOV 08	3,093
T PARKER	PROFESSOR	CHINA	CONFERENCE	16–23 MAY 08	5,520
T PARKER	RESEARCH ASSOCIATE	USA – SAN DIEGO	CONFERENCE	15–22 JUN 08	5,240
T PARKER	PROFESSOR	HONG KONG	MEETING	11–14 APR 08	3,942
T PARKER	PROFESSOR	SPAIN O BARCELONA	CONFERENCE	17–24 NOV 08	2,701
Z PEARCE	ASSOCIATE LECTURER	USA – RHODE ISLAND	CONFERENCE	4 JUL–23 JUL 08	6,733
N PRITCHARD	SENIOR RESEARCH ASSISTANT	USA – CALIFORNIA, CANADA – VANCOUVER	CONFERENCE	23–31 OCT 08	2,934
N PRITCHARD	SENIOR RESEARCH ASSISTANT	UNITED KINGDOM – MANCHESTER	MEETING	29 NOV–11 DEC 08	5,055
A RAKOTONIRAINY	ASSOCIATE PROFESSOR	FRANCE – LYONS, PARIS	WORKSHOPS	17 FEB–9 MAR 08	1,300
S READ	POST DOCTORAL FELLOW	GREECE – HERAKLION, CRETE; UNITED KINGDOM – LONDON	CONFERENCE	21 AUG–5 SEP 08	5,781
I RENSHAW	SENIOR LECTURER	CANADA – VANCOUVER	CONFERENCE	13–23 MAY 08	3,705
I RENSHAW	SENIOR LECTURER	NEW ZEALAND – DUNEDIN	CONFERENCE	13–21 NOV 08	0
J RIPPEY	PROJECT OFFICER	CHINA – GUANGZHOU	CONFERENCE	19 JUL–11 AUG 08	0
B ROWLAND	SENIOR RESEARCH ASSISTANT	CANADA – WHISTLER	CONFERENCE	6–15 JUN 08	5,821
S RUCINSKI	SENIOR ADMINISTRATION OFFICER	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	27 SEP–5 OCT 08	2,331
A SCHRAMM	RESEARCH ASSISTANT	USA – NEW YORK	CONFERENCE	15–22 NOV 08	6,657
R SCHWEITZER	ASSOCIATE PROFESSOR	SPAIN – BARCELONA	CONFERENCE	15 JUN–1 JUL 08	5,407
D SCOTT	RESEARCH FELLOW	HONG KONG	CONFERENCE	6 SEP–16 SEP 08	3,813

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Name	Position	Destination(s)	Purpose of Travel	Duration	
J SHAKESPEARE-FINCH	LECTURER	USA – BOSTON & NEW YORK	ANNUAL CONVENTION	13 AUG–22 AUG 08	6,837
M SHEEHAN	DIRECTOR	USA – WASHINGTON	CONFERENCE	11–21 JAN 08	7,103
I SHOCHET	HEAD OF SCHOOL	SOUTH AFRICA	RESEARCH	3 AUG–18 AUG 08	2,285
I STEWART	LECTURER	CHINA – GUANGZHOU	CONFERENCE	30 JUL–6 AUG 08	2,048
B STRAKER	RESEARCH FELLOW	USA – FORT LAUDERDALE, FLORIDA	CONFERENCE	26 APR–3 MAY 08	4,611
E STRODL	LECTURER	JAPAN – TOKYO	CONFERENCE	24 AUG–31 AUG 08	3,502
W SUE	ASSOCIATE DIRECTOR, NCCH	USA – SILVER SPRING, WASHINGTON DC	CONFERENCE	5–18 MAY 08	0
T TENKATE	SENIOR LECTURER	VIETNAM – HO CHI MINH CITY, NHA TRANG AND HANOI	WORKSHOP	26 OCT–9 NOV 08	4,014
L THOMPSON	LECTURER	SOLOMON ISLANDS – HONIARA	RESEARCH	18 SEP–4 OCT 08	2,745
S TONG	SENIOR RESEARCH FELLOW	BRAZIL – PORTO ALEGRE	CONFERENCE	19 SEP–28 SEP 08	5,834
S TONG	SENIOR RESEARCH FELLOW	CHINA – CHANGCHUN	RESEARCH COLLABORATION	18 JUL–31 JUL 08	0
S TONG	ASSOCIATE PROFESSOR	USA – PASADENA, CHINA – SHANGHAI	CONFERENCE	11 OCT–8 NOV 08	10,016
S URRY	SENIOR LECTURER	SCOTLAND	MEETING	10 JUL–8 AUG 08	6,458
C VALENTINE	ACADEMIC AFFAIRS OFFICER	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	27 SEP–5 OCT 08	2,942
D VINE	LECTURER	VIETNAM – HANOI, HUE AND HCMC	PLACEMENT PROGRAM	11 SEP–26 SEP 08	4,533
S WALKER	ASSOCIATE DIRECTOR	BOTSWANA – GABORONE	TRAINING	5–27 JAN 08	8,797
G WALLER	SENIOR CLASSIFICATION OFFICER	INDONESIA – JAKARTA	TRAINING	30 MAR–5 APR 08	3,091
G WALLER	SENIOR CLASSIFICATION OFFICER	BRUNEI DARUSSALAM	TRAINING PROGRAM	3 AUG–17 AUG 08	0
G WALLER	SENIOR CLASSIFICATION OFFICER	INDONESIA – BALI, INDIA – DELHI	CONFERENCE	15 OCT–6 NOV 08	10,824
G WARREN	INTERNATIONAL SERVICES MANAGER	SAUDI ARABIA – DUBAI & BAHRAIN, VIETNAM – HANOI	ROADSHOW	13–28 APR 08	8,908
G WARREN	INTERNATIONAL SERVICES MANAGER	CHINA – KUNMING, VIETNAM – HANOI, TAIWAN & INDIA	CONFERENCE & PROGRAM	16 JUL–9 AUG 08	11,144
B WATSON	ASSOCIATE PROFESSOR & DOMAIN LEADER	USA – WASHINGTON	CONFERENCE	30 AUG–6 SEP 08	6,024
M WHEELER	LECTURER	CANADA – BANFF	CONFERENCE	20 SEP–13 OCT 08	3,040
K WHITE	SENIOR LECTURER	CROATIA – OPATIJA	CONFERENCE	29 MAY–17 JUN 08	4,221
H WILLIAMS	EXECUTIVE OFFICER STRATEGIC PROGRAMS	VIETNAM – HANOI	INDUSTRY VISIT	3–12 APR 08	4,197

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
J WILLIAMS	ADMINISTRATION OFFICER	NEW ZEALAND – CHRISTCHURCH	CONFERENCE	27 SEP–4 OCT 08	3,025
C WINDSOR	LECTURER	CANADA – BANFF	CONFERENCE	2–13 OCT 08	6,000
C WINDSOR	LECTURER	TAIWAN	GRADUATION CEREMONY	18–23 OCT 08	3,649
J WOOD	PROFESSOR	USA – FORT LAUDERDALE & BIRMINGHAM	CONFERENCE	26 APR–9 MAY 08	4,646
J WOOD	PROFESSOR	CANADA – MONTREAL, USA – CLEMSON	CONFERENCE	5 JUL–17 JUL 08	6,496
J WOOD	PROFESSPR	NEW ZEALAND – AUCKLAND	CONFERENCE	27 SEP–1 OCT 08	1,427
C WORRINGHAM	SENIOR LECTURER	CANADA – ALBERTA, GERMANY – COLOGNE, ITALY – BOLOGNA	CONFERENCE	27 JUN–22 JUL 08	4,347
C WORRINGHAM	SENIOR LECTURER	GERMANY – MUNICH	CONFERENCE	19–29 OCT 08	0
C WU	LECTURER	HONG KONG	CONFERENCE	12–21 NOV 08	1,500
P YATES	DIRECTOR – RESEARCH	SINGAPORE	CONFERENCE	16 AUG–24 AUG 08	2,136
P YATES	DIRECTOR – RESEARCH	TAIWAN	INDUSTRY VISIT	18–21 OCT 08	3,056
P YATES	DIRECTOR – RESEARCH	BRUNEI DARUSSALAM	CONFERENCE	22–29 NOV 08	0
HUMANITIES PROGRAM					
B ADKINS	SENIOR LECTURER	FRANCE – PARIS	CONFERENCE PARTICIPATION	21 MAR–2 APR 08	3,661
P COOK	ASSOCIATE LECTURER	AMSTERDAM	CONFERENCE PARTICIPATION	17–26 AUG 08	3,000
G KENDALL	PROFESSOR	UNITED KINGDOM, GERMANY	RESEARCH	28 DEC–19 FEB 09	18,798
A MARRE	TUTOR	FIJI	HHB323 FIELDWORK TRIP	26 NOV–13 DEC 08	1,547
M QUANCHI	SENIOR LECTURER	FIJI	RESEARCH, FIELDWORK PREPARATION	16–26 JUN 08	3,960
M QUANCHI	SENIOR LECTURER	PAPUA NEW GUINEA	WAIGANI SEMINAR	10–16 AUG 08	1,760
M QUANCHI	SENIOR LECTURER	FIJI	HHB323 FIELDWORK TRIP	26 NOV–21 DEC 08	23,475
S ROSE	TUTOR	FIJI	HHB323 FIELDWORK TRIP	26 NOV–13 DEC 08	1,547
J SYNOTT	SENIOR LECTURER	UNITED KINGDOM, IRELAND	PDL ACADEMIC	22 MAR–21 APR 08	4,525
J SYNOTT	SENIOR LECTURER	NEW ZEALAND	CONFERENCE PARTICIPATION	3–5 JUL 08	0
J SYNOTT	SENIOR LECTURER	TAIWAN	CONFERENCE PARTICIPATION	29 OCT–5 NOV 08	2,750
INFORMATION TECHNOLOGY					
C BOYD	PROFESSOR	SWITZERLAND, SINGAPORE	INTER-DISCIPLINARY STUDIES IN INFORMATION SECURITY, VISIT NTU	5 JUL–19 JUL 08	2,414
C BRUCE	PROFESSOR	USA	WORKSHOPS FOR CALIFORNIA LIBRARIES NORTH & SOUTH	27 JUL–11 AUG 08	6,179
C BRUCE	PROFESSOR	NEW ZEALAND	EXTERNAL EXAMINATION, ADVISORY COMM	25 AUG–4 SEP 08	400
C BRUCE	PROFESSOR	MALAYSIA	KEYNOTE ADDRESS AND WORKSHOP PRESENTATION FOR INTERNATIONAL CONFERENCE ON LIBRARIES AND INFO	15–22 NOV 08	0
P BRUZA	PROFESSOR	UNITED KINGDOM	SECOND QUANTUM INTERACTION SYMPOSIUM	24–30 MAR 08	3,993

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
P BRUZA	PROFESSOR	SINGAPORE	SIGIR 2008	20 JUL–24 JUL 08	2,866
P BRUZA	PROFESSOR	USA	IARPA CONFERENCE	27 OCT–15 NOV 08	6,782
B CAELLI	ADJUNCT PROFESSOR	INDIA	IACITS 2008	25–31 MAR 08	2,736
B CAELLI	ADJUNCT PROFESSOR	USA	CISSE 2007 BOARD MEETING AND CONFERENCE. VISIT NIATEC CENTRE. VISIT RAND CORPORATION	29 MAY–28 JUN 08	12,904
B CAELLI	ADJUNCT PROFESSOR	TAIWAN	IBM GIO CONFERENCE AND ADVISORY MEETING	18–22 MAY 08	0
B CAELLI	ADJUNCT PROFESSOR	ITALY	IFIP SEC 2008 CONFERENCE	28 AUG–18 SEP 08	8,300
T CHAN	SENIOR LECTURER	CHINA	PACIS 08	4 JUL–7 JUL 08	2,194
T CHAN	SENIOR LECTURER	CHINA	ICSM 08	27 SEP–7 OCT 08	3,949
S CHEW	LEARNING SUPPORT OFFICER	MALAYSIA	QUT STUDENT MARKETING MALAYSIA	2–13 MAR 08	2,982
A CLARK	RESEARCH FELLOW	INDIA	IACITS 2008	25–30 MAR 08	2,387
A CLARK	RESEARCH FELLOW	USA	ATTEND RAID 2008, VISIT MIT LINCOLN LABS	13 SEP–22 SEP 08	6,595
P CROLL	PROFESSOR	ARABIA	SAUDI E-HEALTH CONFERENCE 2008	17–20 MAR 08	2,783
E DAWSON	PROFESSOR	INDIA	IACITS 2008	25–30 MAR 08	2,387
E DAWSON	PROFESSOR	TURKEY	ATTEND EUROCRYPT 2008	11–18 APR 08	4,837
E DAWSON	PROFESSOR	USA, CANADA	VISIT UNIV OF WYOMING CRYPTO 2008, VISIT UNIVERSITY OF CALGARY	16 AUG–23 SEP 08	8,569
E DAWSON	PROFESSOR	TAIWAN	INVITED SPEAKER, CIP&ISAC WORKSHOP	20–25 OCT 08	0
Y FENG	ASSOCIATE PROFESSOR	CHINA	THE NEXT GENERATION GNSS	3–27 JAN 08	4,605
Y FENG	ASSOCIATE PROFESSOR	USA , CHINA	ION 2008 CONFERENCE & ACADEMIC VISITS TO CHINESE UNIVERSITIES	15 SEP–4 OCT 08	8,515
Y FENG	ASSOCIATE PROFESSOR	USA	ITS WORLD CONGRESS 2008	15–23 NOV 08	7,893
E FOO	SENIOR LECTURER	CHINA	SURIADI PRESENTING PAPER AT NSS 2008 CONFERENCE	11–21 OCT 08	2,469
G GABLE	PROFESSOR	CHINA	PACIS '08	29 JUN–8 JUL 08	3,090
S GEVA	DIRECTOR	SINGAPORE	SIGIR 08	20 JUL–25 JUL 08	3,986
S GEVA	DIRECTOR	GERMANY	INEX 08 WORKSHOP	14–24 DEC 08	4,300
J GOUGH	PROFESSOR	ITALY	IFIP WG 2.4 MEMBERS MEETING	5–12 APR 08	5,145
E HALL	GENERAL MANAGER & DIRECTOR BUSINESS DEVELOPMENT	INDIA	IACITS 2008	25–30 MAR 08	2,435
J HOGAN	ASSOCIATE PROFESSOR	EIRE, UNITED KINGDOM, USA, ITALY	VISITS TO MSR, IRISH UNIVERSITIES, TURIN & AMERICAN COLLABORATORS	4–21 MAR 08	9,856
J HOGAN	ASSOCIATE PROFESSOR	NEW ZEALAND	CPE ACTIVITY NEW ZEALAND	5 AUG–9 AUG 08	2,330
J HOGAN	ASSOCIATE PROFESSOR	IRELAND	VISIT TO MSR CAMBRIDGE	5–16 OCT 08	5,680
J HOGAN	ASSOCIATE PROFESSOR	USA	MICROSOFT ESCIENCE 2008	4–18 DEC 08	9,102

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
F JAHJA	SAP BASIS ADMINISTRATOR	GERMANY	SAP VISIT	3 SEP–14 SEP 08	4,500
T JEWELS	ASSOCIATE OF QUT	BULGARIA	INSITE 2008	19 JUN–17 JUL 08	3,440
S KAPLAN	EXECUTIVE DEAN OF FACULTY	SINGAPORE	SAP/UCC LAUNCH IN SINGAPORE	21–23 APR 08	5,208
S KAPLAN	EXECUTIVE DEAN OF FACULTY	SINGAPORE, INDIA	GRADUATION CEREMONY IN SINGAPORE. MEETINGS WITH INFOSYS – BANGALORE, INDIA	7–12 APR 08	10,255
S KAPLAN	EXECUTIVE DEAN OF FACULTY	CHINA	JOINING VC'S DELEGATION BUILDING STRATEGIC RELATIONSHIPS WITH UNIVERSITIES AND INDUSTRIES IN CHINA	14–21 JUN 08	9,332
S KAPLAN	EXECUTIVE DEAN OF FACULTY	CHINA	GUEST SPEAKER AT CELAP CONFERENCE, CHINA	25–30 OCT 08	9,394
W KELLY	SENIOR LECTURER	USA	GIVE INVITED TALK AT MICROSOFT LANG.NET CONFERENCE	27 JAN–2 FEB 08	5,346
W KELLY	SENIOR LECTURER	DENMARK, NORWAY	RUBYFOOLS 2008	30 MAR–6 APR 08	5,300
G KEYS	DIRECTOR – INFRASTRUCTURE SERVICES	VIETNAM	CISCO NETWORKING ACADEMY MEETING & WORKSHOP	6–15 DEC 08	0
K KITTO	RESEARCH ASSOCIATE	UNITED KINGDOM, BELGIUM	SECOND QUANTUM INTERACTION SYMPOSIUM	24 MAR–3 APR 08	4,473
Y LI	ASSOCIATE PROFESSOR	USA	CIKM 2008	25 OCT–1 NOV 08	6,035
A LIU	INTERNATIONAL PROJECT OFFICER	CHINA	PARTNER UNIVERSITY VISITS	29 FEB–18 MAR 08	9,871
A LIU	INTERNATIONAL PROJECT OFFICER	CHINA	IDP EXHIBITIONS AGENT VISITS MARKETING AND RECRUITMENT	9 JUL–24 JUL 08	3,500
M LOOI	DEPUTY DEAN	CANADA, HONG KONG, SINGAPORE	CONTINUE DISCUSSIONS RE INTERNATIONAL PHD STUDENTS COHORT, CONTINUE RESEARCH PROGRAMS IN UBIQUITOUS COMPUTING	4–22 JAN 08	12,490
I MACCOLL	RESEARCH FELLOW	ITALY	CHI 2008	3–13 APR 08	7,300
R MASON	RESEARCH ASSISTANT	GREECE	WIDEPLOY WORKSHOP FOR DCOSS'08	9–17 JUN 08	7,060
A MCCULLAGH	RESEARCH ASSISTANT	INDIA	IACITS 2008	23–30 MAR 08	2,387
A MCCULLAGH	ADJUNCT PROFESSOR	SWITZERLAND, BELGIUM, UNITED KINGDOM	ITU WORLD SUMMIT. VISIT KATHOLEIKE UNIVERSITY. VISIT OXFORD UNIVERSITY	20–30 MAY 08	6,290
J MENDLING	RESEARCH FELLOW	GERMANY, FRANCE, ITALY	SIGSAND EUROPE 2008 EMMSAD & CAISE 2008IEEE. PROGILITY WORKSHOP MEETING	7–30 JUN 08	7,665
V MERZ	MANAGER – INDIA TECHNOLOGY	THAILAND	SAP UCC CONFERENCE THAILAND	4–9 NOV 08	806
R NAYAK	SENIOR LECTURER	INDIA	DASFAD	16 MAR–12 APR 08	5,683
Y NGO	DUTY TOUR	CHINA	DRAGON 100 TOUR	20 AUG–31 AUG 08	1,624

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
C OUYANG	POSTDOCTORAL FELLOW	IRELAND, SWEDEN	ECOWS '08 VISIT INFORMATION SYSTEM LABORATORY AT STOCKHOLM UNIVERSITY	10–25 NOV 08	7,018
H PARTRIDGE	SENIOR LECTURER	USA, CANADA	SAN JOSE STARE UNI PHD PARTNERSHIP & IFLA CONFERENCE	28 JUL–18 AUG 08	10,008
J RECKER	SENIOR LECTURER	NEW ZEALAND	ACIS 2008	1–5 DEC 08	2,863
J RECKER	SENIOR LECTURER	FRANCE, GERMANY	ICIS 2008 & RESEARCH VISITS	11–28 DEC 08	5,744
J RING	LECTURER	KOREA	INT’L STANDARDS ORGANISATION MEETING	8–18 MAR 08	4,314
J RING	LECTURER	JAPAN, FRANCE	MEETING WITH SMART HIGHWAY PROJECT PEOPLE. ISO TC204 WG16 MEETING	3–15 JUN 08	7,752
J RING	LECTURER	USA	ATTEND IEEE, ISO MEETINGS & VISIT GM IN DETROIT	25 AUG–12 SEP 08	6,841
P ROE	PROFESSOR	USA	ESCIENCE CONFERENCE & MS WORKSHOP	7–14 DEC 08	6,635
P ROE	PROFESSOR	USA	PDC AND MSRA FACULTY SUMMIT	26 OCT–6 NOV 08	2,800
M ROGGENKAMP	SENIOR LECTURER	SINGAPORE	AUGUST IDP EXHIBITION	21 AUG–25 AUG 08	2,120
M ROSEMAN	PROFESSOR	CHINA, GERMANY	VISITING ARC PROJECT PARTNERS & UNIS PARTNERS	23 JAN–6 FEB 08	5,580
M ROSEMAN	PROFESSOR	GERMANY	SAP INTERNATIONAL RESEARCH FORUM	26 MAY–1 JUN 08	3,998
M ROSEMAN	PROFESSOR	CHINA	ORACLE CONFERENCE	8–12 APR 08	2,080
M ROSEMAN	PROFESSOR	EUROPE	PROCESSWORLD & ECIS	4 JUN–1 JUL 08	4,807
M ROSEMAN	PROFESSOR	ITALY	BPM 2008	31 AUG–9 SEP 08	3,746
M ROSEMAN	PROFESSOR	NEW ZEALAND	ACIS 2008	3–5 DEC 08	2,331
M ROSEMAN	PROFESSOR	FRANCE	ICIS 2008	5–18 DEC 08	7,630
T SAHAMA	SENIOR LECTURER	INDIA	MARKETING	1 AUG–23 AUG 08	7,500
J SARGENT	SAP CUSTOMER RELATIONS OFFICER	USA	UCC MEETINGS	25 FEB–5 MAR 08	3,155
J SARGENT	SAP CUSTOMER RELATIONS OFFICER	JAPAN	UCC MEETINGS	25–29 MAR 08	3,510
J SARGENT	SAP CUSTOMER RELATIONS OFFICER	CHINA	SAP CHINA WORKSHOP	13–18 APR 08	0
J SARGENT	SAP CUSTOMER RELATIONS OFFICER	GERMANY	OTHER	3 SEP–14 SEP 08	4,500
J SARGENT	SAP CUSTOMER RELATIONS OFFICER	THAILAND	SAP CONFERENCE	4–9 NOV 08	2,301
L SMITH	LECTURER	USA – TEXAS	NIATEC COLLOQUIUM	30 MAY–9 JUN 08	5,893
L SMITH	LECTURER	VIETNAM	CISCO ACADEMY COUNCIL MEETING & WORKSHOP	10–14 DEC 08	0
R SMYTH	RESEARCH ASSISTANT	NEW ZEALAND	ACIS 08	2–6 DEC 08	2,232

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
A SPINK	PROFESSOR	SINGAPORE	SIGIR CONFERENCE	19 JUL–25 JUL 08	2,564
A SPINK	PROFESSOR	INDIA	INVITED VISITING PROFESSOR AT I-SCHOOL UNIVERSITY OF MYSORE INDIA	29 AUG–21 SEP 08	0
A SPINK	PROFESSOR	USA	ASIS&T CONFERENCE	24 OCT–1 NOV 08	4,279
G STEWART	ASSOCIATE PROFESSOR	GEORGIA	UCC WORKSHOPS	24 FEB–5 MAR 08	5,710
G STEWART	ASSOCIATE PROFESSOR	JAPAN	UCC WORKSHOPS	25–29 MAR 08	3,510
G STEWART	ASSOCIATE PROFESSOR	CHINA	CHINA SAP WORKSHOP	14–18 APR 08	0
G STEWART	ASSOCIATE PROFESSOR	KOREA	SAP WORKSHOP	22–25 JUN 08	2,180
G STEWART	ASSOCIATE PROFESSOR	INDONESIA	VISIT SAP INDONESIA	21 JUL–24 JUL 08	2,617
G STEWART	ASSOCIATE PROFESSOR	GERMANY	GLOBAL ALLIANCE MEETING HEIDELBERG	3 SEP–14 SEP 08	4,500
G STEWART	ASSOCIATE PROFESSOR	THAILAND	SAP CONFERENCE	4–9 NOV 08	2,301
M TANG	SENIOR LECTURER	USA, CHINA	ESCIENCE CONFERENCE CSSE 2008	6–22 DEC 08	9,225
A TER HOFSTEDE	ASSOCIATE PROFESSOR	NETHERLANDS	RESEARCH	22 MAY–23 JUN 08	0
A TER HOFSTEDE	ASSOCIATE PROFESSOR	NETHERLANDS, ESTONIA, GERMANY	CONFERENCE & UNIVERSITY VISITS	22 OCT–1 DEC 08	0
R THOMAS	COURSE COORDINATOR	NEW ZEALAND	CPE COURSE DELIVERY #7	23 AUG–28 AUG 08	490
R THOMAS	COURSE COORDINATOR	CHINA	XIAMEN INTERNATIONAL CONFERENCE FOR SOFTWARE ENGINEERING SCHOOL JED CONFERENCE	16–24 NOV 08	4,945
G TIAN	ASSOCIATE PROFESSOR	CHINA	RESEARCH COLLABORATION	18 JUN–15 JUL 08	5,978
G TIAN	ASSOCIATE PROFESSOR	VIETNAM	ICARCV 2008	15–22 DEC 08	6,658
G TIMBRELL	SENIOR LECTURER	SPAIN	ICEIS	10–21 JUN 08	5,389
D TJONDRONEGORO	SENIOR LECTURER	INDONESIA	INVESTIGATE STRATEGIC PARTNERSHIPS WITH INDONESIAN INSTITUTIONS	15–25 FEB 08	4,000
D TJONDRONEGORO	SENIOR LECTURER	CANADA	ACM MIR 2008 CONFERENCE	21 OCT–3 NOV 08	6,506
M TOWSEY	RESEARCH ASSISTANT	USA, NEW ZEALAND	ESCIENCE 2008 RESEARCH DISCUSSIONS	4–23 DEC 08	6,944
J WATSON	ASSISTANT DEAN – INTERNATIONAL	INDONESIA	TRAVEL WITH TONY MITCHENER, QLD TRADE COMMISSIONER IN JAKARTA	6–10 APR 08	3,489
J WATSON	ASSISTANT DEAN – INTERNATIONAL	SINGAPORE, THAILAND & INDONESIA	SOUTH EAST ASIA MARKETING TRIP WITH QUTI	10–19 JUN 08	6,000
J WATSON	ASSISTANT DEAN – INTERNATIONAL	UNITED ARAB EMIRATES	MARKETING TRIP	1–14 NOV 08	10,000
Y XU	SENIOR LECTURER	SINGAPORE	SMC 2008	12–15 OCT 08	2,740
INSTITUTE FOR SUSTAINABLE RESOURCES					
M GANE	PROJECT MANAGER	US – JACKSONVILLE FLORIDA	NATIONAL MITIGATION & ECOSYSTEM BANKING CONFERENCE	2–17 MAY 08	8,948
R GRACE	DIRECTOR	USA	RESEARCH MEETINGS	15–27 JUL 08	8,788



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
R GRACE	DIRECTOR	NEW ZEALAND	ADVISORY PANEL FOR NZ GOVERNMENT	5–8 NOV 08	0
INSTITUTE OF HEALTH AND BIOMEDICAL INNOVATION					
G CHEN	RESEARCH FELLOW	GERMANY	SCIENTIFIC VISIT TO ORTHOPAEDIC RESEARCH & BIOMECHANICS AT THE ULM UNIVERSITY X 3 MONTHS	8 JUL–7 OCT 08	11,024
G CHEN	RESEARCH FELLOW	GERMANY, SWITZERLAND	SCIENTIFIC VISIT TO ORTHOPAEDIC RESEARCH & BIOMECHANICS AT ULM UNIVERSITY IN GERMANY. SHORT VISITS TO AO RESEARCH INSTITUTE IN DAVOS – SWITZERLAND AND HUMBOLDT UNI IN BERLIN DURING THE STAY IN ULM.	20 OCT–19 JAN 09	16,232
D EPARI	SENIOR RESEARCH FELLOW	GERMANY	INTR.SYMPOSIUM ON THE BIOMECHANICS AND BIOLOGY OF BONE HEALING	13–19 MAY 08	4,220
C HURST	BIostatistician – IHBI	UNITED KINGDOM – DUBLIN	ATTENDING AND PRESENTING GRAPHICAL EXPLORATION OF GENE EXPRESSION DATA USING CANONICAL PROJECTION METHODS AND GE-BIPLOTS	11–21 JUL 08	7,581
D HUTMACHER	PROFESSOR	GERMANY, NETHERLANDS, PORTUGAL, UNITED KINGDOM	CONFERENCE PRESENTATION, FIELD WORK FOR HUMBOLDT UNIVERSITY, BERLIN	26 MAY–8 JUL 08	11,966
D HUTMACHER	PROFESSOR	SINGAPORE, GERMANY, SWITZERLAND	CONFERENCE, SEMINARS, BOARD MEETINGS, ACADEMIC VISITS	29 SEP–12 OCT 08	3,370
D HUTMACHER	PROFESSOR	USA – SAN DIEGO	BOARD MEETING IN GERMANY, ACADEMIC VISIT IN SINGAPORE, TERMIS-NA2008 CONFERENCE IN SAN DIEGO	29 NOV–13 DEC 08	4,111
T KLEIN	RESEARCH FELLOW	NETHERLANDS – AMSTERDAM	CONFERENCE AND VISIT COLLABORATOR	26 MAY–11 JUN 08	4,106
T KLEIN	RESEARCH FELLOW	USA – SAN DIEGO	TERMIS-NA2008 CONFERENCE IN SAN DIEGO	4 DEC–28 DEC 08	7,561
C MECHEFSKE	ADJUNCT PROFESSOR	CANADA TO AUSTRALIA	VISIT WITH MARK PEARCY, PETER O'SHEA, TERRY LIN QUT ONGOING COLLABORATION	30 JUN–11 JUL 08	7,638
J REICHERT	RESEARCH FELLOW	PORTO AND GERMANY	CONFERENCE AND RESEARCH COLLABORATION 20/06/08-20/07/08	20 JUN–20 JUL 08	10,746
M WOODRUFF	POST DOCTORATE FELLOW	SINGAPORE	LAB VISIT AT NUS IN SINGAPORE	15 DEC–7 JAN 09	4,030
Y XIAO	ASSOCIATE PROFESSOR	NETHERLAND – AMSTERDAM, CHINA – SHANGHAI	8TH WORLD BIOMATERIAL CONGRESS, VISIT CHINA TISSUE ENGINEERING CENTRE	27 MAY–15 JUN 08	10,170

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
Y XIAO	ASSOCIATE PROFESSOR	CHINA	TO ATTEND BIT'S 1ST ANNUAL WORLD CONGRESS OF REGENERATIVE MEDICINE & STEM CELL 2008	1 DEC–7 DEC 08	4,505
R YOUNG	EXECUTIVE DIRECTOR, IHBI	USA – SAN FRANCISCO	VISIT TO QB3 TO DISCUSS POSSIBLE RESEARCH COLLABORATION AND PRESENTATION TO THE ATLANTIC PHILANTHROPIES BOARD	5–13 MAR 08	13,519
R YOUNG	EXECUTIVE DIRECTOR, IHBI	USA – SAN DIEGO	ATTENDING BIO 2008 CONFERENCE	31 MAY–13 JUL 08	16,508
INTERNATIONAL AND DEVELOPMENT					
G BARNES	INTERNATIONAL PROMOTIONS COORDINATOR – NTH ASIA /AUSTRALASIA	JAPAN, KOREA	AUSTRADE STUDY IN AUSTRALIA EXHIBITION & IDP AGENT FOLLOW-UP	27 MAY–17 JUN 08	7,015
G BARNES	INTERNATIONAL PROMOTIONS COORDINATOR – NTH ASIA /AUSTRALASIA	KOREA – SEOUL, PUSAN	IDP & AGENT FOLLOW-UP	24 SEP–2 OCT 08	5,744
G BARNES	INTERNATIONAL PROMOTIONS COORDINATOR – NTH ASIA /AUSTRALASIA	JAPAN, KOREA	AUSTRADE KOREA, AGENTS VISITS	17–29 OCT 08	7,976
D BROOKES	ELEARNING COORDINATOR	UNITED ARAB EMIRATES – ABU DHABI	COLLEGE CONFERENCE IN ABU DHABI	16–23 FEB 08	4,749
N CHANG	MARKETING & PROJECTS OFFICER	TAIWAN	RECRUITMENT EVENT: AUST EDUCATION EXHIBITION AND INTERVIEW	4–13 MAR 08	3,216
N CHANG	MARKETING & PROJECTS OFFICER	TAIWAN	RECRUIT TAIWANESE STUDENTS INTO QUTIC PROGRAMS	21 MAY–28 MAY 08	2,705
N CHANG	MARKETING & PROJECTS OFFICER	THAILAND – BANGKOK, CHINA – BEIJING, NANJING, SHANGHAI	RECRUITMENT EVENTS IN CHINA AND THAILAND	18 JUN–3 JUL 08	7,491
N CHANG	MARKETING & PROJECTS OFFICER	HONG KONG – SHENZHEN	RECRUITMENT EVENTS & AGENTS VISITS	31 JUL–19 AUG 08	5,705
N CHANG	MARKETING & PROJECTS OFFICER	CHINA	RECRUITMENT EVENTS, AGENTS VISITS	13 OCT–6 NOV 08	10,768
G EDMONDSON	DIRECTOR – INTERNATIONAL BUSINESS DEVELOPMENT	JAPAN, TAIWAN	APAIE CONFERENCE PARTNERS VISITS	25 MAR–6 APR 08	7,426
G EDMONDSON	DIRECTOR – INTERNATIONAL BUSINESS DEVELOPMENT	TAIWAN	BUSINESS DEVELOPMENT ACTIVITIES	19–24 JUL 08	3,149
G EDMONDSON	DIRECTOR – INTERNATIONAL BUSINESS DEVELOPMENT	GERMANY – FRANFURT, KONIGSWINTER & BELGIUM – ANTWERP	EAIE CONFERENCE AND IIAPS	7–22 SEP 08	5,361

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
D FARLEY	INTERNATIONAL STUDY ABROAD OFFICER	USA	NAFSA CONFERENCE, UNIVERSITY VISITS	23 MAY–6 JUN 08	11,922
S GARSKE	DIRECTOR – UNIVERSITY ADVANCEMENT & ALUMNI	HONG KONG	CASE ASIA-PACIFIC ADVANCEMENT CONFERENCE	30 NOV–9 DEC 08	6,132
T GOMEZ	INTERNATIONAL STUDENT EXCHANGE OFFICER	NEW ZEALAND – AUCKLAND	ISANA – INT’L EDUCATION CONFERENCE	1–7 DEC 08	2,369
K HARGREAVES	ALUMNI RELATIONS OFFICER	SINGAPORE, MALAYSIA – KUALA LUMPUR	ATTEND GRADUATION CEREMONIES IN MALAYSIA AND SINGAPORE AND FACILITATE ALUMNI EVENTS	4 APR–10 APR 08	3,224
K HARGREAVES	ALUMNI RELATIONS OFFICER	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	9 JUN–16 JUN 08	2,906
J HEALY	PROGRAM EDUCATOR	NEW ZEALAND	HERDSA CONFERENCE	26 JUN–4 JUL 08	2,647
A HIBBARD	STUDENT BUSINESS SUPPORT OFFICER – FS&T	MALAYSIA	IEC EXHIBITION	23–28 OCT 08	4,915
B HOOKER	PRESIDENT – QUT ALUMNI BOARD	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	9 JUN–18 JUN 08	1,831
M HSIEH	ALUMNI PROJECT OFFICER	TAIWAN	ATTEND 2008 SEMINAR FOR YOUNG PROFESSIONALS, HOST TAIWAN ALUMNI EVENT	2 APR–13 APR 08	845
M HSIEH	ALUMNI PROJECT OFFICER	CHINA – SHANGHAI	ASSIST WITH LAUNCH OF QUT CHINA ALUMNI GROUP	17 JUN–23 JUN 08	2,826
M HSIEH	ALUMNI PROJECT OFFICER	SINGAPORE, TAIWAN, HONG KONG	ALUMNI EVENTS & GRADUATION CEREMONY	3–25 OCT 08	5,680
C JOLLIFFE	REGIONAL MANAGER – NORTH ASIA/ AUSTRALASIA	TAIWAN	AGENTS VISITS IN TAIWAN	6–13 JAN 08	3,791
C JOLLIFFE	REGIONAL MANAGER – NORTH ASIA/ AUSTRALASIA	HONG KONG, MACAU	IDP EXHIBITION HONG KONG AND AGENT INTERVIEWS	12–20 MAR 08	7,405
C JOLLIFFE	REGIONAL MANAGER – NORTH ASIA/ AUSTRALASIA	CHINA – BEIJING, NANJING, SHANGHAI	ED-EXPO, AGENT INTERVIEWS, ASTON EDUCATION EXHIBITION	20 JUN–7 JUL 08	10,839
C JOLLIFFE	REGIONAL MANAGER – NORTH ASIA/ AUSTRALASIA	TAIWAN	IDP TAICHUNG & KAOSHIUNG	19–24 JUL 08	10,523
C JOLLIFFE	REGIONAL MANAGER – NORTH ASIA/ AUSTRALASIA	TAIWAN & HONG KONG	IDP TAIPEI, AGENT FOLLOW-UP	24 SEP–5 OCT 08	15,893
H JONES	INTERNATIONAL STUDENT WELFARE ADVISOR	NEW ZEALAND – AUCKLAND	INT’L EDUCATION CONFERENCE	1–10 DEC 08	3,642

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
E KELLY	INTERNATIONAL MARKETING OFFICER	KOREA – SEOUL	AUSTRADE EXHIBITION, AGENT VISITS	22–29 OCT 08	4,847
C KWONG	PRESIDENT – QUT HONG KONG ALUMNI	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	9 JUN–14 JUN 08	875
A LAURENCESON	INTERNATIONAL PROMOTIONS COORD – S/SE ASIA/PACIFIC/ MIDDLE EAST	INDIA – NEW DEHLI, MUMBAI, BANGALORE, CHENNAI & CHANDIGARH	IDP EXHIBITION & AGENT VISITS	21 FEB–4 MAR 08	17,623
A LAURENCESON	INTERNATIONAL PROMOTIONS COORD – S/SE ASIA/PACIFIC/ MIDDLE EAST	THAILAND – BANGKOK, CHIANG MAI, KHON KAEN, PHUKET	IDP THAILAND EVENT & AGENT VISITS	18 JUN–24 JUN 08	7,110
A LAURENCESON	INTERNATIONAL PROMOTIONS COORD – S/SE ASIA/PACIFIC/ MIDDLE EAST	INDIA – MUMBAI, DEHLI, MANGALORE, BANGALORE PUNE, HYDERABAD	RECRUITMENT EVENTS & AGENTS VISITS	23 JUL–15 AUG 08	9,094
A LAURENCESON	INTERNATIONAL PROMOTIONS COORD – S/SE ASIA/PACIFIC/ MIDDLE EAST	INDIA – BANGALOR, COCHIN	OES AUSTRALIAN UNIVERSITIES EXHIBITION & AGENT VISITS	2–6 OCT 08	3,352
A LAURENCESON	INTERNATIONAL PROMOTIONS COORD – S/SE ASIA/PACIFIC/ MIDDLE EAST	INDIA	FINAL STUDENT RECRUITMENT, AGENTS VISITS	9–21 NOV 08	7,659
P LAVERY	DIRECTOR	UNITED KINGDOM	DEVELOP AGREEMENT FOR SHARED EXHIBITION PROGRAMS WITH FOUNDATION FOR ART & CREATIVE TECHNOLOGY	18 JAN–2 FEB 08	3,343
J LEGGATT	BUSINESS SYSTEMS MANAGER	UNITED ARAB EMIRATES – DUBAI, SAUDI ARABIA – DAMMAM, RIYADH, JEDDAH, OMAN, KUWAIT	IDP ROADSHOW AND CONDUCTING INTERVIEWS	5 APR–26 APR 08	27,314
J LEGGATT	BUSINESS SYSTEMS MANAGER	IRAN, SAUDI ARABIA, UNITED ARAB EMIRATES – DUBAI	BUSINESS DEVELOPMENT VISIT	1–15 NOV 08	8,425
J MANNION	ALUMNI RELATIONS MANAGER	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	9 JUN–14 JUN 08	2,906
J MANNION	ALUMNI RELATIONS MANAGER	HONG KONG	CASE ASIA-PACIFIC ADVANCEMENT CONFERENCE	30 NOV–9 DEC 08	5,667
E MCDADE	DIRECTOR	VIETNAM	IDP VIETNAM STUDY IN AUSTRALIA EXHIBITION	27 MAR–6 APR 08	5,920
E MCDADE	DIRECTOR	JAPAN	MARKETING MISSION TO JAPAN	30 MAY–9 JUN 08	5,681
E MCDADE	DIRECTOR	PERU, CHILE & BRAZIL	DEVELOP LATIN AMERICAN MARKET & ATTEND EXHIBITIONS	25 SEP–11 OCT 08	29,343

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
K MCLEOD	INTERNATIONAL PROMOTIONS COORDINATOR – EUROPE/AMERICAS	USA, MEXICO & COLOMBIA	STUDY ABROAD FAIR, AUSTRADE, AGENT VISITS	13 SEP–5 OCT 08	15,558
D METHER	MANAGER – INTERNATIONAL MARKETING SERVICES	PAPUA NEW GUINEA	AUSTRADE ROADSHOW	15 JUN–24 JUN 08	2,296
P METZROTH	INT’L PROMPTIONS OFFICER – S/SE ASIA/ PACIFIC/MIDDLE EAST	SINGAPORE	IDP EXHIBITION & AGENT VISITS	3–7 JAN 08	6,558
P METZROTH	INT’L PROMPTIONS OFFICER – S/SE ASIA/ PACIFIC/MIDDLE EAST	SINGAPORE	IDP SINGAPORE	21–24 AUG 08	5,947
M MILLER	SPECIAL PROGRAMS COORDINATOR	JAPAN	MARKETING MISSION TO JAPAN	27 MAY–9 JUN 08	7,280
B MURCHISON	CORPORATE RELATIONS MANAGER	HONG KONG	CASE ASIA-PACIFIC ADVANCEMENT CONFERENCE	30 NOV–9 DEC 08	4,351
M NAIR	MANAGER – INTERNATIONAL BUSINESS DEVELOPMENT	SINGAPORE	BUSINESS DEVELOPMENT ACTIVITIES – ATTEMPTING TO ESTABLISH NICHE OPPORTUNITIES FOR THE FACULTIES OF IT, HEALTH & CI	6 APR–12 APR 08	3,313
M NAIR	MANAGER – INTERNATIONAL BUSINESS DEVELOPMENT	SINGAPORE, THAILAND & MALAYSIA	BUSINESS DEVELOPMENT ACTIVITIES	9 JUN–22 JUN 08	5,121
M NAIR	MANAGER – INTERNATIONAL BUSINESS DEVELOPMENT	KOREA – SEOUL	APPLE CONFERENCE	7–14 JUL 08	4,822
M NAIR	MANAGER – INTERNATIONAL BUSINESS DEVELOPMENT	KOREA – SEOUL	BUSINESS DEVELOPMENT ACTIVITIES	25 OCT–1 NOV 08	3,209
N NG	INTERNATIONAL VISITS COORDINATOR	SINGAPORE, THAILAND & MALAYSIA	BUSINESS DEVELOPMENT ACTIVITIES	9 JUN–23 JUN 08	5,274
K PARRY	ISBS COORDINATOR – INTERNATIONAL	CHINA	AOJI AUTUMN ROADSHOW, AGENTS VISITS	18–30 OCT 08	10,173
S PAUL	INTERNATIONAL PROMOTIONS OFFICER – S/SE ASIA/PACIFIC/ MIDDLE EAST	UNITED ARAB EMIRATES, KUWAIT, OMAN, SAUDI ARABIA	IDP GULF ROADSHOW, AGENTS VISITS	20 OCT–7 NOV 08	25,983
J PFEFFER	PRESIDENT BKTC ALUMNI	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	6 JUN–15 JUN 08	1,699
S SHEPPARD	DVC – INTERNATIONAL & DEVELOPMENT	SINGAPORE	MEETINGS WITH TEMASEK POLY AND NTU	20 APR–23 APR 08	4,718
S SHEPPARD	DVC – INTERNATIONAL & DEVELOPMENT	SINGAPORE, CHINA	AUIAC – SINGAPORE. AEI & ED AGENTS, UNIVERSITY VISITS	10 JUN–22 JUN 08	9,886

Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
S SHEPPARD	DVC – INTERNATIONAL & DEVELOPMENT	CHINA – BEIJING, YINCHUAN	CEAIE 10 YEAR ANNIVERSARY	1–8 SEP 08	6,975
S SHEPPARD	DVC – INTERNATIONAL & DEVELOPMENT	TAIPEI, HONG KONG	ALUMNI & GRADUATION CEREMONIES, AGENTS VISITS	16–24 OCT 08	9,885
S SHEPPARD	DVC – INTERNATIONAL & DEVELOPMENT	CHINA – BEIJING	REPRESENT QUT @ 3RD CONFERENCE INST CONFERENCE	6–11 DEC 08	7,667
S STUART	INTERNATIONAL STUDENT EXCHANGE COORDINATOR	HONG KONG, CHINA, TAIWAN	EXCHANGE FAIR, PARTNER VISITS, STUDENT INTERVIEWS	28 OCT–7 NOV 08	5,864
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	MALAYSIA – KUALA LUMPUR, PENANG	IDP EXHIBITION & AGENT INTERVIEWS	6–15 JAN 08	3,315
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	THAILAND – BANGKOK	IDP EXHIBITION & AGENTS INTERVIEWS	12–18 MAR 08	7,784
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	VIETNAM	IDP EXHIBITIONS & AGENTS INTERVIEWS	27 MAR–5 APR 08	10,892
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	MALAYSIA – KUALA LUMPUR, PENANG, NILAI, KOTA KINABALU	IDP MALAYSIA EVENT, AUSED INTERVIEW PROGRAM & AGENT VISITS	8 MAY–16 MAY 08	8,176
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	VIETNAM	IDP VIETNAM INTERVIEWING PROGRAM	16–23 JUL 08	10,104
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	MALAYSIA – KUALA LUMPUR, PENANG, SUBANG JAYA	IDP MALAYSIA	8–18 AUG 08	6,885
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	MALAYSIA, BRUNEI	AUSTRADE EXHIBITION, IDP MALAYSIA ROADSHOW, INTI PLACEMENT DAY, AUSED INFO DAY	9–21 OCT 08	15,236
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	THAILAND, VIETNAM	AUSTRADE VIETNAM & OCSC THAILAND	20 NOV–2 DEC 08	7,031
S THEAN	REGIONAL MANAGER – S/SE ASIA/PACIFIC/ MIDDLE EAST	MALAYSIA	STUDENT MARKETING & RECRUITMENT	9–16 DEC 08	3,903
L THOMAS	CURATOR – PUBLIC PROGRAMS	CHINA – BEIJING	INSTALL EXHIBITION OPENING NIGHT VIP MEETING FOR 09 EXHIBITIONS	11–21 JAN 08	2,354
L THOMAS	CURATOR – PUBLIC PROGRAMS	CHINA – BEIJING	CURATING & INSTALLATION OF IDA PROJECTS @ BEIJING FILM ACADEMY	14 MAY–24 MAY 08	2,389
L THOMAS	CURATOR – PUBLIC PROGRAMS	UNITED KINGDOM, GERMANY	PDP	21 AUG–3 OCT 08	780

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
S TICKLE	DIRECTOR – INTERNATIONAL MARKETING & RECRUITMENT	USA & CANADA	NAFSA CONFERENCE (USA) PARTNER VISITS (CANADA)	3 MAY–8 JUN 08	7,998
S TICKLE	DIRECTOR – INTERNATIONAL MARKETING & RECRUITMENT	CHILE – SANTIAGO, COLOMBIA – BOGOTA, BRAZIL – SAOPAULO, PERU – LIMA	QS MBA WORLD FAIR	1–19 SEP 08	7,152
J TRENCHARD	PRESIDENT – QUT YOUNG ALUMNI	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	9 JUN–14 JUN 08	1,741
L WALANDOUW	PRESIDENT, AUT ALUMNI INDONESIA	SINGAPORE	AUIAC – PROFESSIONAL DEVELOPMENT AND NETWORKING PURPOSES	13 JUN–14 JUN 08	695
S WALKER	REGIONAL MANAGER – EUROPE, THE AMERICAS & STUDY ABROAD	GERMANY	MAY RECRUITMENT TO GERMAN STUDENTS	4 MAY–24 MAY 08	6,911
S WALKER	REGIONAL MANAGER – EUROPE, THE AMERICAS & STUDY ABROAD	SWEDEN – STOCKHOLM, DENMARK – COPENHAGEN, BELGIUM – BRUSSELS, ANTWERP, NORWAY – OSLO, BERGEN	CIS SWEDEN, EAIE CONFERENCE, STUDY ABROAD PARTNERS	3–21 SEP 08	11,991
S WALKER	REGIONAL MANAGER – EUROPE, THE AMERICAS & STUDY ABROAD	FRANCE, AUSTRIA, GERMANY, UNITED KINGDOM, NETHERLANDS	WORLD MBA TOUR. RECRUITMENT & STUDY ABROAD AGENT TRAINING	20 OCT–20 NOV 08	12,321
LAW					
H ADELMAN	RESEARCH ASSISTANT	CANADA – TORONTO, BRISBANE	RESEARCH	6 JAN–12 APR 08	3,133
H ADELMAN	PROFESSOR	USA – NEW YORK	RESEARCH	20–25 MAY 08	900
H ADELMAN	PROFESSOR	GENEVA	RESEARCH FOR PROFESSOR SAMPFORD	7–12 DEC 08	2,890
R ASHCROFT	SENIOR RESEARCH ASSISTANT	UNITED KINGDOM – LONDON	CONFERENCE ATTENDANCE	21–29 JUN 08	4,470
A AUSTIN	SENIOR RESEARCH OFFICER – OAKLAW	USA – WASHINGTON	CONFERENCE & RESEARCH	18–24 FEB 08	3,840
A AUSTIN	SENIOR RESEARCH OFFICER – OAKLAW	UNITED KINGDOM	RESEARCH	10–24 SEP 08	1,534
S BANKI	RESEARCH FELLOW	USA – SAN FRANCISCO	CONFERENCE	25 MAR–6 APR 08	3,732
S BANKI	RESEARCH FELLOW	GENEVA, THAILAND	FIELD RESEARCH	22 JUN–7 AUG 08	10,325
S BANKI	RESEARCH FELLOW	BANGLADESH	FIELD WORK – ARC GRANT	2–13 NOV 08	3,960
S BANKI	RESEARCH FELLOW	MALAYSIA	CONFERENCE ATTENDANCE	18–23 NOV 08	0
P BLACK	LECTURER – LAW	USA – NEW YORK	RESEARCH	24–31 MAR 08	5,871
E BLEDSOE	RESEARCH OFFICER	JAPAN	RESEARCH, CREATIVE COMMONS	26 JUL–8 AUG 08	2,760
N CHANTLER	LECTURER – JUSTICE	KOREA – SEOUL	VIRTUAL FORUM	19–24 FEB 08	0
A CHAY	DIRECTOR – LEGAL PRACTICE	NEW ZEALAND – AUCKLAND	APLEC MEETING	6–8 NOV 08	1,157
J COATES	PROJECT MANAGER	TAIWAN, NEW ZEALAND	CONFERENCE & RESEARCH	17–29 JAN 08	4,280



					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
J COATES	PROJECT MANAGER	JAPAN	RESEARCH, CREATIVE COMMONS	26 JUL–8 AUG 08	2,560
J COATES	PROJECT MANAGER	COLOMBIA	CONFERENCE	26 SEP–6 OCT 08	0
I DAVIES	ASSISTANT DEAN – INTERNATIONAL	SINGAPORE, MALAYSIA	MEETINGS, PROMOTION	11–20 JUN 08	6,104
I DAVIES	ASSISTANT DEAN – INTERNATIONAL	EUROPE, UNITED KINGDOM	CONFERENCE PRESENTATION	10–21 JUL 08	8,430
S DAVIES	LECTURER – JUSTICE	USA	CONFERENCE PRESENTATION	22–29 MAR 08	2,274
G DEAN	ASSOCIATE PROFESSOR	SINGAPORE	TEACHING INTENSIVE	24 JAN–2 FEB 08	2,855
G DEAN	ASSOCIATE PROFESSOR	SINGAPORE	INTENSIVE TEACHING	8–14 MAY 08	3,732
G DEAN	ACTING HEAD OF SCHOOL – JUSTICE	SINGAPORE	TEACHING INTENSIVE	4–13 SEP 08	5,577
A FITZGERALD	PROFESSOR	ENGLAND – LONDON, FRANCE – PARIS	SEMINAR & WORKSHOPS	1–7 FEB 08	4,370
A FITZGERALD	PROFESSOR	BELGIUM, KOREA	SEMINARS AND WORKSHOPS	10–20 JUN 08	6,400
A FITZGERALD	PROFESSOR	NEW ZEALAND	CONFERENCE ATTENDANCE	27–29 MAY 08	1,182
A FITZGERALD	PROFESSOR	RUSSIA, UNITED KINGDOM	CONFERENCE, SEMINAR	4–15 OCT 08	7,704
A FITZGERALD	PROFESSOR	INDIA	CONFERENCE	2–6 DEC 08	4,400
B FITZGERALD	OAKLAW PROJECT LEADER	KOREA – SEOUL	CONFERENCE	13–16 MAR 08	500
B FITZGERALD	OAKLAW PROJECT LEADER	UNITED KINGDOM, USA – NEW YORK, CALIFORNIA	CONFERENCE & RESEARCH	25 MAR–7 APR 08	7,990
B FITZGERALD	OAKLAW PROJECT LEADER	SWITZERLAND	CONFERENCE PRESENTATION	13–17 JUL 08	4,700
B FITZGERALD	OAKLAW PROJECT LEADER	USA, JAPAN	CONFERENCE PRESENTATIONS	24 JUL–1 AUG 08	4,500
B FITZGERALD	OAKLAW PROJECT LEADER	FINLAND, HOLLAND	WORKSHOP, SUPERVISION	7–14 DEC 08	1,000
B FITZGERALD	OAKLAW PROJECT LEADER	USA	COPYRIGHT PROJECT MEETING	20–24 NOV 08	3,100
S HAYES	LECTURER	SCOTLAND – EDINBURGH	CONFERENCE PRESENTATION	31 AUG–8 SEP 08	4,718
B HOCKING	ASSOCIATE PROFESSOR	EUROPE	RESEARCH, TEACHING	31 JUL–25 AUG 08	2,413
T HUTCHINSON	SENIOR LECTURER LAW	UNITED KINGDOM – OXFORD	CONFERENCE	15–19 MAR 08	2,816
R IREDALE	LAW RESEARCH	JAKARTA	MEDICAL CONFERENCE	8–12 SEP 08	2,700
S JEFFRIES	LECTURER – JUSTICE	NEW ZEALAND	RESEARCH	1–4 OCT 08	618
L JOHNSON	ACTING SENIOR ADMINISTRATION OFFICER	SINGAPORE	COLLABORATION WITH NUS	7–17 SEP 08	3,201
A KNUDSEN	RESEARCH ASSISTANT	EGYPT	CONFERENCE ATTENDANCE	1–18 JAN 08	3,900
B LANE	PROFESSOR	USA – CHICAGO	RESEARCH-ARC GRANT	15–23 AUG 08	7,455
H LANG	SENIOR RESEARCH FELLOW	EGYPT	CONFERENCE PRESENTATION	1–16 JAN 08	4,080

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
H LANG	SENIOR RESEARCH FELLOW	EGYPT	CONFERENCE PRESENTATION	17 JAN–6 FEB 08	4,400
M LAUCHS	LECTURER	SINGAPORE	INTENSIVE TEACHING	8–17 MAY 08	4,999
M LAUCHS	LECTURER	SINGAPORE	TEACHING INTENSIVE	4–13 SEP 08	5,077
R MASON	HEAD OF SCHOOL – LAW	CHINA	GLOBAL INSOLV. COURSE	8–19 SEP 08	5,798
B MATTHEWS	SENIOR LECTURER	HONG KONG	CONFERENCE PRESENTATION	7–12 SEP 08	3,679
B MCENIERY	LECTURER	NEW ZEALAND	CONFERENCE ATTENDANCE	28–31 MAY 08	1,180
T MCGEE	LECTURER	USA	CONFERENCE PRESENTATION	10–18 NOV 08	1,913
K PURI	PROFESSOR	INDIA	MOOT COMP, LAW PROMOTION	6–23 FEB 08	7,576
K PURI	PROFESSOR	NEW DELHI	COLLABORATION WITH IGNOU	5–15 SEP 08	4,008
K PURI	PROFESSOR	TURIN	LECTURES	15–31 OCT 08	0
J PYKE	LECTURER	NEW ZEALAND	PAN PACIFIC MOOT – COACH	15–21 SEP 08	5,825
S SCHMEIDL	SENIOR RESEARCH FELLOW	EGYPT	CONFERENCE PRESENTATION	5–14 JAN 08	4,839
S SCHMEIDL	SENIOR RESEARCH FELLOW	USA – SAN FRANCISCO	CONVENTION	25 MAR–1 APR 08	3,800
M SHIRLEY	ASSISTANT DEAN – T&L	EUROPE, UNITED KINGDOM	CONFERENCE PRESENTATION	10–21 JUL 08	8,430
S SHORT	ADJUNCT PROFESSOR	JAKARTA	RESEARCH	30 MAR–2 APR 08	2,395
S SHORT	ADJUNCT PROFESSOR	JAKARTA	AUSAID PROJECT	19–23 MAY 08	2,660
S SHORT	ADJUNCT PROFESSOR	JAKARTA	MEDICAL CONFERENCE	8–12 SEP 08	3,700
S SHORT	ADJUNCT PROFESSOR	SOUTH AFRICA	MEDICAL CONFERENCE	3–12 OCT 08	5,774
S SHORT	ADJUNCT PROFESSOR	JAKARTA	AUSAID POLICY	30 NOV–2 DEC 08	0
I TERNEL-WONG	SENIOR ADMINISTRATION OFFICER	SINGAPORE, MALAYSIA	MEETINGS, PROMOTION	8–23 JUN 08	5,669
M THOMAS	LECTURER – LAW SCHOOL	DENMARK	CONFERENCE	7–18 NOV 08	4,818
RESEARCH AND COMMERCIALISATION					
M ENGEMAN	MANAGER – INFRASTRUCTURE AND RESOURCES	NEW ZEALAND – CHRISTCHURCH	ATEM CONFERENCE	28 SEP–4 OCT 08	3,234
J ESCOBAR	FINANCE OFFICER – OCS	FIJI	LAUNCH OF FELLOWSHIP PROGRAM	13–16 DEC 08	2,073
S GASSON	MANAGER – RSC	FRANCE, SWEDEN, UNITED KINGDOM	INORMS AND EUPIDE 2008 CONFERENCE PARTICIPATION	5–26 JUN 08	7,804
E HALL	GENERAL MANAGER & DIRECTOR – ISI	USA, UNITED KINGDOM	VISIT CERIAS AT PURDUE UNIVERSITY SECURITY MEETING. VISIT ROYAL HOLOWAY RUSI	13–29 JUN 08	9,262
L HERON	EXECUTIVE OFFICER – R&C	USA – SAN DIEGO	BIO 2008 CONFERENCE	13–28 JUN 08	8,643
K KRUGER	COORDINATOR RESEARCH TRAINING	ENGLAND – LONDON	CONFERENCE PARTICIPATION	5–19 SEP 08	10,036

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
K LAWRENCE	INTERNATIONAL PROJECTS CO-ORDINATOR	PHILIPPINES – MANILA	MONITORING AND EVALUATION WORKSHOP IN MANILA	3–8 FEB 08	3,141
K LAWRENCE	INTERNATIONAL PROJECTS CO-ORDINATOR	MALDIVES	ALA FELLOWSHIP – PREPARATION MEETINGS	12–18 JUN 08	2,663
K LAWRENCE	INTERNATIONAL PROJECTS CO-ORDINATOR	PHILIPPINES – MANILA	PEGR PROJECT – WORKSHOP	26–31 OCT 08	2,494
M MCARDLE	DIRECTOR – OFFICE OF RESEARCH	USA – SAN DIEGO	BIO 2008 CONFERENCE	13–20 JUN 08	8,346
C MELVIN	DIRECTOR – OFFICE OF COMMERCIAL SERVICES	CHINA	TRAVEL ALLOWANCE FOR TRIP TO CHINA – MEETING RE: CONFUCIUS INSTITUTE AND JAEC	30 MAR–4 APR 08	1,025
C MELVIN	DIRECTOR – OFFICE OF COMMERCIAL SERVICES	PAPUA NEW GUINEA	OCS ECBP: DESIGN AND DELIVERY OF MASTERS PROGRAM FOR EDUCATION PLANNING. OCS ALA FELLOWSHIP MINDANAO PEACE PROCESS. AIRFARE AND ACCOMMODATION	16–18 MAR 08	1,702
C MELVIN	DIRECTOR – OFFICE OF COMMERCIAL SERVICES	PHILIPPINES	ALA FELLOWSHIP – PREPARATION MEETINGS IN PHILIPPINES	7–11 JUN 08	2,700
C MELVIN	DIRECTOR – OFFICE OF COMMERCIAL SERVICES	CHINA	CONFUCIUS INSTITUTE, QUT PROJECT	2–13 DEC 08	9,671
S NASTERNAK	PROJECT OFFICER – CORPORATE AWARDS	NEW ZEALAND – CHRISTCHURCH	ATEM CONFERENCE	28 SEP–1 OCT 08	3,033
P REGNAULT	INTERNATIONAL DEVELOPMENT OFFICER – OCS	SOLOMON ISLANDS, PAPUA NEW GUINEA	BUSINESS DEVELOPMENT	7–13 DEC 08	3,649
V SACRIZ	INTERNATIONAL DEVELOPMENT OFFICER – OCS	FIJI	BUSINESS DEVELOPMENT OPPORTUNITIES – ALA FELLOWSHIPS	2–7 AUG 08	2,352
V SACRIZ	INTERNATIONAL DEVELOPMENT OFFICER – OCS	SOLOMON ISLANDS, PAPUA NEW GUINEA	BUSINESS DEVELOPMENT	7–13 DEC 08	3,652
N SALANGSANG	MANAGER OF INTERNATIONAL PROJECTS	PHILIPPINES – MANILA	MONITORING AND EVALUATION WORKSHOP IN MANILA, EDUCATION CAPACITY BUILDING PROGRAM	30 JAN–8 FEB 08	3,971
N SALANGSANG	BUSINESS MANAGER – IPU	SINGAPORE	OCS/IPU LAUNCH OF CORPORATE PROGRAMS AT AUSTRALIA EXHIBITION	4–9 MAY 08	3,594
N SALANGSANG	BUSINESS MANAGER – IPU	PHILIPPINES, SINGAPORE	ALA FELLOWSHIP – PREPARATION MEETINGS IN MANILA, SINGAPORE AND MALDIVES	7–18 JUN 08	5,812
N SALANGSANG	BUSINESS MANAGER – IPU	PHILIPPINES	PAHRDF LEADERSHIP IN SUPPORT OF DPWH STRATEGIC AND OPERATIONS PLANNING	15–23 AUG 08	1,987

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
N SALANGSANG	BUSINESS MANAGER – IPU	PHILIPPINES – MANILA	PEGR PROJECT – WORKSHOP	26–31 OCT 08	2,654
N SALANGSANG	BUSINESS MANAGER – IPU	PHILIPPINES – MANILA	PEGR CONTRACT NEGOTIATIONS	1–11 OCT 08	2,198
N SALANGSANG	BUSINESS MANAGER – IPU	FIJI	LAUNCH OF FELLOWSHIP PROGRAM	13–16 DEC 08	2,178
A SHARMA	DEPUTY VICE- CHANCELLOR – R & C	USA – SAN DIEGO	BIO 2008 CONFERENCE	12–21 JUN 08	16,112
A SHARMA	DEPUTY VICE- CHANCELLOR – R & C	INDIA	ACCOMPANY THE PREMIER ON FIRST TRIP TO INDIA	5–13 APR 08	14,502
A SHARMA	DEPUTY VICE- CHANCELLOR – R & C	USA AND CANADA	VISIT WITH THE ATN DELEGATION	21 SEP–1 OCT 08	23,390
N SMITH	INTERNATIONAL PROJECT OFFICER	PHILIPPINES – MANILA	PEGR PROJECT – WORKSHOP	26–31 OCT 08	2,494
R SMITH	BUSINESS MANAGER CPE – OFFICE OF COMMERCIAL SERVICES	UNITED KINGDOM – YORK	ATTENDED UALL CONFERENCE – FLIGHTS, ACCOMMODATION, FEES, OTHER EXPENSES	14–24 MAR 08	5,728
M TONG	INTERNATIONAL DEVELOPMENT OFFICER – CORPORATE BUSINESS	CHINA	TRAVEL ALLOWANCE FOR TRIP TO CHINA – MEETING RE: CONFUCIUS INSTITUTE AND JAEC	30 MAR–4 APR 08	825
M TONG	INTERNATIONAL DEVELOPMENT OFFICER – CORPORATE BUSINESS	SINGAPORE	OCS/IPU LAUNCH OF CORPORATE PROGRAMS AT AUSTRALIA EXHIBITION	4–9 MAY 08	2,910
R WISSLER	DEAN OF RESEARCH AND RESEARCH TRAINING	JAPAN – TOKYO	CONFERENCE PARTICIPATION	20–30 MAR 08	0
R WISSLER	DEAN OF RESEARCH AND RESEARCH TRAINING	IRAN, SAUDI ARABIA, UNITED ARAB EMIRATES, HONG KONG	VISITS WITH UNIVERSITIES ACROSS MIDDLE EAST	1–16 NOV 08	18,425
R WISSLER	DEAN OF RESEARCH AND RESEARCH TRAINING	USA – LOS ANGELES, CHICAGO, WASHINGTON DC	MEETINGS WITH COUNCIL OF GRADUATE STUDIES	27 NOV–10 DEC 08	7,500
B WYTHES	SENIOR COURSE MANAGER	USA – LOS ANGELES, NEW ORLEANS, WASHINGTON, NEW YORK	PDP CONFERENCE	23 MAR–12 APR 08	10,335
H ZHU	ASSOCIATE PROFESSOR	CHINA – BEIJING	FORUM PARTICIPATION AND UNIVERSITY REPRESENTATION	28 JUN–15 JUL 08	2,375
SCIENCE					
J AASKOV	ASSOCIATE PROFESSOR	SINGAPORE	MEETING ATTENDANCE	4–10 MAY 08	1,346
J AASKOV	ASSOCIATE PROFESSOR	SINGAPORE	CONGRESS PAPER PRESENTATION	13–19 APR 08	0
J AASKOV	ASSOCIATE PROFESSOR	UNITED KINGDOM, TURKEY	INTERNATIONAL CONGRESS OF VIROLOGY	5–23 AUG 08	8,740
J AASKOV	ASSOCIATE PROFESSOR	VIETNAM	FIELDWORK	1–17 JUL 08	0
J AASKOV	ASSOCIATE PROFESSOR	NEW CALEDONIA	PLANNING MEETING OF THE DENGUE PACIFIC FUND PROJECT	1–4 NOV 08	0
J AASKOV	ASSOCIATE PROFESSOR	VIETNAM	FIELDWORK – DENGUE RESEARCH PROJECT	30 NOV–13 DEC 08	0

						Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration		
B ANDERSON	SENIOR LECTURER	CANADA, USA	CONFERENCE ATTENDANCE	2–19 JUN 08		2,000
V ANH	PROFESSOR	USA	REGIONAL RESEARCH CONFERENCE ATTENDANCE	6–17 AUG 08		7,260
V ANH	PROFESSOR	USA, SPAIN	RESEARCH COLLABORATION AT UNIVERSITY OF GRANADA, PAPER PRESENTATION	6 DEC–20 FEB 09		6,430
D ARNOLD	ASSOCIATE PROFESSOR	NEW ZEALAND	INORGANIC CHEMISTRY CONFERENCE	13–18 DEC 08		2,589
G AYOKO	HEAD OF SCHOOL	CHINA	FIRST INTERNATIONAL CONFERENCE ON BUILDING ENERGY AND ENVIRONMENT	11–17 JUL 08		3,690
J BATRA	POST DOCTORAL FELLOW	USA	ANNUAL MEETING – AMERICAN SOCIETY OF HUMAN GENETICS	10–17 NOV 08		6,845
K BEAGLEY	PROFESSOR	USA, DENMARK	CONFERENCE ATTENDANCE	9 JUN–5 JUL 08		4,697
K BEAGLEY	PROFESSOR	NEW ZEALAND	ATTENDANCE AT NEW ZEALAND SEXUAL HEALTH SOCIETY, CHLAMYDIA VACCINE DEVELOPMENT	27 AUG–2 SEP 08		0
D BECKER	LECTURER	MALAYSIA	BIOSAFETY RISK ASSESSMENT WORKSHOP	9–16 NOV 08		720
M BRITZ	EXECUTIVE DEAN	USA, TAIWAN	CONFERENCE AND MEETING ATTENDANCE	12–28 JUN 08		17,251
D BROWN	INTERNATIONAL LIAISON OFFICER	INDIA	FACULTY INTERNATIONAL DELEGATION	22 FEB–6 MAR 08		9,966
D BROWN	INTERNATIONAL LIAISON OFFICER	KOREA	FACULTY INTERNATIONAL DELEGATION	30 MAR–9 APR 08		5,607
A CARMICHAEL	RESEARCH ASSISTANT	MALAYSIA	INTERNATIONAL MASTER CLASS IN PLANT BIOSECURITY	7–11 JUN 08		0
A CHEAH-LORD	INTERNATIONAL LIAISON OFFICER	HONG KONG	IDP EXHIBITION AND AGENT VISITS	2–9 OCT 08		3,260
E CHIVERS	SESSIONAL ACADEMIC	HONG KONG	LECTURING	17–21 JAN 08		1,765
L CHOPIN	SENIOR LECTURER	USA	CONFERENCE ATTENDANCE	11–25 JUN 08		3,459
A CLARKE	ASSOCIATE PROFESSOR	PAPUA NEW GUINEA	MEETINGS IN GOROKA	23–29 NOV 08		3,915
J CLEMENTS	PROFESSOR	USA	CONFERENCE ATTENDANCE	10–17 FEB 08		3,587
J CLEMENTS	PROFESSOR	CANADA	PACRIM MEETING ATTENDANCE	10–21 AUG 08		7,000
J CLEMENTS	PROFESSOR	USA	ATTENDANCE AT GRC CONFERENCE	5–21 JUL 08		11,144
R COLASANTI	POSTDOCTORAL RESEARCH FELLOW	UNITED KINGDOM	CONFERENCE ATTENDANCE, COLLABORATION	7–27 JUN 08		5,496
C COLLET	ASSOCIATE PROFESSOR	IRELAND	VISITATIONS, MEETINGS, PDL	16 MAR–22 MAY 08		11,589
M CORKERON	ASSOCIATE LECTURER	NORWAY	CONGRESS ATTENDANCE	5–17 AUG 08		6,393
I COWLING	ASSOCIATE PROFESSOR	HONG KONG	TEACHING	28 FEB–1 MAR 08		320
I COWLING	ASSOCIATE PROFESSOR	HONG KONG	TEACHING & FOLLOW UP MEETINGS	10–21 JAN 08		2,706

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
I COWLING	ASSOCIATE PROFESSOR	SINGAPORE, HONG KONG	MEETINGS RE LIGHTING COURSE IN SINGAPORE, MEETINGS AND TEACHING IN HONG KONG	26 JUN–14 JUL 08	3,200
I COWLING	ASSOCIATE PROFESSOR	HONG KONG	TEACHING	4–8 APR 08	1,952
I COWLING	ASSOCIATE PROFESSOR	HONG KONG	TEACHING INTO PCZ121 TO COHORT 4 IN HONG KONG	25 SEP–4 OCT 08	2,179
I COWLING	ASSOCIATE PROFESSOR	USA, HONG KONG	IESNA ANNUAL CONFERENCE 2008. TEACHING IN HONG KONG	8–24 NOV 08	7,348
I COWLING	ASSOCIATE PROFESSOR	HONG KONG	LECTURES AND PRAC WORK WITH STUDENTS FOR PCZ224 AND LECTURES IN PCZ221	4–7 DEC 08	2,991
M COX	ASSOCIATE PROFESSOR	JAPAN	XXXVI IAH CONGRESS – PAPER PRESENTATION	25 OCT–15 NOV 08	3,799
A CUPITT	TECHNICIAN	HONG KONG	PRACTICAL DEMONSTRATING IN POSTGRADUATE LIGHTING COURSE	4–8 DEC 08	3,251
A CUPITT	TECHNICIAN	NEW ZEALAND	IESANZ – LIGHTING SOCIETY CONVENTION	9–12 OCT 08	1,560
J DALE	DIRECTOR	USA – DALLAS, WASHINGTON	MEETING ATTENDANCE	21–26 JAN 08	15,428
J DALE	PROFESSOR	USA	BIO 2008 CONFERENCE, SYNGENTA MEETING	9–23 JUN 08	19,045
J DALE	PROFESSOR	SOUTH AFRICA, THAILAND	BANANA MEETING & CONFERENCE, GRAND CHALLENGES MEETINGS	1–23 OCT 08	12,484
T DARGAVILLE	RESEARCH ASSOCIATE	USA, CANADA	MEETING, PRESENTATION, COLLABORATION	23 MAR–1 APR 08	4,150
L EDEY	PRINCIPAL RESEARCH FELLOW	CANADA, IRELAND, CHINA	PACIFIC RIM CONFERENCE, IEA BIOENERGY TASK 39 CONFERENCE	6–21 SEP 08	0
M FADDY	ADJUNCT PROFESSOR	USA, UNITED KINGDOM	COLLABORATIVE RESEARCH	30 NOV–8 JAN 09	1,813
A FIELDING	LECTURER	USA	WORKSHOP ATTENDANCE	17–25 MAY 08	3,785
P FREDERICKS	ASSOCIATE PROFESSOR	UNITED KINGDOM	CONFERENCE ATTENDANCE	12–25 AUG 08	5,050
R FROST	PROFESSOR	BELGIUM	CONFERENCE ATTENDANCE	16 MAY–9 JUN 08	6,490
R FROST	PROFESSOR	BRAZIL	CONGRESS ATTENDANCE	13–21 SEP 08	6,493
R FROST	PROFESSOR	UNITED KINGDOM	CONFERENCE ATTENDANCE	14–24 AUG 08	6,062
G FULFORD	SENIOR LECTURER	NEW ZEALAND	RESEARCH COLLABORATION ON INFECTIOUS DISEASE MODELLING	7–11 JUL 08	1,249
A GALE	TECHNICIAN	NEW ZEALAND	IESANZ – LIGHTING SOCIETY CONVENTION	9–11 OCT 08	1,393
J GEIJSKES	RESEARCH SCIENTIST	USA	WORKSHOP ATTENDANCE	23 JAN–4 FEB 08	0
G GEORGE	PROFESSOR	TAIWAN, ITALY, UNITED KINGDOM	CONGRESS AND MEETING ATTENDANCE	23 JUN–5 JUL 08	8,294
G GEORGE	PROFESSOR	BELGIUM, IRISH REPUBLIC, UNITED KINGDOM	CONFERENCE ATTENDANCE, TECHNICAL VISIT	31 AUG–22 SEP 08	10,932
D GRAMOTNEV	LECTURER	FRANCE, DENMARK, SINGAPORE	INVITED TALK, INVITED SEMINAR	5–19 APR 08	3,500

						Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration		
T GUERRERO	VISITING ACADEMIC	USA TO BRISBANE	VISITING LECTURER FOR THE ONCOLOGICAL IMAGE REGISTRATION CPE COURSE AT QUT	29 JUN–9 JUL 08		3,896
D GUST	ASSOCIATE PROFESSOR	USA	ATTENDING AGU CONFERENCE, PRESENTING LECTURES AND UNDERTAKING RESEARCH AT UNIVERSITY OF FLORIDA	29 NOV–23 DEC 08		5,411
L HAFNER	ASSOCIATE PROFESSOR	DENMARK	MEETING ATTENDANCE	30 JUN–4 JUL 08		5,364
M HIRNING	TECHNICIAN	HONG KONG	TEACHING PCZ124 – LAMPS AND LUMINAIRES	13–17 NOV 08		3,401
M HIRNING	TECHNICIAN	NEW ZEALAND	IESANZ – LIGHTING SOCIETY CONVENTION	9–12 OCT 08		1,560
J HOOPER	SENIOR RESEARCH FELLOW	USA	RESEARCH	18 MAY–22 JUN 08		16,539
S HUGHES	SENIOR LECTURER	VANUATU, NEW CALEDONIA	DELIVERING LECTURES AND WORKING WITH P&O STAFF TO EVALUATE PROGRAM AND DEVELOP MATERIALS TO TEACH P&O STAFF	29 AUG–7 SEP 08		0
S HUGHES	SENIOR LECTURER	NEW CALEDONIA, VANUATU	DELIVERING LECTURES TO PUBLIC AND CONDUCTING OBSERVATIONAL ASTRONOMY SESSIONS ON DECK	1–8 NOV 08		0
D HURWOOD	ASSOCIATE LECTURER	VIETNAM	RESEARCH ACTIVITY	12–21 JAN 08		3,368
D HURWOOD	ASSOCIATE LECTURER	FIJI	WORKSHOP ATTENDANCE	27–31 MAY 08		1,433
D HURWOOD	ASSOCIATE LECTURER	INDONESIA, MALAYSIA, VIETNAM	WORKSHOP ATTENDANCE	13–21 JUN 08		4,109
D HURWOOD	ASSOCIATE LECTURER	FIJI	COLLECTIONS OF TILAPIA SAMPLES AND OVERLOOKING PRAWN HATCHERY SET UP	16–19 NOV 08		1,986
E ISDALE	SESSIONAL ACADEMIC	HONG KONG	LECTURING	16–19 MAY 08		2,551
G ISOARDI	ASSOCIATE LECTURER	HONG KONG	TEACHING	13–18 MAR 08		1,455
G ISOARDI	ASSOCIATE LECTURER	HONG KONG	TEACHING LIGHTING COURSE	10–14 JAN 08		2,296
G ISOARDI	ASSOCIATE LECTURER	GERMANY	CONFERENCE ATTENDANCE	5–13 APR 08		4,823
G ISOARDI	ASSOCIATE LECTURER	HONG KONG	TEACHING – MASTER OF LIGHTING COURSE	16–23 OCT 08		2,001
G ISOARDI	ASSOCIATE LECTURER	NEW ZEALAND	IESANZ – LIGHTING SOCIETY CONVENTION	9–12 OCT 08		1,841
A JAMES	RESEARCH SCIENTIST	USA	WORKSHOP ATTENDANCE	27 JAN–4 FEB 08		0
T KAIRN	POSTDOCTORAL RESEARCH FELLOW	USA	WORKSHOP ATTENDANCE	17–31 MAY 08		3,909
T KAIRN	POSTDOCTORAL RESEARCH FELLOW	NEW ZEALAND	ANNUAL CONFERENCE OF THE AUSTRALASIAN COLLEGE OF PHYSICAL SCIENTISTS AND ENGINEERS IN MEDICINE	15–21 NOV 08		1,500
H KHANNA	SENIOR RESEARCH FELLOW	USA	WORKSHOP ATTENDANCE	27 JAN–4 FEB 08		809



Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
C KNOX	LECTURER	USA	CONFERENCE ATTENDANCE	24 MAR–9 APR 08	0
C KNOX	LECTURER	JAPAN, CHINA	17TH INTERNATIONAL ORGANISATION FOR MYCOPLASMOLOGY CONFERENCE	28 JUN–14 JUL 08	703
S KOKOT	SENIOR LECTURER	SINGAPORE, SWITZERLAND, NORWAY	PDL, VISITING PROFESSORSHIP	8 JUL–29 SEP 08	5,815
E KOZAN	PROFESSOR	UNITED KINGDOM, ITALY	OR50 ANNUAL CONFERENCE UNITED KINGDOM, INTERNATIONAL WORKSHOP ON MODELLING AND APPLIED SIMULATION ITALY	6 SEP–1 OCT 08	9,942
E KOZAN	PROFESSOR	INDONESIA	9TH ASIA PACIFIC INDUSTRIAL ENGINEERING AND MANAGEMENT SYSTEMS CONFERENCE. EXECUTIVE BOARD MEETING ATTENDANCE	29 NOV–7 DEC 08	4,366
J LAI	RESEARCH ASSOCIATE	USA, CANADA	PACRIM BREAST AND PROSTATE CANCER MEETING	7–18 AUG 08	6,583
C LANGTON	PROFESSOR	UNITED KINGDOM	ATTENDANCE MEDICAL RESEARCH FUNDRAISER	5–8 MAR 08	1,384
C LANGTON	PROFESSOR	UNITED KINGDOM	COLLABORATION AND RECRUITMENT 2 X POST DOC RESEARCHER/TRAINEE POSITIONS OFFERED BY QLD-CPC	9–18 JUL 08	7,063
C LANGTON	PROFESSOR	NEW ZEALAND	ATTENDING EPSM ABEC 2008 CONFERENCE – PAPER PRESENTATION	16–21 NOV 08	2,692
D LEAVESLEY	SENIOR LECTURER	USA	CONVENTION ATTENDANCE	15–19 JUN 08	4,009
G LINEY	VISITING FELLOW	ENGLAND – MANCHESTER	SEMINAR ATTENDANCE	6–20 JUN 08	14,020
H MACGILLIVRAY	PROFESSOR	CANADA, USA	CARRICK SENIOR FELLOWSHIP COLLABORATION	28 MAR–18 APR 08	10,450
H MACGILLIVRAY	PROFESSOR	NEW ZEALAND	COLLABORATION, SEMINAR & WORKSHOP	7–17 MAY 08	3,215
H MACGILLIVRAY	PROFESSOR	UNITED KINGDOM	CETL-MSOR CONFERENCE 2008, COLLABORATIVE WORK	5 SEP–1 OCT 08	12,631
H MACGILLIVRAY	PROFESSOR	NEW ZEALAND	COMPONENTS OF ALTC FELLOWSHIP PROGRAM: PREPARATION OF RESOURCES AND COLLABORATION ON LEARNING AND TEACHING IN STATISTICS	18–26 OCT 08	2,983
W MARTENS	POSTDOCTORAL RESEARCH FELLOW	TAIWAN	RESEARCH – TRANSMISSION X-RAY MICROSCOPY	22–28 JUL 08	2,149
W MARTENS	POSTDOCTORAL RESEARCH FELLOW	TAIWAN	RESEARCH – TXM	11–17 NOV 08	1,979
P MATHER	ASSOCIATE PROFESSOR	VIETNAM	RESEARCH ACTIVITY	12–21 JAN 08	3,368
P MATHER	ASSOCIATE PROFESSOR	MALAYSIA	SEMINAR ATTENDANCE	23 MAR–1 APR 08	0
P MATHER	ASSOCIATE PROFESSOR	FIJI	COLLECTIONS OF TILAPIA SAMPLES AND OVERLOOKING PRAWN HATCHERY SET UP	16–19 NOV 08	2,046

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
P MATHER	ASSOCIATE PROFESSOR	FIJI	WORKSHOP ATTENDANCE	27–31 MAY 08	1,433
P MATHER	ASSOCIATE PROFESSOR	INDONESIA, MALAYSIA, VIETNAM	WORKSHOP ATTENDANCE	13–21 JUN 08	4,109
S MCCUE	LECTURER	UNITED KINGDOM	RESEARCH COLLABORATION	11 JAN–2 FEB 08	4,050
S MCCUE	LECTURER	UNITED KINGDOM	RESEARCH – PDL	1 DEC–18 JAN 09	4,810
C MCGRORY	RESEARCH FELLOW	ITALY	CONFERENCE ATTENDANCE	4–17 JAN 08	5,627
C MCGRORY	RESEARCH FELLOW	UNITED KINGDOM, PORTUGAL	CONFERENCE ATTENDANCE	16–31 AUG 08	6,129
R MCKENZIE	CASUAL LECTURER	HONG KONG	LECTURING IN PCZ124	13–17 NOV 08	2,382
J MCMURTRIE	SENIOR LECTURER	NEW ZEALAND	INORGANIC CHEMISTRY CONFERENCE	13–18 DEC 08	2,243
R MCVINISH	SENIOR RESEARCH ASSISTANT	FRANCE	COLLABORATION	5–25 MAY 08	7,457
K MENGENSEN	PROFESSOR	USA	VISITATIONS, MEETINGS	7–16 FEB 08	5,820
K MENGENSEN	PROFESSOR	ITALY	CONFERENCE ATTENDANCE	6–13 JAN 08	5,200
K MENGENSEN	PROFESSOR	SOUTH AFRICA, NAMIBIA	COLLABORATION WITH RESEARCHERS, PRESENTATION	30 MAY–17 JUN 08	4,731
M MITTINTY	RESEARCH FELLOW	GERMANY, FRANCE, UNITED KINGDOM	MEETING TO STRENGTHEN TIES WITH PRATIQUE PROJECT	1–22 SEP 08	10,980
N MITTINTY	RESEACH FELLOW	CYPRUS, UNITED KINGDOM	WORKSHOP ON PEST RISK ANALYSIS FOR COLLECTING DATA. MEETINGS IN UNITED KINGDOM	10–26 NOV 08	8,010
K MOMOT	LECTURER	RUSSIA	CONFERENCE ATTENDANCE	24 JUN–17 JUL 08	1,015
L MORAWSKA	PROFESSOR	DENMARK, POLAND	CONFERENCE ON INDOOR AIR QUALITY, AND INDOOR AIR LECTURE SERIES	18 AUG–6 SEP 08	7,728
S NANDLAL	RESEARCH ASSISTANT	FIJI	WORKSHOP ATTENDANCE	27–31 MAY 08	1,433
C NELSON	PROFESSOR	CANADA, USA	CONFERENCE AND MEETING ATTENDANCE	3–22 JUN 08	10,612
C NELSON	PROFESSOR	CANADA	PACRIM BREAST AND PROSTATE CANCER CONFERENCE, STUDENT MEETINGS, VISITATIONS	9–28 AUG 08	7,000
C NELSON	PROFESSOR	CANADA – VANCOUVER	ACADEMIC REVIEW, SCIENTIFIC BOARD MEETING	7–13 DEC 08	4,683
C NELSON	PROFESSOR	CANADA	WORKSHOP ATTENDANCE	7–16 JAN 08	5,180
C NELSON	PROFESSOR	USA, CANADA	SYMPOSIUM ATTENDANCE	13–25 FEB 08	3,916
C NELSON	PROFESSOR	CANADA	MEETING AND CONFERENCE ATTENDANCE	11 MAR–1 APR 08	6,626
T PARKER	RESEARCH ASSOCIATE	UNITED KINGDOM, DENMARK, ITALY	5TH JOINT BSPR/EBI MEETING, LAB VISIT AND SEMINAR, 2ND EPSS	6–22 JUL 08	6,093
J POPE	ADJUNCT ACADEMIC	USA	CONFERENCE ATTENDANCE	1–27 JUL 08	7,448
N RAFTERY	SENIOR TECHNOLOGIST	CHINA	TRAINING COURSE	29 JUN–6 JUL 08	2,459
N RAFTERY	SENIOR TECHNOLOGIST	USA	TRAINING COURSE, WORKSHOP AT DENVER MARRIOTT TECH CENTRE	1–19 AUG 08	5,196
T RAFTERY	SENIOR TECHNOLOGIST	CHINA	TRAINING FOR 1 WEEK	26 OCT–2 NOV 08	2,639

Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
Z RISTOVSKI	SENIOR LECTURER	NORWAY, SWITZERLAND	PARTICIPATION IN THE ARTIC SUMMER CLOUD OCEAN STUDY CAMPAIGN	28 JUL–17 SEP 08	3,937
S RIZZI	RESEARCH FELLOW	NETHERLANDS, SWITZERLAND	CONFERENCE ATTENDANCE	26 MAY–20 JUN 08	5,245
P ROWNTREE	ASSOCIATE PROFESSOR	SOUTH AFRICA	MEETINGS, CONGRESS ATTENDANCE	21–29 APR 08	0
P ROWNTREE	ASSOCIATE PROFESSOR	NEW ZEALAND	VISITS AND MEETINGS WITH UCOL	24–30 AUG 08	2,698
P ROWNTREE	ASSOCIATE PROFESSOR	USA	ATTENDING RSNA 2008, PARTICIPATE IN REFRESHER COURSE, ATTENDING ISRRT MEETING	29 NOV–8 DEC 08	7,401
R SATHYAMURTHY	ASSOCIATE LECTURER	USA	SYMPOSIUM CHAIR	2–10 FEB 08	3,920
N SATYA	RESEARCH ASSISTANT	FIJI	OVERLOOKING SHIPMENT OF LIVE BABY PRAWNS FROM JAKARTA TO FIJI	15–23 OCT 08	1,382
N SATYA	RESEARCH ASSISTANT	VIETNAM, FIJI	OVERLOOKING SHIPMENT OF LIVE BABY PRAWNS FROM HO CHI MINH CITY VIETNAM TO FIJI	30 OCT–9 NOV 08	3,942
M SCHULTZ	LECTURER	NEW ZEALAND	INORGANIC CHEMISTRY CONFERENCE	13–31 DEC 08	1,146
G SHOOTER	RESEARCH FELLOW	CANADA	CONGRESS ATTENDANCE	3–10 JUN 08	4,928
C SLOSS	LECTURER	PORTUGAL	INTERNATIONAL GEOSCIENCE CORRELATION PROGRAMME PROJECT 495	24 OCT–3 NOV 08	4,412
S STANSFIELD	RESEARCH ASSOCIATE	USA, CANADA	RESEARCH AT UNIVERSITY OF BRITISH COLUMBIA. ATTEND GRC PROTEOLYTIC ENZYMES CONFERENCE AND PACRIM BREAST AND PROSTATE CANCER MEETING	5 JUL–30 SEP 08	27,028
D STARKEY	LECTURER	NEW ZEALAND	VISITS AND MEETINGS WITH UCOL	24–30 AUG 08	1,408
D STARKEY	LECTURER	USA	ATTENDING AND PARTICIPATING IN RSNA 2008	29 NOV–8 DEC 08	5,031
C STRICKLAND	RESEARCH ASSOCIATE	USA	CONFERENCE ATTENDANCE	30 APR–15 JUN 08	7,540
A TAJI	PROFESSOR	USA, CANADA	CONFERENCE ATTENDANCE, VISITS	21 MAY–7 JUN 08	20,537
H THOMPSON	LECTURER	UNITED KINGDOM	COLLABORATION	13–27 MAY 08	3,000
H THOMPSON	LECTURER	UNITED KINGDOM	DESIGNED EXPERIMENTS CONFERENCE ATTENDANCE, POSTER PRESENTATION	9–19 AUG 08	4,045
P TIMMS	PROFESSOR	SWITZERLAND, GERMANY, NETHERLANDS	PRESENTATIONS	28 MAR–12 APR 08	8,871
P TIMMS	PROFESSOR	DENMARK, UNITED KINGDOM, JAPAN	CONFERENCE ATTENDANCE, DISCUSSION	28 JUN–15 JUL 08	10,371
P TIMMS	PROFESSOR	USA	VARIOUS LAB VISITS, PAPER PRESENTATION	1–13 DEC 08	9,220
J TRAPP	LECTURER	UNITED KINGDOM, GREECE	VISIT TO GAIN SPONSORSHIP FOR FUTURE RESEARCH, VISITS TO RESEARCH GROUPS	12 SEP–6 OCT 08	7,666
Z UPTON	PROFESSOR	CANADA, USA	CONGRESS AND MEETING ATTENDANCE	1–20 JUN 08	12,220

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
Z UPTON	PROFESSOR	UNITED KINGDOM, ITALY, MALTA	ORAL PRESENTATION AT 4TH INTERNATIONAL CONGRESS AND EUROPEAN TISSUE REPAIR SOCIETY. MEETING WITH TISSUE VIABILITY UNIT	5–21 SEP 08	8,181
D VAN LONKHUYZEN	RESEARCH ASSISTANT	ITALY	CONGRESS ATTENDANCE	13–23 SEP 08	4,449
E WACLAWIK	SENIOR LECTURER	ITALY	CONFERENCE ATTENDANCE		6,138
C WEST	PAST STAFF & DEMONSTRATORS	NEW ZEALAND	PH75 CLINICAL VISITS	30 OCT–5 NOV 08	1,959
P WHITTLE	PRINCIPAL RESEARCH FELLOW	ITALY, GERMANY, FRANCE, UNITED KINGDOM	INTERNATIONAL CONGRESS OF PLANT PATHOLOGY. VISITS TO EPPO COLLABORATE ON RESEARCH	20 AUG–17 SEP 08	11,750
G WILL	SENIOR LECTURER	MALAYSIA	CONFERENCE ATTENDANCE	12–15 MAY 08	180
G WILL	SENIOR LECTURER	NEW ZEALAND	CHAIR/DELEGATION OF OPERATIONS AND COUNCIL MEETING – CORROSION CONTROL 2008. BEFORE AND AFTER CONFERENCE AS ROLE AS EDUCATION DIRECTOR	15–23 NOV 08	2,471
R WOLFF	PROFESSOR	FRANCE, CZECH REPUBLIC, USA, SAMOA	SEMINAR ATTENDANCE	3–18 FEB 08	0
R WOLFF	PROFESSOR	SAMOA	RESEARCH – PREPARATION OF ARC LINKAGE GRANT	14–20 JUN 08	1,961
R WOLFF	PROFESSOR	CHINA	TEACHING, RESEARCH COLLABORATION	17–21 MAY 08	280
R WOLFF	PROFESSOR	GERMANY, FRANCE	COLLABORATIVE RESEARCH ON WEATHER RELATED FINANCE (NEW PROFESSOR GRANT)	5–18 JUL 08	9,007
Z YU	RESEARCH FELLOW	CHINA, HONG KONG	RESEARCH COLLABORATION, CONFERENCE ATTENDANCE	11 MAY–15 JUN 08	0
M ZBIK	SENIOR RESEARCH FELLOW	TAIWAN	CONDUCTING RESEARCH IN NATIONAL SYNCHROTRON RADIATION RESEARCH	11–17 NOV 08	1,979
M ZBIK	SENIOR RESEARCH FELLOW	TAIWAN	RESEARCH	22–28 JUL 08	2,065
H ZHU	ASSOCIATE PROFESSOR	SINGAPORE, CHINA	MEETING ATTENDANCE, EXPERIMENTS, LECTURING	17 MAR–9 APR 08	7,540
H ZHU	ASSOCIATE PROFESSOR	CHINA	PLANNING FORUM FOR FORMATION OF AUS/CHINA RESEARCH NETWORK, ANNUAL MEETING OF INNOVATION TEAM, SEMINAR AT INSTITUTE OF APPLIED CHEM.	28 JUN–15 JUL 08	4,870
H ZHU	ASSOCIATE PROFESSOR	CHINA	2ND SYMPOSIUM ON APPLIED CHEMISTRY OF CHINESE ACADEMY OF SCIENCES	21 SEP–4 OCT 08	2,698

					Estimated Cost at Time of Approval
Name	Position	Destination(s)	Purpose of Travel	Duration	
<b>TECHNOLOGY, INFORMATION AND LEARNING SUPPORT</b>					
K BARAC	LEARNING DESIGNER – TALSS	USA – LAS VEGAS	PRESENT AT ELEARN 08	24 OCT–22 NOV 08	2,206
S BRADBURY	INFORMATION MANAGER, IHBI, LIBRARY	UNITED KINGDOM – SOUTHAMPTON	ATTEND OPEN REPOSITORIES 2008 CONFERENCE	29 MAR–8 APR 08	4,912
P CALLAN	ERESEARCH ACCESS COORDINATOR	UNITED KINGDOM	CONFERENCE PARTICIPATION & SITE VISITS	19 AUG–16 SEP 08	10,304
T COCHRANE	DEPUTY VICE-CHANCELLOR (TILS)	HONG KONG	MEETINGS & FORUM – ACCESS TO RESEARCH	20–25 MAY 08	4,723
C COTTMANN	LEARNING & TEACHING CONSULTANT	NEW ZEALAND – WELLINGTON	CONFERENCE PARTICIPATION	17–22 JUN 08	2,166
A CROOME	SENIOR NETWORK ENGINEER	NEW ZEALAND – AUCKLAND	UNIVERSITY OF AUCKLAND NETWORK REVIEW	19–24 OCT 08	2,579
M DWYER	RESEARCH SUPPORT OFFICER	SINGAPORE	SIGGRAPH ASIA CONFERENCE	8–14 DEC 08	5,944
W FRASER	ASSOCIATE DIRECTOR, INFRASTRUCTURE SERVICES, ITS	FRANCE – PARIS	ATTEND ALCATEL-LUCENT CONFERENCE	17–24 FEB 08	600
K GRAHAM	COMPUTING SUPPORT OFFICER	USA – SAN FRANCISCO	ATTEND MACWORLD EXPO AND CONFERENCE	10–30 JAN 08	0
A GRANT	MANAGER – CQS, TILS	USA – ORLANDO	EDUCAUSE CONFERENCE	16 OCT–9 NOV 08	6,756
G HALLAM	PROJECT LEADER	SINGAPORE, UNITED KINGDOM, USA, NEW ZEALAND	CONFERENCE PARTICIPATION	27 MAY–6 JUL 08	627
P HALPIN	AUDIO VISUAL CAMPUS COORDINATOR	USA	CONFERENCE & CAMPUS VISITS	10–22 JUN 08	7,078
W HARPER	ASSOCIATE DIRECTOR, TALSS	EUROPE, UNITED KINGDOM	CONFERENCE & MEETINGS	19 JUN–10 JUL 08	11,573
K HUA	BUSINESS RELATIONSHIP MANAGER	NEW ZEALAND – AUCKLAND	UNIVERSITY OF AUCKLAND NETWORK REVIEW	19–24 OCT 08	2,579
P KURTZ	NOC MANAGER	NEW ZEALAND – AUCKLAND	UNIVERSITY OF AUCKLAND NETWORK REVIEW	19–29 OCT 08	2,579
E LIM	SYSTEM ADMINISTRATION – SECURITY	SINGAPORE	TRIPWIRE TRAINING, VISIT TO NATIONAL UNIVERSITY OF SINGAPORE	9–23 SEP 08	1,286
J LOGAN	LIAISON LIBRARIAN – EDUCATION	KUALA LUMPUR	CONFERENCE PARTICIPATION – INFORMATION LITERACY	21–28 JUN 08	2,469
R MCCULLOCH	ASSOCIATE DIRECTOR	NEW ZEALAND – AUCKLAND	CONFERENCE ATTENDANCE – HERDSA2008 CONFERENCE	1–4 JUL 08	3,211
E NELMS	LIAISON LIBRARIAN	NEW ZEALAND – AUCKLAND	LIANZA CONFERENCE	31 OCT–6 NOV 08	2,635
J PEACOCK	INTEGRATED LITERACIES CO-ORDINATOR	USA, CANADA	CONFERENCE PARTICIPATION & STUDY TOUR	11 MAY–8 JUN 08	10,831
G SAW	ACTING ASSOC DIRECTOR, LIBRARY SERVICES	NEW ZEALAND – AUCKLAND	CONFERENCE PARTICIPATION – IATUL	19–25 APR 08	1,802

Name	Position	Destination(s)	Purpose of Travel	Duration	Estimated Cost at Time of Approval
J STOKKER	DIRECTOR – LIBRARY SERVICES	NEW ZEALAND – AUCKLAND	CONFERENCE PARTICIPATION – IATUL	20–24 APR 08	3,150
J STOKKER	DIRECTOR – LIBRARY SERVICES	USA	VISIT TO HARVARD & PARDUE UNIVERSITIES	18 JUL–2 AUG 08	7,123
N THELANDER	DIRECTOR – ITS	CANADA – CALGARY	CONFERENCE PARTICIPATION & SITE VISITS	10 JUN–18 JUL 08	10,726
N THELANDER	DIRECTOR – ITS	CHINA – SHANGHAI	DELL PLATINUM ADVISORY COUNCIL	19–23 OCT 08	820
M THOMPSON	LIAISON LIBRARIAN	USA	LOEX CONFERENCE PARTICIPATION	28 MAY–12 JUN 08	11,813

# CONSULTANCY EXPENDITURE

	2008	2007	2006
CONSULTANCY EXPENDITURE	\$000	\$000	\$000
COMMUNICATIONS	38	17	1
FINANCE/ACCOUNTING	73	269	153
HUMAN RESORCE MANAGEMENT	311	54	58
INFORMATION TECHNOLOGY	16	673	514
MANAGEMENT	61	48	16
PROFESSIOANL/TECHNICAL	3776	2670	2554
	4276	3731	3296

# CORPORATE INFORMATION SYSTEMS

**The core systems in use to administer QUT's financial and operational performance are:**

Student Information System–Callista Student Management System version 7.1 | Supplied by Callista Software Services

Financial System–ORACLE eBusinessSuite, version 11.5.10 | Supplied by ORACLE Corporation

Human Resources System (including payroll) – ALESCO HR System, Version 10 | Supplied by Talent 2.



# COUNCIL COMMITTEES

## MEMBERSHIP AND ATTENDANCE IN 2008

### ACADEMIC POLICY PROCEDURES COMMITTEE

Name	Position	Meeting Attendance
Ms R Nash	Nominee of Chair of University Academic Board as Chair	Attended 5 meetings from 5 meetings
Professor S Towers/ Ms C Jackson	Dean of Studies or nominee	Attended 5 meetings from 5 meetings
Dr N Bofinger/Mr R Morley	Student Ombudsman (ex officio)	Attended 5 meetings from 5 meetings
Dr A Grenfell	Director, Student Business Services Department or nominee	Attended 5 meetings from 5 meetings
Ms P Smith/Mr S Bee	A Faculty Administration Manager, nominated by the Faculty Administration Managers	Attended 5 meetings from 5 meetings
Dr S Gattenhof	Two Academic Staff member nominated by and from University Academic Board	Attended 3 meetings from 5 meetings
Dr R Brown	Two Academic Staff member nominated by and from University Academic Board	Attended 3 meetings from 5 meetings
Mr J Pitman	One member of QUT Student Guild, with concurrent membership of University Academic Board, appointed or elected in the manner determined by the Student Guild Council	Attended 3 meetings from 5 meetings

### AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Position	Meeting Attendance
Major Gen P Arnison	Chancellor or external Council member nominated by the Chancellor	Attended 5 meetings from 5 meetings
Mrs R Vilgan	Three external members with professional accounting, financial or auditing expertise nominated from or by Council (where an external member of Council has such expertise the appointment should be from Council, otherwise appointment of an external non-Council member with such expertise should be made by Council) (Chair)	Attended 5 meetings from 5 meetings
Mr H Nalder	Three external members with professional accounting, financial or auditing expertise nominated from or by Council (where an external member of Council has such expertise the appointment should be from Council, otherwise appointment of an external non-Council member with such expertise should be made by Council)	Attended 5 meetings from 5 meetings
Ms H Gluer	Three external members with professional accounting, financial or auditing expertise nominated from or by Council (where an external member of Council has such expertise the appointment should be from Council, otherwise appointment of an external non-Council member with such expertise should be made by Council)	Attended 5 meetings from 5 meetings

### ALUMNI BOARD

Name	Position	Meeting Attendance
Mr B Hooker	President of Alumni (ex officio) as Chair	Attended 5 meetings from 6 meetings
Mrs M Grady	Two members of QUT Council elected to Council by and from Alumni (ex officio)	Attended 5 meetings from 6 meetings
Dr G Drummond	Two members of QUT Council elected to Council by and from Alumni (ex officio)	Attended 2 meetings from 6 meetings

## ALUMNI BOARD CONT.

Ms M Hocknull	Three members elected by and from Alumni	Attended 5 meetings from 6 meetings
Mr M Ryan	Three members elected by and from Alumni	Attended 4 meetings from 6 meetings
Mr M Ng	Three members elected by and from Alumni	Attended 3 meetings from 6 meetings
Ms M Vecchio	Three members of Alumni nominated by the Vice-Chancellor	Attended 4 meetings from 6 meetings
Ms J Magub	Three members of Alumni nominated by the Vice-Chancellor	Attended 3 meetings from 6 meetings
Mr W Cheng	Three members of Alumni nominated by the Vice-Chancellor	Attended 2 meetings from 6 meetings
Mr S Sheppard	Deputy Vice-Chancellor (International and Development) or nominee	Attended 2 meetings from 6 meetings

## APPEALS COMMITTEE

Name	Position	Meeting Attendance
Professor S Danby/ Dr M Lloyd	One member of University Academic Board, nominated by the Chair of University Academic Board, as Chair	Attended 3 meetings from 3 meetings
Ms K Grgic	Registrar or nominee	Attended 1 meeting from 3 meetings
Ms N Locke	One member nominated by and from Council	Attended 3 meetings from 3 meetings
Dr M Lloyd	Two members of academic staff from different faculties, who are members of University Academic Board, nominated by University Academic Board	Attended 2 meetings from 3 meetings
Mr M Roggenkamp	Two members of academic staff from different faculties, who are members of University Academic Board, nominated by University Academic Board	Attended 3 meetings from 3 meetings
Dr N Bofinger	Student Ombudsman (ex officio)	Attended 3 meetings from 3 meetings
Mr J Pitman/Mr D Wighton	One member nominated by and from QUT Student Guild	Attended 3 meetings from 3 meetings
Ms B Wainman	A postgraduate student nominated by Postgraduate Students Association, who is only a member when the Committee is considering higher degree research students appeals	Attended 1 meeting from 1 meeting

## CHANCELLOR'S COMMITTEE

Name	Position	Meeting Attendance
Major Gen P Arnison	Chancellor (ex officio) as Chair	Attended 5 meetings from 5 meetings
Professor P Coaldrake	Vice-Chancellor (ex officio)	Attended 5 meetings from 5 meetings
Mrs R Vilgan	Deputy Chancellor (ex officio)	Attended 5 meetings from 5 meetings
Mr K Hilless	One external member of Council appointed by Council	Attended 5 meetings from 5 meetings
Ms S Keim	Two additional members of Council appointed by Council, who are only members when the Committee is considering nominations of prospective members of Council	Attended 2 meetings from 4 meetings
Dr G Drummond	Two additional members of Council appointed by Council, who are only members when the Committee is considering nominations of prospective members of Council	Attended 4 meetings from 4 meetings

## DISCIPLINE REVIEW PANEL

Name	Position	Meeting Attendance
Professor S McElwain	Three QUT staff members nominated by Council, Chair	Attended 2 meetings from 2 meetings
Mr C McCowan	Three QUT staff members nominated by Council, one of whom must be a member of Council	Attended 2 meetings from 2 meetings
Ms B Zebergs/ Ms J Paltridge	Three QUT staff members nominated by Council	Attended 2 meetings from 2 meetings
Ms E Auriac	Two representatives nominated by Student Council	Attended 2 meetings from 2 meetings
Mr D Wighton	Two representatives nominated by Student Council	Attended 2 meetings from 2 meetings

## PLANNING AND RESOURCES COMMITTEE

Name	Position	Meeting Attendance
Dr D McTaggart/ Dr K Hilless	Chancellor, or Council member nominated by the Chancellor, as Chair	Attended 6 meetings from 7 meetings
Professor P Coaldrake	Vice-Chancellor (ex officio)	Attended 7 meetings from 7 meetings
Professor D Gardiner/ Professor K Bowman	Deputy Vice-Chancellor (Academic) (ex officio)	Attended 6 meetings from 7 meetings
Mr C Townsend/ Professor D Gardiner	Executive Director, Finance and Resource Planning (ex officio)	Attended 7 meetings from 7 meetings
Dr C Dickenson	Registrar (ex officio)	Attended 6 meetings from 7 meetings
Professor K Lee	One member of academic staff nominated by and from University Academic Board	Attended 6 meetings from 7 meetings
Professor M Betts	One executive dean of faculty nominated by the executive deans of faculty	Attended 5 meetings from 7 meetings
Mr H Nalder	Six Council members nominated by Council	Attended 6 meetings from 7 meetings
Mr D Liddy	Six Council members nominated by Council	Attended 1 meeting from 7 meetings
Mr J Puttick	Six Council members nominated by Council	Attended 6 meetings from 7 meetings
Mr S Keim	Six Council members nominated by Council	Attended 4 meetings from 7 meetings
Major Gen P Arnison	Six Council members nominated by Council	Attended 7 meetings from 7 meetings
Ms D Redfern	Six Council members nominated by Council, one of whom shall be elected professional staff member	Attended 7 meetings from 7 meetings

## TEACHING AND LEARNING COMMITTEE

Name	Position	Meeting Attendance
Professor V McLean	Deputy Vice-Chancellor (Teaching Quality) (ex officio) as Chair	Attended 5 meetings from 6 meetings
Professor D Gardiner/ Professor K Bowman	Deputy Vice-Chancellor (Academic) (ex officio)	Attended 2 meetings from 6 meetings
Professor T Cochrane	Deputy Vice-Chancellor (Technology, Information and Learning Support) or nominee	Attended 5 meetings from 6 meetings
Mr R Morley	Registrar or nominee	Attended 5 meetings from 6 meetings
Ms D Southwell	Director, Teaching and Learning Support Services (ex officio)	Attended 6 meetings from 6 meetings
Professor R Wissler	Dean of Research and Research Training (ex officio)	Attended 3 meetings from 6 meetings

## TEACHING AND LEARNING COMMITTEE CONT.

Professor S Towers	Dean of Studies (ex officio)	Attended 6 meetings from 6 meetings
Professor S Savage	The Chair of each faculty teaching and learning committee (Built Environment and Engineering) (ex officio)	Attended 5 meetings from 6 meetings
Ms L Simpson	The Chair of each faculty teaching and learning committee (Business) (ex officio)	Attended 5 meetings from 6 meetings
Mrs J Smith	The Chair of each faculty teaching and learning committee (Creative Industries) (ex officio)	Attended 3 meetings from 6 meetings
Professor A Healy	The Chair of each faculty teaching and learning committee (Education) (ex officio)	Attended 6 meetings from 6 meetings
Ms R Nash	The Chair of each faculty teaching and learning committee (Health) (ex officio)	Attended 5 meetings from 6 meetings
Dr S Edwards	The Chair of each faculty teaching and learning committee (Information Technology) (ex officio)	Attended 5 meetings from 6 meetings
Ms M Shirley	The Chair of each faculty teaching and learning committee (Law) (ex officio)	Attended 5 meetings from 6 meetings
Professor A Taji	The Chair of each faculty teaching and learning committee (Science) (ex officio)	Attended 5 meetings from 6 meetings
Mrs R McCulloch	Nominee of the Director, Teaching and Learning Support Services	Attended 6 meetings from 6 meetings
Mrs B Kent	One member nominated by Teaching and Learning Committee, from persons external to the University or sessional academic staff of the University	Attended 2 meetings from 6 meetings
Mr J Pitman	One undergraduate student nominated by QUT Student Guild Council	Attended 1 meeting from 6 meetings
Ms M Miller	One postgraduate student nominated by QUT Postgraduate Students Association	Attended 5 meetings from 6 meetings

## UNIVERSITY ACADEMIC BOARD

Name	Position	Meeting Attendance
Professor P Coaldrake	Vice-Chancellor (ex officio) as Chair	Attended 3 meetings from 5 meetings
Professor D Gardiner/ Professor K Bowman	Deputy Vice-Chancellor (Academic) (ex officio)	Attended 5 meetings from 5 meetings
Professor T Cochrane	Deputy Vice-Chancellor (Technology, Information and Learning Support) (ex officio)	Attended 5 meetings from 5 meetings
Professor A Sharma/ Professor R Wissler	Deputy Vice-Chancellor (Research and Commercialisation) (ex officio)	Attended 5 meetings from 5 meetings
Professor V McLean/ Mr S Sheppard	Deputy Vice-Chancellor (International and Development) (ex officio)	Attended 5 meetings from 5 meetings
Mr C Townend	Executive Director, Finance and Resource Planning (ex officio)	Attended 0 meetings from 5 meetings
Professor S Towers	Director, Academic Policy and Programs (ex officio)	Attended 5 meetings from 5 meetings
Dr C Dickenson	Registrar (ex officio)	Attended 4 meetings from 5 meetings
Professor M Betts	Executive Deans of Faculty (Built Environment and Engineering) (ex officio)	Attended 4 meetings from 5 meetings
Professor P Little	Executive Deans of Faculty (Business) (ex officio)	Attended 3 meetings from 5 meetings

## UNIVERSITY ACADEMIC BOARD CONT.

Professor S Street	Executive Deans of Faculty (Creative Industries) (ex officio)	Attended 3 meetings from 5 meetings
Professor W Patton	Executive Deans of Faculty (Education) (ex officio)	Attended 4 meetings from 5 meetings
Professor K Bowman/ Professor L Carney	Executive Deans of Faculty (Health) (ex officio)	Attended 5 meetings from 5 meetings
Professor S Kaplan	Executive Deans of Faculty (Information Technology) (ex officio)	Attended 4 meetings from 5 meetings
Professor M Lavarch	Executive Deans of Faculty (Law) (ex officio)	Attended 5 meetings from 5 meetings
Professor Britz	Executive Deans of Faculty (Science) (ex officio)	Attended 3 meetings from 5 meetings
Professor R Wissler	Dean of Graduate Studies (ex officio)	Attended 4 meetings from 5 meetings
Professor S Danby	Chancellor or Council member nominated by Chancellor	Attended 3 meetings from 5 meetings
Professor J Gough	One Council member nominated by Council	Attended 4 meetings from 5 meetings
Dr S Gattenhof	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Creative Industries)	Attended 2 meetings from 5 meetings
Professor M Skitmore	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Built Environment and Engineering)	Attended 3 meetings from 5 meetings
Mrs A Mehta	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Business)	Attended 5 meetings from 5 meetings
Professor K Lee	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Education)	Attended 2 meetings from 5 meetings
Dr R Nash	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Health)	Attended 4 meetings from 5 meetings
Mr M Roggenkamp	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Information Technology)	Attended 5 meetings from 5 meetings
Dr M Lauchs	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Law)	Attended 1 meeting from 5 meetings
Associate Professor L Hafner	One Academic staff member from each faculty, elected by and from academic staff of each faculty (Science)	Attended 5 meetings from 5 meetings
Dr B Bourke	One Academic staff member from each faculty, elected by and from academic staff of each faculty (QUT Carseldine)	Attended 2 meetings from 5 meetings
Dr E French	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 4 meetings from 5 meetings
Mr A MacAdam	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 4 meetings from 5 meetings
Dr R Brown	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 3 meetings from 5 meetings
Associate Professor C Kapitzke	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 3 meetings from 5 meetings
Dr M Lloyd	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 2 meetings from 5 meetings

#### UNIVERSITY ACADEMIC BOARD CONT.

Professor A Knight	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	Attended 4 meetings from 5 meetings
Mr K O'Brien	Two postgraduate students, nominated by QUT Student Guild Council	Attended 0 meetings from 5 meetings
M Y Lou	Two postgraduate students, nominated by QUT Student Guild Council	Attended 4 meetings from 5 meetings
Mr J Pitman	Six undergraduate students, nominated by QUT Student Guild Council	Attended 3 meetings from 5 meetings
Mr D Wighton	Six undergraduate students, nominated by QUT Student Guild Council	Attended 4 meetings from 5 meetings
Ms E Auriac	Six undergraduate students, nominated by QUT Student Guild Council	Attended 5 meetings from 5 meetings
Ms N Locke	Six undergraduate students, nominated by QUT Student Guild Council	Attended 5 meetings from 5 meetings
Ms A Arteta	Six undergraduate students, nominated by QUT Student Guild Council	Attended 5 meetings from 5 meetings
Mr D Doran	Six undergraduate students, nominated by QUT Student Guild Council	Attended 3 meetings from 5 meetings

#### UNIVERSITY RESEARCH AND INNOVATION COMMITTEE

Name	Position	Meeting Attendance
Professor A Sharma	Deputy Vice-Chancellor (Research and Commercialisation) (ex officio) as Chair	Attended 5 meetings from 5 meetings
Professor D Gardiner/ Professor K Bowman	Deputy Vice-Chancellor (Academic) (ex officio)	Attended 4 meetings from 5 meetings
Professor Rod Wissler	Dean of Research and Research Training (ex officio)	Attended 4 meetings from 5 meetings
Mr M McArdle	Director, Office of Research (ex officio)	Attended 5 meetings from 5 meetings
Mr C Melvin	Director, Office of Commercial Services [ex officio]	Attended 3 meetings from 5 meetings
Vacant	One nominee of Council with research or development experience outside of the University	
Associate Professor L Hafner	One nominee of the University Academic Board from the elected staff members of the board with a record of excellence in research	Attended 2 meetings from 5 meetings
Professor C Diezmann/ Professor P Roe/ Professor S Grieshaber	Four nominees of the Deputy Vice-Chancellor (Research and Commercialisation) from senior staff members with a record of excellence in research and/or commercialisation, taking into account discipline balance and equity considerations	Attended 4 meetings from 5 meetings
Professor K Brown	Four nominees of the Deputy Vice-Chancellor (Research and Commercialisation) from senior staff members with a record of excellence in research and/or commercialisation, taking into account discipline balance and equity considerations	Attended 0 meetings from 5 meetings

#### UNIVERSITY RESEARCH AND INNOVATION COMMITTEE CONT.

Professor S Kaplan	Four nominees of the Deputy Vice-Chancellor (Research and Commercialisation) from senior staff members with a record of excellence in research and/or commercialisation, taking into account discipline balance and equity considerations	Attended 1 meeting from 5 meetings
Professor G Hearn	Four nominees of the Deputy Vice-Chancellor (Research and Commercialisation) from senior staff members with a record of excellence in research and/or commercialisation, taking into account discipline balance and equity considerations	Attended 3 meetings from 5 meetings
Associate Professor B Carpenter	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from early career researchers with an emerging record of excellence in research, taking into account discipline balance and equity considerations	Attended 2 meetings from 5 meetings
Professor T Cochrane	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) with expertise in information technology and libraries able to contribute to strategic thinking and policy development for research within the University	Attended 2 meetings from 5 meetings
Professor R Young	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from QUT Institute	Attended 3 meetings from 5 meetings
Vacant	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) with expertise in international research management	
Professor K Bowman	One executive dean of faculty nominated by Vice-Chancellor's Advisory Committee	Attended 1 meeting from 5 meetings
Dr P Silvey	Two nominees of the Vice-Chancellor from outside the University with significant experience in development and commercialisation	Attended 3 meetings from 5 meetings
Vacant	Two nominees of the Vice-Chancellor from outside the University with significant experience in commercialisation	

#### RESEARCH DEGREES

Name	Position	Meeting Attendance
Professor R Wissler	Dean of Graduate Studies (ex officio) as Chair	Attended 12 meetings from 12 meetings
Ms S Gasson	Research Student Centre Coordinator (ex officio)	Attended 11 meetings from 12 meetings
Professor B Duncan	Four associate professors/professors nominated by the Deputy Vice-Chancellor (Research and Commercialisation), where membership is constituted with due regard for breadth of disciplinary representation	Attended 11 meetings from 12 meetings
Associate Professor S Geva	Four associate professors/professors nominated by the Deputy Vice-Chancellor (Research and Commercialisation), where membership is constituted with due regard for breadth of disciplinary representation	Attended 10 meetings from 12 meetings
Professor G Kendall	Four associate professors/professors nominated by the Deputy Vice-Chancellor (Research and Commercialisation), where membership is constituted with due regard for breadth of disciplinary representation	Attended 7 meetings from 12 meetings



## RESEARCH DEGREES CONT.

Professor S Danby	Four associate professors/professors nominated by the Deputy Vice-Chancellor (Research and Commercialisation), where membership is constituted with due regard for breadth of disciplinary representation	Attended 7 meetings from 12 meetings
Professor P Mather	Five members with experience as supervisors of higher degree research students nominated by University Research and Innovation Committee, where membership is constituted with due regard for breadth of disciplinary representation	Attended 8 meetings from 12 meetings
Professor Mahen Mahendran	Five members with experience as supervisors of higher degree research students nominated by University Research and Innovation Committee, where membership is constituted with due regard for breadth of disciplinary representation	Attended 8 meetings from 12 meetings
Professor Per Davidsson	Five members with experience as supervisors of higher degree research students nominated by University Research and Innovation Committee, where membership is constituted with due regard for breadth of disciplinary representation	Attended 8 meetings from 12 meetings
Professor Mary Courtney	Five members with experience as supervisors of higher degree research students nominated by University Research and Innovation Committee, where membership is constituted with due regard for breadth of disciplinary representation	Attended 10 meetings from 12 meetings
Associate Professor Terry Flew	Five members with experience as supervisors of higher degree research students nominated by University Research and Innovation Committee, where membership is constituted with due regard for breadth of disciplinary representation	Attended 2 meetings from 12 meetings
Ms Siti Isa	One postgraduate student nominated by QUT Postgraduate Students Association	Attended 7 meetings from 12 meetings

**QUT CAMPUSES**

**Gardens Point**

Central Administration  
2 George Street  
GPO Box 2434  
Brisbane Qld 4001  
Australia  
Phone +61 7 3138 2111

**Kelvin Grove**

Victoria Park Road  
Kelvin Grove Qld 4059  
Phone +61 7 3138 2111

**Caboolture**

Tallon Street  
Caboolture Qld 4510  
Phone +61 7 5433 7400

**qut.com**

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**Queensland University of Technology**  
Brisbane Australia