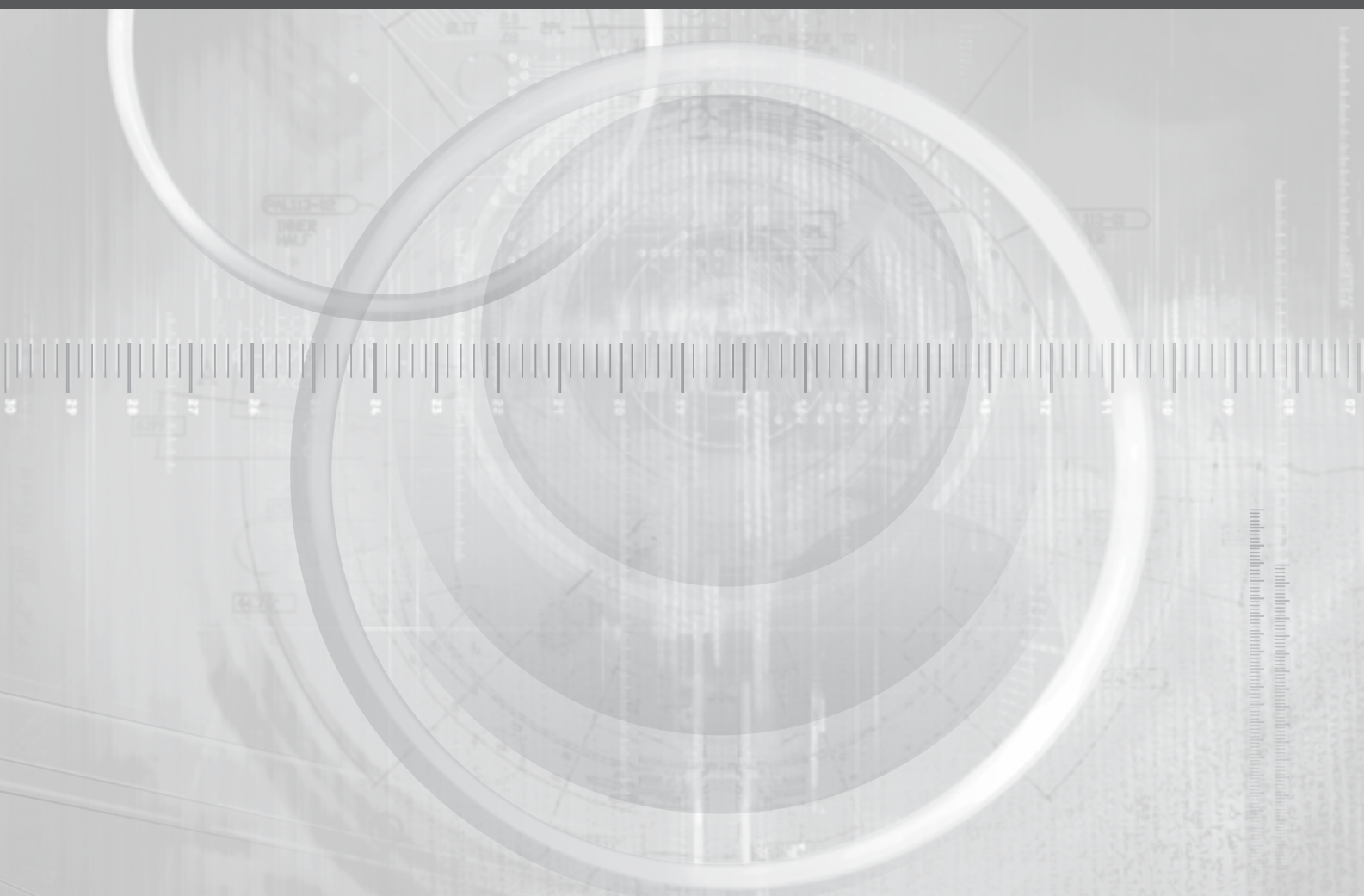


# annual report



QUEENSLAND UNIVERSITY OF TECHNOLOGY **2011**



a university for the **real** world<sup>®</sup>

1 March 2012

The Honourable Cameron Dick MP  
Minister for Education and Industrial Relations  
30 Mary Street  
Brisbane Qld 4000

Dear Minister

I am pleased to present the Annual Report 2011 for Queensland University of Technology.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements  
can be accessed at [www.qut.edu.au/about/the-university/annual-report](http://www.qut.edu.au/about/the-university/annual-report).

Yours sincerely

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

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of Technology

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ISSN 0819-209X

# Report of the QUT Council for 2011



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

I have great pleasure in presenting this report for the year ending December 31, 2011 to the Honourable Cameron Dick MP, Queensland Minister for Education and Industrial Relations, as required by the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Annual report requirements for Queensland Government agencies*.

The report also addresses the requirements of the Australian Government's Financial Statement Guidelines for Australian Higher Education Providers for the 2011 Reporting Period. A checklist outlining the annual reporting requirements can be accessed at [www.qut.edu.au/about/the-university/annual-report](http://www.qut.edu.au/about/the-university/annual-report).

QUT experienced strong demand for courses in 2011 and a significant improvement in entry standards.

In pursuit of its strategic goal to become a selectively research-intensive university, QUT was greatly encouraged this year by the results of a national research evaluation exercise in which the University was acknowledged for its world-class research across a wide range of disciplines. A solid performance in the major national competitive grant rounds and the attraction of several key research fellowships and awards, including a prestigious Laureate Fellowship from the Australian Research Council to Professor Peter Bartlett, strengthened QUT's position in the research sector.

Success again in national teaching awards and programs and the completion of an extensive refurbishment program that supplied more high-quality, technologically advanced social learning spaces for students meant QUT continued to deliver quality teaching and learning outcomes. The redevelopment this year of the University's website, incorporating student and staff gateways, provides improved accessibility to online services and information.

Efforts to encourage interest in tertiary study as a way of widening the participation of low-income and Indigenous people were rewarded at Caboolture campus where a 29 per cent increase in commencing students from low socioeconomic backgrounds was achieved.

Development of research in science, technology, engineering and mathematics (STEM) fields became a catalyst for change in 2011, with work undertaken to disband two faculties to make way for a new Science and Engineering Faculty from 2012, and a themed institute in the new \$230 million Science and Engineering Centre, which is due for completion at QUT's Gardens Point campus also in 2012.

These ambitions and achievements were underpinned by the University's strong financial performance and a commitment to best practice in governance and management, for which I acknowledge the contribution of QUT Council members. With diligence and openness, Council members have worked with the Vice-Chancellor and University staff to further QUT's outstanding higher education and research agenda, and I thank them for their efforts.

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, slightly slanted style.

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

# Introduction



**Professor Peter Coaldrake AO**  
Vice-Chancellor

The volatility experienced over recent years in national and international circumstances continued to affect Australian higher education in 2011, and QUT experienced its share of challenges in this eventful year. These began with the Brisbane floods, and included downturns in international student demand, ongoing development of national policy, a comprehensive quality external audit and wild swings in investment returns. While rising to meet such external tests, the University continued its outstanding progress in working towards the goals outlined in the QUT Blueprint.

To take just a sample of this progress, in 2011 QUT recorded a significant improvement in the percentage of graduating students who have had an international study experience. We also:

- exceeded our targets for research students, with very strong growth in the international research cohort
- achieved a strong showing in national competitive research grants
- continued to dominate national teaching grants and awards
- made substantial progress in redeveloping our programs in the science, technology, engineering and mathematics domains.

At the beginning of the year the results of the 2010 national research quality assessment exercise (ERA) were published, verifying QUT's growing strength with more than 70 per cent of our assessable research ranked world standard or above. Later in 2011 QUT underwent its national quality audit by the Tertiary Education Quality and Standards Agency (TEQSA) with preliminary feedback being very positive. Both exercises provided clear and independent confirmation that our efforts to focus on quality are on track.

On the infrastructure front, the University bedded in a new student administration system, restructured its website, and completed major improvements to the library at Kelvin Grove. The most visible change was the progress made with the new \$230 million Science and Engineering development at Gardens Point. This major new set of facilities will be completed in 2012 and will not only transform our efforts in the science, engineering and technology-related fields but also reconfigure the way students, staff and the public interact with the campus.

Most importantly, QUT made great advances in strengthening the human dimension of its work. The program of regeneration of the academic workforce continued in 2011, with new high-quality staff joining the University at various levels. Significantly, QUT had a greatly improved result in national research career awards, with Professor Peter Bartlett securing an ARC Australian Laureate Fellowship, and four Future Fellowships and 10 Discovery Early Career Research Awards also being granted to QUT researchers. In 2011 we conducted our fifth climate survey of staff opinion, and the results showed that overall satisfaction is very strong and continues to improve although there are areas that need some attention and improvement.

Among the many achievements of our students and alumni, mention must be made of our fifth Rhodes Scholar, Amanda Rojek. This is the second consecutive year that a QUT graduate has been named as Rhodes Scholar, following on from engineering graduate James Tilbury.

Once again I thank the many people within and outside the University who have contributed to QUT's performance throughout 2011, and I acknowledge in particular the leadership and guidance of QUT Council, and the great efforts of all our academic and professional staff.

A handwritten signature in black ink, appearing to read 'Peter Coaldrake'. The signature is fluid and cursive, written in a professional style.

**Professor Peter Coaldrake AO**  
Vice-Chancellor

# QUT's vision and values

The QUT Blueprint is the University's institutional strategic plan. Its role is to identify major priorities, articulate broad strategies, and drive greater coherence and coordination of the University's efforts. 2011 was the first year of implementation for the third iteration of the plan, titled *Blueprint 3*, which provides a revised planning framework for the University through to 2016.

*Blueprint 3* renews QUT's commitment to the idea of an engaged university which makes a real and positive difference to its students and to people in the wider community. It sets out priorities for the next five years, strategies and targets for the University's three spheres of activity (students, learning and teaching; research and innovation; and people, culture and sustainability), and key performance indicators (KPIs).

QUT is a leading Australian university which aims to serve the community and strengthen its distinctive national and international reputation by combining academic strength and 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 diverse and complex 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 benefits for the community and for our partners
- to strengthen and extend our strategic partnerships with professional and broader communities to reflect both our academic ambitions and our civic responsibility.

QUT is a richly diverse and multicultural university, teaching Australians from both Indigenous and non-Indigenous backgrounds and international students from well over 100 countries. The Blueprint acknowledges that both staff and students will achieve their greatest potential in an environment which is intellectually invigorating, open and egalitarian, and which engages students, staff and alumni and engenders a sense of belonging. The QUT experience is characterised by a spirit of innovation, a sense of ownership and pride in the University.

QUT values:

- scholarship, learning and achievement in all student and staff endeavours
- engagement with and responsiveness to our diverse internal and external communities
- social justice and equal opportunity in education, employment and research, and a particular emphasis on strategies which enable Indigenous Australians to achieve excellent educational outcomes
- 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 responsive and reliable client service.

QUT has been guided by a Reconciliation Statement adopted in 2001 and an Indigenous Education Strategy to make explicit our commitment to improving educational outcomes for Indigenous Australians and addressing Indigenous issues in teaching and research. *Blueprint 3* reaffirms these commitments and renews our strategies for making progress towards them.

The following pages offer detailed summaries of achievements against the objectives and key performance indicators of each of the key priorities of *Blueprint 3*, namely:

- Realigning student composition
- Strengthening teaching and learning
- Building QUT's research reputation
- Developing a sustainable workforce
- Building further QUT's community
- Focusing on sustainability.



# Council membership and attendance 2011

## CHANCELLOR (CHAIR)

**Major General P (Peter) Arnison**  
(attended 6 meetings from 6 meetings)  
AC, CVO (Retd), BEc DLaws Qld, DUniv QUT, DUniv Griff,  
DLetters S Qld, DUniv S Cross

## VICE-CHANCELLOR

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

## CHAIR OF UNIVERSITY ACADEMIC BOARD

**Professor K (Ken) Bowman (6/6)**  
AM, MScOptom *Melb*, LOSc, FAAO

## NOMINEES OF THE MINISTER FOR EDUCATION

**Ms P (Pia-Angela) Francini-O'Hagan (3/6)**  
BEng (Mechanical) *QUT*, Harvard Business School (AMP)  
Director, Universe Energy

**Ms H (Helen) Gluer (4/6)**  
BComm *Qld*, MBA *S Qld*, CPA  
Chief Executive Officer, Stanwell Corporation Limited

**Mr N (Nathan) Jarro (4/6)**  
LLB/BBus (Accy) *QUT*  
Barrister

**Professor A (Anne) Kelso (5/6)**  
AO, BSc(Hon), PhD *Melb*  
Director, WHO Collaborating Centre for Reference and  
Research on Influenza

**Mr H (Hugh) Nalder (Deputy Chancellor) (6/6)**  
BBus (Acc) *QUT*, MICA, MASCPA, MAIMM  
Consultant

**Dr L (Lee-Anne) Perry (6/6)**  
BEd(Hons) *Med Syd*, DipCL BIF, EdD *QUT*, FACE, FACEL  
Principal, All Hallows' School

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

**Ms R (Rosemary) Vilgan (5/6)**  
BBus *QUT*, DipSupMgt *Macq*, FASFA, FAICD  
Chief Executive Officer, QSuper and Government Superannuation Officer

## NOMINEES OF COUNCIL

**Mr D. (David) Fishel (4/6)**  
BA(Hons) *Liv*, MA *Newc*, M.Litt *Oxf*  
Director, Positive Solutions

**Professor M (Mark) Wainwright (5/6)**  
AM, MAppSc *Adel*, PhD *McM*, DSc *UniSA*, FTSE, FIEAust,  
FICHEM, FRACI

## ELECTED PROFESSIONAL STAFF MEMBERS

**Mrs S (Stella) Eastman (4/6)**  
BBus(InternatBus) *QUT*  
Creative Industries Faculty

**Ms W (Wendy) Harper (4/6)**  
Division of Technology, Information and Learning Support

## ELECTED ACADEMIC STAFF MEMBERS

**Professor J (Judith) Clements (5/6)**  
BAppSc MAppSci *RMIT*, PhD *Monash*  
Faculty of Science and Technology

**Mr R (Ross) Daniels (5/6)**  
BA(SocWk) BA(Econs) MSPD *Qld*  
Faculty of Health

**Professor J (John) Lidstone (4/6)**  
BSc(Econ) MA PhD (*London*), FRGS  
Faculty of Education

**Professor R (Rodney) Wolff Resigned 10 February 2011**  
BSc(Hons) *Qld*, DPhil *Oxon*, CStat *RSS*  
Faculty of Science and Technology

## ELECTED STUDENT MEMBERS

Ms K (Kat) Henderson (4/6)

Mr J (Jake) Phillpot (6/6)

## ELECTED ALUMNI MEMBERS

**Dr T (Tim) Baker (3/6)**  
BA *Qld*, BEd EdD *QUT*, FAHRI FAIPF  
Managing Director, WINNERS AT WORK

**Ms M (Marisa) Vecchio (4/6)**  
BA *Qld*, MBA *QUT*  
Managing Director, Bcoco Pty Ltd

## SECRETARY

**Dr C (Carol) Dickenson (6/6)**  
BBus *QUT*, PhD *Qld*  
University Registrar

# Governance

The University values good corporate governance and seeks to adopt best practice where possible. The following report is structured under headings consistent with the *ASX Corporate Governance Principles and Recommendations* (Second Edition August 2007 with 2010 Amendments).

## 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.

During 2011, the Ministerial Council for Tertiary Education and Employment endorsed a Voluntary Code of Best Practice for the Governance of Australian Universities. The Council Charter and the QUT Governance Framework, together with the QUT Act and other University policies and procedures, address many of the matters set out in the Voluntary Code, and the other aspects of the University's compliance with the requirements are set out in the following sections. From 2012, Council will undertake an annual review of its compliance against the Voluntary Code.

### 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, including functions

and reporting arrangements for related (controlled) entities. 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 explains members' responsibilities set out in the QUT Act and the Council Charter, and 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. Council's term is for four years from 21 November 2008, with the exception of student members who serve a two-year term.

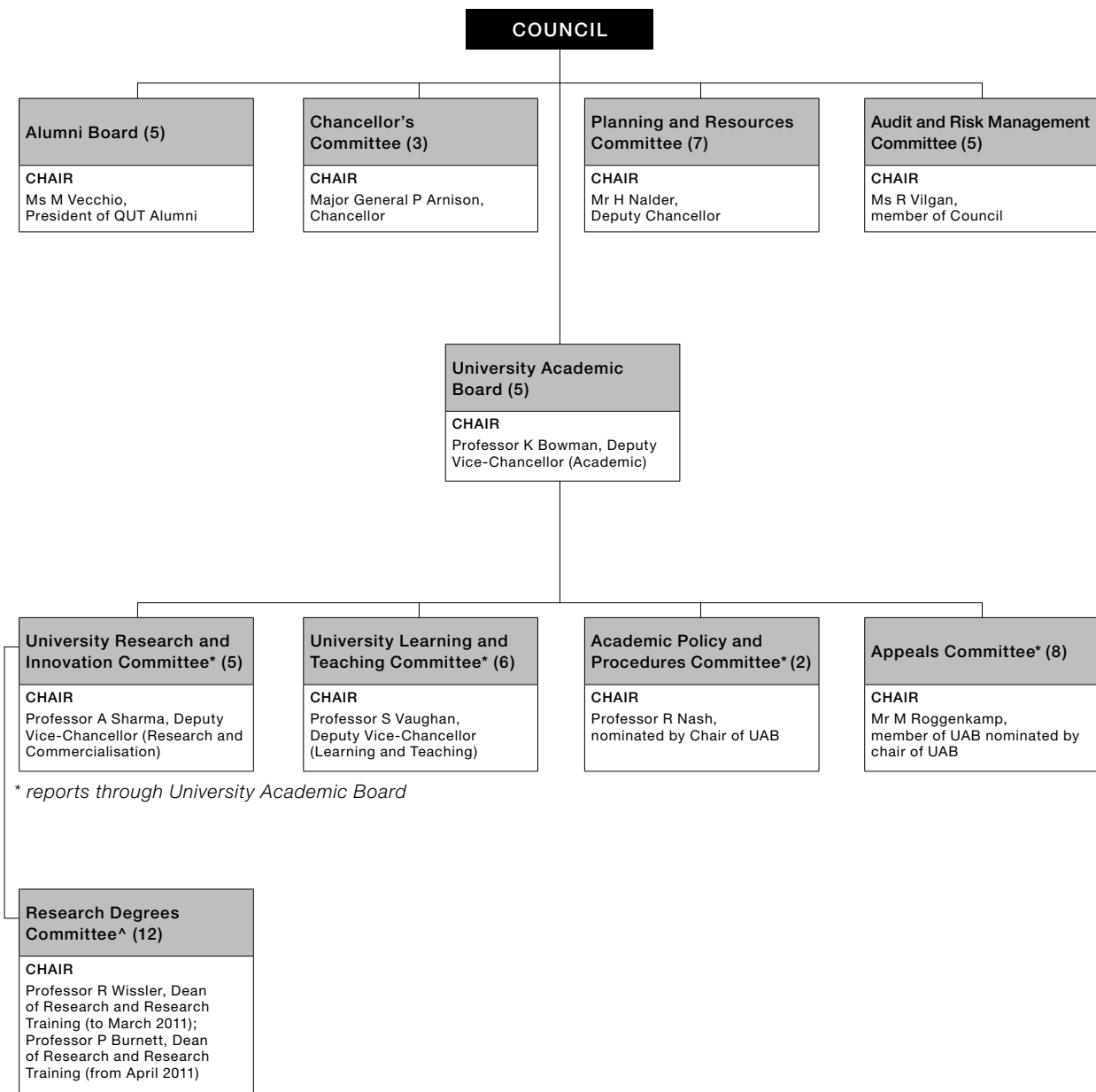


## COUNCIL COMMITTEES AND COMMITTEE CHAIRS (NUMBER OF MEETINGS IN 2011)

### Council committees

Council has established a number of committees, detailed below, 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.



### **Council business in 2011**

In 2011, Council met six times for ordinary meetings, and also held a one-day workshop in February, focusing on governance, external settings and challenges.

During 2011 Council considered the following items which were critical in assisting it to carry out its role:

- approval of 2012–2014 Consolidated Budget and 2012–2016 Asset Management Plan
- Corporate Performance Reports (February, June, August and December)
- reorganisation of academic organisational structures in some faculties, including establishment of the Science and Engineering Faculty
- establishment of a new Institute for Future Environments to encompass cross-disciplinary research in science, technology, engineering and mathematics disciplines
- revised QUT Staff Code of Conduct, and revised policies on investment, Public Interest Disclosures, Conflicts of Interest and QUT's Quality Framework
- reports from QUT Enterprise Holdings (QEH) and its subsidiaries
- strategic reports on Teaching and Learning and Research and Commercialisation matters
- reports on the impact of the January 2011 floods and QUT's response
- status reports on Science and Engineering Centre and other capital programs
- reports on preparations for the Tertiary Education Quality and Standards Agency/Australian University Quality Agency audit conducted in October 2011
- insider trading obligations and impacts of harmonisation of Health and Safety legislation
- reports on development of a Reconciliation Action Plan
- reports and relevant policy items from Council sub-committees.

### **Evaluation and professional development of Council**

Council has a framework for evaluation and professional development as specified in the Council Charter. During 2011 the following relevant activities were undertaken:

- conduct of orientation/induction activities for four new members
- 2011 evaluation survey of Council performance (conducted in November–December 2011) which included for the first time interviews with Council members regarding Council performance
- participation by Council members in relevant activities at the University, including the Vice-Chancellor's Forum, and attendance at the University's Senior Leadership Group Conference in May 2011.

Other aspects of the University which provide critical support to Council in its pursuit of good governance are outlined in the following sections of this report.

## **ETHICAL AND RESPONSIBLE DECISION-MAKING**

### **Corporate values**

QUT values:

- 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, employment and research, and a particular emphasis on strategies which enable Indigenous Australians to achieve excellent educational outcomes
- 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 responsive and reliable client service.

### **Ethical conduct and social responsibility**

The QUT Governance Framework describes how the structures, policies and practices of the University are integrated, and details the respective roles of Council and management, which are essential for the effective discharge of responsibilities. The Governance Framework also expresses QUT's recognition of its obligation to act in a socially responsible manner.

The QUT Staff 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 for integrity, accountability, and the efficient use of University resources.

The *Council Procedure 1 – Committees* applies to members of Council and University committees. The Procedure describes the University's expectations of individual members and assists them to discharge their responsibilities in an ethical and responsible manner.

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 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.

As part of the Australian Technology Network (ATN), the University signed an *ATN Declaration of Commitment to Local, National and Global Sustainability*, to make sustainability a focus in teaching and learning, research, operations, infrastructure, service and outreach to local, regional and global communities. QUT continues to make steady progress towards meeting its 2012–13 (-11 per cent) and 2020–21 (-29 per cent) ATN greenhouse gas reduction targets. Energy consumption, which represents 96 per cent of QUT's reportable carbon equivalent emissions (CO<sub>2</sub>-e), fell by around 9 per cent by December 2011. Reduction targets are measured against the ATN's baseline year of 2007. Energy management has been an active program at QUT since 2005 and energy intensity has fallen by 17.6 per cent since that time.

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 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, QUT's Corruption and Fraud Control Plan was reviewed during 2011 and continued to be implemented to reinforce a culture of high ethical standards and accountability in learning and teaching, research and community-related activities.

Under section 61 of the *Public Interest Disclosure Act 2010* (PID Act), the Public Service Commission (PSC) is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the

PID Act. From 1 January 2011 agencies were required to report information about public interest disclosures to the PSC. No public interest disclosures were received and investigated under the *Public Interest Disclosure Act 2010* in 2011.

### **QUT Staff Code of Conduct**

QUT completed a major review of the QUT Staff Code of Conduct in 2011. The revised Code of Conduct was approved by Council in June 2011 and aligned ethical responsibilities with the amended ethics principles and values set out in amendments to the *Public Sector Ethics Act 1994* which came into effect in November 2010. In the latter half of 2011, the University introduced a communication strategy to senior staff on their role in supporting the principles set out in the Code of Conduct, and developed and implemented an online training module on ethical decision-making and behaviour. This training explains the application of the ethics principles, the contents of the Code and the consequences of non-compliance with it. All new employees are required to complete this within one month of commencement and other staff will complete the module as part of annual performance planning and review processes.

### **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. The Compliance Program also includes a Register of Licences, which was updated in 2011 to ensure that a record of all current licences and registrations held by the University is available at all times.

### **QUT Planning and Quality Frameworks**

Following the approval of the new QUT Blueprint and changes to the University Planning Framework in 2010, in 2011 the University developed the Blueprint Implementation Guide, which provides connections between the Blueprint and organisational area action plans. The Guide outlines how the strategies and targets of the Blueprint will be implemented in future years.

Changes to the QUT Quality Framework, providing for benchmarking and corporate surveys, were approved by QUT Council in August 2011. Benchmarking guidelines and a benchmarking registry were also established during the year.

The new Tertiary Education Quality and Standards Agency (TEQSA) assumed the responsibility for quality assurance from the former Australian Universities Quality Agency from 30 July 2011. TEQSA will begin its regulatory functions from January 2012.

The Quality Steering Group, chaired by the Deputy Vice-Chancellor (Academic), met 13 times during 2011 and continued its oversight of QUT's preparation for the TEQSA Cycle 2 Audit. The preparation included a trial audit with external panel members in March, and the submission of QUT's Performance Portfolio and supporting materials in July, as well as the logistical and organisational arrangements for the audit visit (including the interview schedule and information sessions).

The Cycle 2 audit visit, which took place in the period 17–20 October, focused on QUT's Quality Management System and two themes: Building Research Capacity and International Activities. The audit panel spent two days at the Kelvin Grove campus and one day at the Gardens Point campus and spoke with approximately 300 people during the audit visit. Interviewees included the Chancellor and external members of Council, the Vice-Chancellor and senior management, academic staff, professional and sessional staff, representatives of staff and student associations, undergraduate and postgraduate students and representatives from the external community. It is expected that TEQSA will release the full audit report in February 2012.

In November 2011, TEQSA confirmed that from 29 January 2012, QUT will automatically be registered as a higher education provider until 31 October 2018.

Corporate reviews were suspended in 2011 to accommodate preparation for the TEQSA Cycle 2 audit and an evaluation of the review process. Reviews will resume in 2012, with preparations for the first review having been undertaken in late 2011.

The corporate reviews policy and processes were evaluated in 2011, in response to Planning and Resources Committee discussions in 2010 and recent revisions to the planning and quality frameworks. In 2012, the *Corporate reviews* policy will be further assessed to ensure that future corporate reviews support the directions and planning and quality framework of the University.

## 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.

## Recordkeeping

Under the *Public Records Act 2002*, the University is required to make and keep full and accurate records of its activities in accordance with recordkeeping standards and policies issued by the State Archivist. The University's Records Management Policy states that all staff and organisational areas have responsibilities for recordkeeping and specifies requirements for records capture and retention.

The University's strategic approach is to capture records in electronic formats, taking account of the manner in which most transactional business is now conducted. For this purpose, the University uses an electronic recordkeeping and document management system, TRIM, which meets the system requirements of the relevant legislation and standards. Substantial work has been undertaken by the University to implement TRIM in a comprehensive way, and to integrate it with corporate information systems supporting key business processes. This work continued during 2011.

The University's recordkeeping program is documented through its policies and procedures, a business classification scheme and a University sector-specific retention and disposal schedule. Audits of recordkeeping compliance are conducted annually in key areas and are also considered as part of the audits and reviews conducted by the University's Assurance and Risk Management Services. A Records Management Services unit within the Division of Administrative Services is responsible for implementing QUT's records management program and for supporting faculties and divisions in undertaking their records management activities.

## 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 Accountability Act 2009*, *Financial Accountability Regulation 2009*, *Financial and Performance Management Standard 2009* 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, Q Super and Government Superannuation Officer

### CHANCELLOR

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

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, Stanwell Corporation Limited

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

Ms M (Marisa) Vecchio (3/5)  
BA Qld, MBA QUT  
Managing Director, Bcoco Pty Ltd

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

Mr S (Stephen) Maitland (Appointed 20 April 2011, 4/4)  
OAM, RFD, BEc Syd, MBus LLM QUT, FCPA, FAICD, FCIS, F Fin, FAIM  
Principal, Delphin Associates

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

### Relationship with Queensland Audit Office (QAO)

Staff from the University's Financial Services and Assurance and Risk Management Services worked closely with Crowe Horwath (auditors appointed by QAO) during the year to facilitate the University's annual audit. Staff from Crowe Horwath also attended two meetings of Audit and Risk Management Committee in 2011 and were given the opportunity to meet with the Committee without the presence of management.

### Assurance and Risk Management Services

Assurance and Risk Management Services resides within Chancellery reporting to the Vice-Chancellor for administrative purposes and is functionally responsible to the Audit and Risk Management Committee of Council. The Assurance and Risk Management Services Charter, which is in line with the relevant audit and ethical standards, is the principal instrument establishing the role, scope, authority and the responsibility of the assurance and risk functions.

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 2011 involved:

- adoption of a 'total audit approach' incorporating a blend of compliance, operational, quality, integrated 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.

The Annual Assurance and Risk Management Plan for 2011 was achieved after the approved additions and deferrals.

#### **Financial management and accountability**

QUT has a number of policies relating to financial management and accountability, including specific policies on balance sheet management, user charging 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. QUT complies with provisions of the Queensland Government's *Right to Information Act 2009* and the *Information Privacy Act 2009* and assists the community in this regard by making the University's policies and procedures publicly available through the QUT website, together with the University's organisational structure and staffing.

Public access was 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 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 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 services which are essential for or contribute to achievement of QUT's goals.

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 senior management team are responsible for the implementation of these policies and managers at all levels are accountable for effective risk management. Assurance and Risk Management Services is responsible for coordination of risk management activities 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
- \* Health and Safety
- \* Insurance
- \* Project Management
- \* Business Continuity Management
- \* Business Case
- \* Corruption and Fraud Control Plan.

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 annual 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 reports to senior management and the Audit and Risk Management Committee for their ongoing monitoring.

#### **FAIR AND RESPONSIBLE REMUNERATION**

In 2011, Council and other committee members external to QUT were not remunerated. The determination on 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 Employee Collective Agreement for Senior Staff 2009–2012* which took effect in August 2009. 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 pages 85–87 of this report.

# Key performance indicators

KEY PERFORMANCE INDICATORS (KPIs) relate to the key priorities of *Blueprint 3*.

**GLOSSARY:**

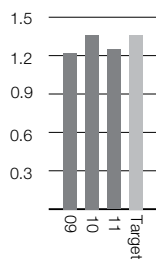
QTAC: Qld Tertiary Admissions Centre  
 SES: Socioeconomic Status  
 HDR: Higher Degree Research

CEQ: Course Experience Questionnaire  
 GDS: Graduate Destinations Survey  
 ERA: Excellence in Research for Australia

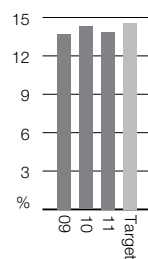
GJ: Gigajoules  
 GFA: Gross Floor Area

## STUDENTS

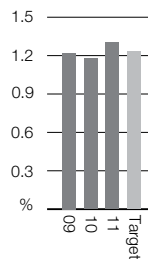
QTAC first preferences:offers ratio



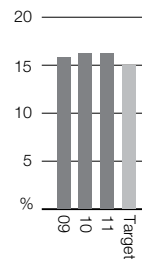
Low SES students



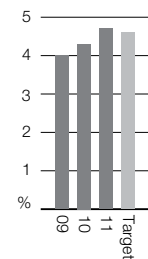
Indigenous students



International students

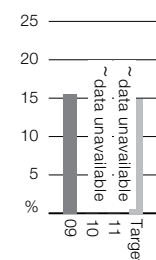


HDR students

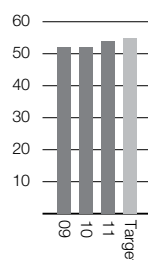


## LEARNING AND TEACHING

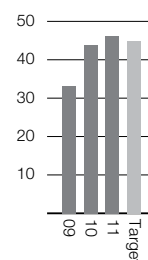
Commencing ex-QUT bachelor attrition



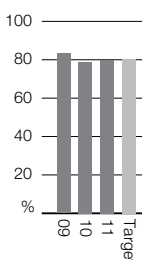
Real-world learning#



CEQ bachelor graduates^



GDS positive outcomes

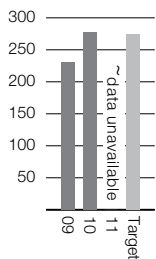


~ Not available at time of publication.  
 Will be provided online at [www.qut.edu.au/about/the-university/annual-report](http://www.qut.edu.au/about/the-university/annual-report)  
 as data becomes available

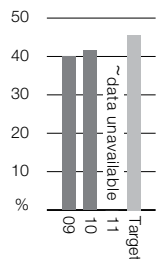
#Uses QUT's scores on the Australasian Survey of Student Engagement  
 ^Uses QUT's scores for overall satisfaction of domestic bachelor-degree graduates

## RESEARCH AND INNOVATION

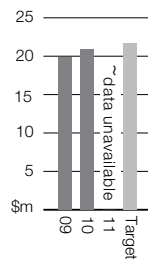
HDR completions



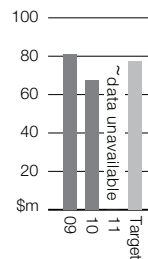
Publications in ERA A/A\* outlets



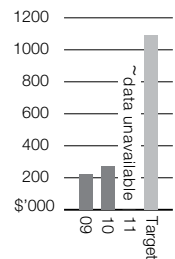
Competitive research



Research income

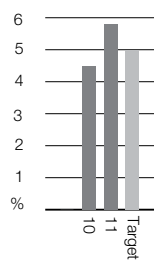


Licensing income per \$100m research income

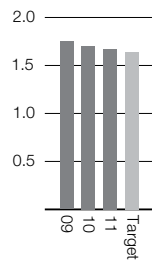


## PEOPLE AND SUSTAINABILITY

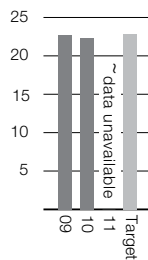
Underlying operating margin



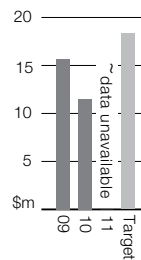
Professional: academic staff ratio



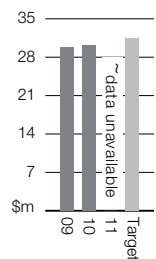
Student: staff ratio



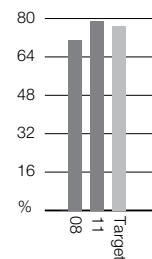
Philanthropy income



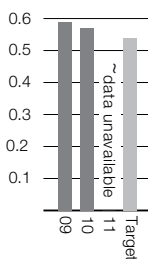
Domestic fee-paying income



Staff Opinion Survey outcomes<sup>+</sup>



Annual energy intensity GJ/m<sup>2</sup> GFA



~ Not available at time of publication. Will be provided online at [www.qut.edu.au/about/the-university/annual-report](http://www.qut.edu.au/about/the-university/annual-report) as data becomes available

<sup>+</sup> Staff Opinion Survey conducted every three years

# Organisational structure 2011



\* Professor Ken Bowman retired from this role in March 2012.

^ Professor Carol Dickenson resigned as Registrar to take up the role of Deputy Vice-Chancellor (Academic) in March 2012.



## 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.



## CRC PARTICIPANTS

In addition to two Cooperative Research Centres, Wound Management Innovation and Integrated Engineering Asset Management, based at QUT, the University is a participant in another eight CRCs: Automotive Australia 2020; Optimising Resource Extraction; Polymers; Railway Innovation; Spatial Information; Smart Services; National Plant Biosecurity; and Young People, Technology and Wellbeing.

## FACULTIES



### BUILT ENVIRONMENT AND ENGINEERING<sup>#</sup> EXECUTIVE DEAN

**Professor Martin Betts**<sup>></sup>

- Design
- Engineering Systems
- Urban Development



### BUSINESS EXECUTIVE DEAN

**Professor Peter Little**

- Accountancy
- Advertising, Marketing and Public Relations
- Economics and Finance
- Management
- Brisbane Graduate School of Business
- QUT Languages Centre



### CREATIVE INDUSTRIES EXECUTIVE DEAN

**Professor Rod Wissler**

- 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



### EDUCATION EXECUTIVE DEAN

**Professor Wendy Patton**

- Cultural and Language Studies in Education
- Early Childhood
- Learning and Professional Studies



### HEALTH EXECUTIVE DEAN

**Professor Andrew Wilson**

- Human Movement Studies
- Nursing and Midwifery
- Optometry
- Psychology and Counselling
- Public Health
- Social Work and Human Services



### LAW EXECUTIVE DEAN

**Professor Michael Lavarch AO**

- Justice School
- Law School
- Legal Practice



### SCIENCE AND TECHNOLOGY<sup>#</sup> EXECUTIVE DEAN

**Professor Simon Kaplan**<sup>+</sup>

- Biogeoscience
- Cell and Molecular Biosciences
- Chemistry
- Computer Science
- Information Sciences
- Mathematical Sciences
- Medical Radiation Sciences
- Medical Sciences
- Pharmacy
- Physics

## INSTITUTES



### INSTITUTE FOR CREATIVE INDUSTRIES AND INNOVATION

DIRECTOR

**Professor Phil Graham**



### INSTITUTE OF HEALTH AND BIOMEDICAL INNOVATION

EXECUTIVE DIRECTOR

**Professor Ross Young**



### INSTITUTE FOR FUTURE ENVIRONMENTS

INTERIM DIRECTOR

**Professor Ian Mackinnon**

<sup>#</sup> The Faculty of Built Environment and Engineering and the Faculty of Science and Technology were disbanded in late 2011 and the Science and Engineering Faculty was established in January 2012.

<sup>></sup> With the appointment of Professor Martin Betts as Executive Dean Designate of the Science and Engineering Faculty, Professor Doug Hardgreaves was appointed Acting Executive Dean of the Faculty of Built Environment and Engineering until the end of 2011.

<sup>+</sup> Professor Simon Kaplan resigned from QUT in May 2011. Professor Adrian Herington was appointed Acting Executive Dean of the Faculty of Science and Technology for the remainder of 2011.

# Realigning student composition



**Professor Ken Bowman AM**  
Deputy Vice-Chancellor (Academic)

## HIGHLIGHTS

**QUT's student population increased slightly** from 41 959 in 2010 to more than 42 500 enrolments in 2011.

**Higher degree research (HDR) student load** represented 4.7 per cent of QUT student load in 2011, an increase from 4.3 per cent in 2010.

**Students from low socioeconomic (SES) backgrounds represented 13.9 per cent** of domestic undergraduate students in 2011.

**The proportion of Indigenous undergraduate students increased** from 1.18 per cent in 2010 to represent 1.3 per cent of domestic undergraduate students in 2011.

**International student enrolments in 2011 accounted for 16.2 per cent** of the student population, with 10.2 per cent of international students being HDR students (up from 8.5 per cent in 2010).

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

*Blueprint 3* has a target of at least 6 per cent of the student population being HDR students by 2016. In 2011 efforts to increase the number of HDR students focused on:

- increasing the number of QUT and externally funded international and domestic scholarships to support the achievement of HDR enrolment targets
- reducing the administrative burden on academic staff through the eforms project.

Various support mechanisms were employed during 2011 to assist HDR students. The Postgraduate Research Student Network (PGRSnet), piloted in 2010, was rolled out successfully. PGRSnet is designed to foster students' self-confidence as independent researchers and provides workshops on a range of psychosocial skills and resources to build resilience. More than 300 international HDR students attended 40 sessions.

Research training sessions were incorporated into the Graduate Research Skills Program calendar coordinated through the Research Students Centre Student Gateway.

The Faculty of Health increased HDR enrolments and increased the numbers of research publications through strategies such as a two-day mentored writing retreat in the School of Nursing and Midwifery and in the School of Psychology and Counselling. The Faculty of Law increased HDR enrolments to a record high, as well as achieving the best result to date in Australian Postgraduate Award (APA) scholarships. The 2011 scholarship round produced seven

APA scholarship offers to Law and Justice applicants as well as one Indigenous scholarship offer.

The Institute for Creative Industries and Innovation, in conjunction with the Creative Industries Faculty, offered two full scholarships to HDR students and provided an additional six top-up scholarships. The Institute of Health and Biomedical Innovation (IHBI) provided 10 top-up scholarships to support the achievement of HDR enrolment targets.

## Indigenous students and students from low socioeconomic backgrounds

The Blueprint aims for QUT to increase the share of domestic undergraduate students from low SES backgrounds to 16 per cent in 2016 (aligning with progress toward national targets set for 2020) and lift Indigenous student representation to 1.5 per cent by 2016.

In 2011, QUT continued to participate in the Higher Education Participation and Partnerships Program (HEPPP), as part of the Australian Government's aim to increase the participation of people from low SES backgrounds in higher education. Queensland's eight universities are working collaboratively to stimulate interest in tertiary study, and their 2011 consortium submission for additional HEPPP funding from the Department of Education, Employment and Workplace Relations was successful, the funds from which will support additional outreach initiatives over the 2012–2014 period.

To strengthen *Widening Participation*, 14 internal memoranda of understanding that encode a broad range of activities from all faculties and relevant divisions in both outreach and support areas were established. These include targeted campus tours, in-school activities, regional outreach, and links with the Student Ambassador program where ambassadors from low SES and Indigenous backgrounds visit target schools. Student support services were expanded at Caboolture campus to help improve retention and increase the proportion of Indigenous students and students from low SES backgrounds. QUT's faculties and divisions also undertook a range of activities:

- more than 200 students from 10 schools attended the Science and Engineering Challenge at Caboolture. The Extreme Engineering van conducted 15 workshops in high schools in the Caboolture region, visiting more than 350 students. Two new upper primary workshops were presented at schools, including two schools in the Caboolture region. On-campus activities were provided for more than 30 Explore Uni days, and some 130 workshops were delivered
- the Faculty of Education has been actively engaged in the Federal Government Building Aspiration Agenda through involvement in the Caboolture Cluster Partnership Scheme at the Caboolture Centre of Excellence. To



encourage students from low SES backgrounds, the Faculty will offer year one of the Bachelor of Education (Early Childhood) at the Caboolture campus from 2012

- Faculty of Health activities at the Caboolture campus to widen participation centred on a peer mentoring program to assist TAFE diploma students to transition to university study in the nursing degree and bioscience units; mathematics access support; and monitoring learning engagement, success and just-in-time interventions. Health Clinic activities such as foot screenings and Nutrition Week also continue to promote the health professions
- two hundred personal computers were distributed to students in need.

QUT increased its Indigenous student representation to 1.3 per cent of domestic undergraduate students in 2011.

Activities to support Indigenous students included:

- the Library allocated funds specifically for purchasing materials that support embedding Indigenous perspectives into QUT learning and teaching programs
- the Faculty of Health recruited 48 commencing Indigenous students to a range of courses, bringing the total enrolment to 102 including five Indigenous HDR students. This was a significant increase on the enrolment for 2010 of 85 Indigenous students
- the Faculty of Law continued to attract Indigenous students and those from low SES backgrounds, through strategies including a bridging program for Law and Justice students, an Indigenous-specific pathway into the Justice degree, and a Graduate Destinations workshop
- an Indigenous Careers Counsellor was employed at Caboolture campus. The campus also hosted Aboriginal and Torres Strait Islander Careers Day.

### Student attrition

A particular target of the Blueprint is to reduce the commencing bachelor degree attrition rate to 14 per cent by 2016. In pursuit of this target, the Student Success program continued throughout 2011 with 8245 at-risk students being contacted. The comparative figure for 2010 was 4612, representing nearly a doubling in activity between 2010 and 2011. Analysis of first semester 2011 data shows that interventions continue to positively impact on student persistence and performance.

Students from low SES backgrounds and who have English as an additional language, and in particular those from refugee backgrounds, are recognised as being at risk at tertiary level. Through *Widening Participation* funding, specific language and personal support is being provided to these students through ESL Connect. Students attend workshops and individual language and counselling sessions

as well as community development activities. There has been a particular focus on improving support for students with an African background.

The Faculty of Law continued to focus on reducing attrition with an expanded programs of peer-assisted support and academic support for first-year students, and is developing a project to identify at-risk students.

At Caboolture campus, programs and services to assist first-year students included:

- the introduction of Peer Learning Communities (PLCs), which are peer-led sessions backing on to tutorials to provide additional assistance to students for discipline-specific issues. PLCs are targeted at challenging units in nursing, education and business courses
- a campus-based welfare counsellor
- additional academic skills programs
- financial assistance to the value of \$10 000 to students in financial difficulty.

### International students

International students represented 16.2 per cent of total enrolments in 2011, exceeding the University target of 15 per cent. This is a good result, particularly in light of external factors (such as the high Australian dollar, the impact of the global financial crisis, and increased competition—particularly from the USA) that had the potential to influence the demand for QUT courses in 2011. Efforts towards reinforcing the quality of the QUT brand; ramping up profiling activities through greater engagement by senior faculty representatives; reinforcing QUT's commitment to partner institutions, agents and alumni; and strategies such as the English for Academic Purposes (EAP) scholarship initiative assisted in maintaining enrolment numbers. QUT saw continuing diversification of the international fee-paying overseas cohort with enrolments sourced from 99 countries in 2011. A total of 92 per cent of all QUT International College pathway students who successfully completed a College program in 2010 progressed to a QUT degree program in 2011.

Some 40 international students attended career confidence-building and job-seeking workshops. In addition, an agreement with Volunteering Queensland provided voluntary placements for 30 international students in local community organisations.

Semester-length language development programs in the faculties of Built Environment and Engineering, Health, and Science and Technology assisted HDR international students as they progressed through the stages of their research.

Negotiations on memoranda of understanding leveraging tuition fee waivers were progressed in a range of key markets including Thailand, Indonesia, Taiwan, the Middle East, and Sri Lanka.

The number of fee waivers for international HDR students was increased. Up to November 2011, 351 students (excluding those under examination) held a fee waiver. The University also mapped supervision and infrastructure capacity in areas of research strength; introduced language assistance and faculty-specific research induction; continued to monitor student language abilities through the stage two milestone for PhD students; piloted an online innovative resource, Doorway to Research, for international HDR applicants prior to their arrival; and introduced an expression of interest process to fast track applicants through to potential supervisors.

QUT's faculties and institutes increased their international student enrolments during 2011. In particular, the Faculty of Health attracted 40 international commencing HDR students in 2011 through a range of recruitment activities including promotion by senior researchers and uptake of international scholarships following study tour visits to QUT. The QUT Business School held the inaugural International Online Expo designed to attract international enrolments. There were 58 registrations for the event which focused on Malaysia. In the Institute of Health and Biomedical Innovation, 33 per cent of HDR students are international students.

As part of *Blueprint 3*, the University aims to increase the student population to around 44 000 students by 2016. QUT's student enrolments increased slightly in 2011, and the total is progressing towards the 2016 target. The growth in student numbers in 2011 was in both HDR students and non-HDR students.

Several faculties were successful in increasing their numbers of non-HDR students. In the Faculty of Built Environment and Engineering, recruitment into engineering courses continued to be the priority for domestic marketing, focusing on both the number and the quality (entrance scores) of students. A full program of targeted Engineering Technology classes, hands-on workshop/campus visits, and school prizes was implemented, and engineering feeder high schools were invited to an on-campus event. The Creative Industries Faculty grew its postgraduate coursework enrolments by about 18 per cent. The Faculty of Law achieved growth in the Justice program by just over 3 per cent from 2010 to 2011, and further growth is expected through the introduction of new double degrees with Justice in 2012 and 2013. Caboolture campus experienced a 24 per cent increase in student load in 2011.

## BENCHMARKING ACTIVITIES

QUT has established the following key performance indicators (KPIs) relating to the composition of the student population:

- undergraduate demand: Queensland Tertiary Admissions Centre (QTAC) first preferences:offers ratio
- share of domestic undergraduate students from low SES
- share of domestic undergraduate students who are Indigenous
- international student share of total population
- HDR student share of all students
- commencing ex-QUT bachelor degree attrition.

These KPIs compare QUT's outcomes to prior years' averages for universities in the Australian higher education sector, Group of Eight, Australian Technology Network (ATN) and Queensland. Progress reporting on these KPIs is undertaken on a quarterly basis.

Student and staff equity data are routinely benchmarked against past performance, against other universities, and against aspirational targets. Specifically, access, participation, success and retention data for equity students are compared annually, as are gender equity parameters relating to improved practice in promotion and training of women.

The Faculty of Law's benchmarking activities include:

- analysis of QTAC figures to benchmark demand for its courses compared with The University of Queensland and Griffith University. This has helped identify options for double degrees and inform marketing strategies
- market research which has guided the introduction of new degrees.

The QUT Business School actively benchmarks itself to sustain its reputation as a world-class business school. In 2011, the Business School's Corporate Education Unit was absorbed into the Graduate School of Business to strengthen market positioning and capabilities, and to deliver globally acclaimed discipline-specific and multidisciplinary postgraduate award and professional development programs at a national and international level.

In late 2010 the Faculty of Science and Technology conducted a competitor analysis of science offerings at Australian and international institutions, to inform discussions for the new Bachelor of Science. The Division of International and Development actively benchmarks the various elements of its business units against external organisations and is active in sector-wide benchmarking exercises i.e. ATN, Universities Australia, and the Australian Universities International Directors Forum.

# Strengthening teaching and learning

Professor Suzi Vaughan  
Deputy Vice-Chancellor (Learning and Teaching)

## HIGHLIGHTS

Since the full roll-out of Australian Learning and Teaching Council (ALTC) programs QUT has received more Australian Awards for University Teaching (AAUT) and ALTC Fellowships than any other university. Over the period 2006–2011 QUT submitted 130 AAUT nominations and secured 69 (53 per cent success ratio), 19 ATLC Fellowship applications and secured 10 (52 per cent success ratio), 52 ALTC Grant applications and secured 21 (40 per cent success ratio). This equates to approximately \$6.4 million in funds over this period.

In 2011 REFRAME was established as the university-wide project reconceptualising QUT's approach to learning, teaching and curriculum evaluation. With the implementation of REFRAME, the second semester of 2011 was the last period that the Learning Experience Survey (LEX) was the sole form of centrally supported evaluation.

QUT's International English Language Testing System (IELTS) test centre became fully operational in 2011 with 2950 tests conducted. The IELTS test centre was nominated in the top eight worldwide for best 'audit' and in the top six for the biggest growth in enrolments worldwide of centres under 3000.

The Graduate Certificate in Academic Practice was approved for delivery in March 2011. The first intake was the 2011 Early Career Academic Recruitment and Development (ECARD) cohort who progressed through the first year of the two-year program.

Based on data in late 2011, the equivalent of 7.9 per cent of QUT's graduating students have had an international study experience. This is a significant improvement on the comparable figure of 5.6 per cent in 2009. *Blueprint 3* includes a target of 10 per cent by 2016.

The University has significantly invested in developing a curriculum design framework and facilitated processes to engage and support academic course teams in curriculum design.

Work Integrated Learning (WIL) policy and protocols were revised and resources developed to support students and staff manage risks associated with activities, and align WIL practices with legislation. Approaches to managing risks will be piloted through the Work Integrated Learning Information System Project.

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

### Real-world courses and learning

QUT has significantly invested in developing a whole-of-course framework and facilitated processes to engage and support academic course teams in the design of curriculum. During 2011, some 290 academic learning and teaching leaders from across QUT faculties engaged with the framework.

QUT continued to develop courses and programs that capitalise on the opportunities of a deregulated market and make a difference to the real world. Course reviews and accreditations undertaken in 2011 included:

- the Architecture course received full ongoing professional accreditation for five years
- the Bachelor of Entertainment Industries degree proposal was launched both in Brisbane and in Singapore, for delivery in Brisbane. The new course has generated strong interest domestically, and is attracting international enquiries
- the Bachelor of Human Services, Bachelor of Social Work, and Bachelor of Nursing and associated double degrees were reviewed and approved during the year. Professional re-accreditation via the relevant external bodies is expected in the near future
- a new undergraduate elective unit on Indigenous Health was approved, and will be available from first semester, 2012
- the revised Bachelor of Justice and Master of Justice curricula were implemented
- the Bachelor of Education (Early Childhood) will commence at the Caboolture campus in 2012.

The development of the science, technology, engineering and mathematics (STEM) areas is a central theme of *Blueprint 3*, with strengthening of the University's offerings in these areas a priority. In particular, the Master of Engineering was significantly revised and approved for commencement in July 2012. Course development in mechatronics/robotics was undertaken and will be implemented from first semester, 2012. The Master of Information Technology degrees, together with the Graduate Certificate in Information Technology degree, were reviewed in 2011. The Master of Information Technology (Library and Information Science) (advanced) and Bachelor of Applied Science (Chemistry major plus Chemistry for Industry second major and Chemistry and Forensic Science double major) were accredited by relevant professional bodies.

The Faculty of Science and Technology implemented 2010 Curriculum Review recommendations including development of new bachelor programs in Medical Imaging Science, Radiation Therapy, and Medical Laboratory Sciences.

During 2011 initiatives in postgraduate coursework and customised education included:

- expanding the Faculty of Education's international short course programs with China to 17, six more than in 2010
- the first students graduated from the Master of Social Work
- developing a Graduate Certificate in Health Science (Chronic Disease Management) within a review of postgraduate courses offered by the School of Public Health and Social Work in 2012
- the Faculty of Law commenced an AusAID-funded project on capacity building for law and justice professionals in Bhutan, and was awarded a contract for a customised Graduate Diploma in Legal Practice from Clayton Utz
- the new Graduate Certificate in Applied Law will target graduates in health, project management, creative industries and commercial areas to equip them with legal knowledge and skills relevant to their professions
- the Master of Business Administration was ranked fourth nationally in the biennial *Australian Financial Review* Boss survey of MBA programs. This was a significant improvement on the previous ranking of tenth in 2009
- developing online delivery for the Graduate Diploma in Professional Accounting where all units will use a combination of information technologies to deliver content to students in a flexible environment
- the Graduate School of Business was awarded the tender for the Queensland Government Public Sector Management Program. This is a national program for middle managers and emerging leaders to build leadership and management skills and combines tertiary study with experiential learning.

The Blueprint places an emphasis on refining and mainstreaming real-world learning that engages a diverse population of students. The Faculty of Built Environment and Engineering actively engaged with the 'Learning with Leightons Contractors' project, which comprises lectures from site staff in various units/courses; professional development activities for QUT staff and students; students working on site for the duration of the project; and the generation of a range of learning resources including imagery, videos, time-lapse photography and three-dimensional fly-throughs.

The Clinical Simulation Centre opened for first semester. This has greatly facilitated expansion of simulation-based learning, and specifically designed scenarios have been introduced for nursing and paramedic students as well as students in the nursing paramedic double degree.

A new cross-faculty unit 'Community Justice Projects', in which Law and Justice students work together in teams on community social justice projects for the benefit of a community organisation, was developed for introduction in 2012. The Faculty of Law held the inaugural QUT Law and Justice Community Forum, which explored opportunities for students to work with community organisations and develop their understanding of privilege and disadvantage, intercultural competence, and professional capabilities.

Work was undertaken on policy, protocols and resources to manage risks associated with work integrated learning (WIL). In addition faculties enhanced opportunities for workplace learning and transitions into professional practice across undergraduate programs, for example:

- an eform was introduced to more effectively manage the 700 students undertaking WIL units each year in the Faculty of Built Environment and Engineering
- the Faculty of Health's International Support Language and Learning Initiative continued to support developing international nursing students' academic writing and communication skills in preparation for clinical placements. Participation in this voluntary program doubled in 2011
- the Graduate Diploma in Legal Practice was modified for 2012
- five Justice students undertook a professional placement with remote Indigenous communities
- some 180 Bachelor of Information Technology students were placed in professional practice and 45 students undertook 12-month cooperative education placements as part of their industry-based learning experience.

#### Teaching achievements

QUT's teaching quality was highlighted through recognition of staff in the Australian Learning and Teaching Council Programs: Fellowship, Australian Awards for University Teaching, Grants and Discipline Scholar Networks.



### Strengthening student engagement

A priority of the QUT Blueprint is to develop more comprehensive approaches to strengthening student engagement with their learning and with the University. During 2011 a range of activities and programs were advanced to progress this priority:

- the REFRAME project, which is an evaluation process designed to achieve flexible and 360-degree feedback on learning, teaching and teachers combined with analytics and reporting, provided stakeholders with tools to make informed improvements and decisions
- the work of the Student Success program continued with 8245 at-risk students being contacted
- the Open Web Lecture (OWL) tool was successfully piloted, and evaluation data revealed OWL increased levels of engagement by students, and that OWL can be a driver for change in academic pedagogical practice, fostering a move towards active or blended learning approaches in learning and teaching
- under the Precincts Student Engagement Program, 38 new staff were inducted; and 28 students undertook internships in the Creative Industries Precinct, Marketing and Communication Department, and the QUT Art Museum
- the QUT Community Service Learning Lab was established to support students to undertake community-based projects as part of their courses. Students working across faculties in multidisciplinary teams collaborated with community partners on real, current and complex issues facing communities
- QUT Blackboard introduced new faculty-based learning models which were well received and are expected to become the standard
- several faculties achieved strong or improved student satisfaction scores through LEX and the Course Experience Questionnaire
- the QUT Business School implemented targeted academic skills workshops for international students, focusing on academic writing and critical thinking
- new on-campus cultural events included Persian New Year, Africa Day, Good Evening Vietnam and JapanTown. The QUT Ball was introduced for the first time in 2011 as a key flagship event in QUT's calendar, bringing together students from across all campuses and study disciplines to celebrate the achievements of QUT student volunteers and those in leadership roles.

### English language proficiency

Activities during 2011 to improve English language proficiency were enhanced by the Support for International Student Learning (SISL) project and other initiatives. The development of IELTS preparation courses for full-time and part-time students contributed to the SISL project. QUT's IELTS test centre became fully operational in 2011, and notable achievements included:

- 2950 tests were conducted during the year
- the centre was successfully audited by IELTS Australia
- the IELTS test centre was nominated in the top eight worldwide for best 'audit' and in the top six for biggest growth in enrolments worldwide of centres under 3000
- IELTS training programs commenced, with the full-time 15-week intensive coursework program for students aiming to achieve IELTS 7.

### International study experience

QUT aims that, by 2016, 10 per cent of all graduating students will have had an international study experience. A range of opportunities were provided in 2011, including:

- legendary Bollywood actor Amitabh Bachchan launched a Creative Industries travel bursary in the name of his late father, Dr Harivansh Rai Bachchan. The bursary will assist students who take part in exchange programs to India
- the Faculty of Education negotiated a study abroad exchange program with two European universities, and a student exchange program with Minnesota, USA
- some 30 undergraduate students from nursing, human movement studies, and public health studied overseas through outbound mobility placements
- funding from the Department of Education, Employment and Workplace Relations supported students undertaking community justice work in Thailand
- a record number of QUT Business School students took up short-term offshore study opportunities with more than 80 undergraduate and postgraduate students travelling to 15 different international destinations.

### BENCHMARKING ACTIVITIES

As part of the reform process led by Health Workforce Australia, QUT provided data on student clinical placements to a national study. Data will be used to assist in managing growth funding (which is intended to be recurrent) across training networks that are being established to increase clinical training capacity.

QUT Business School maintained its focus on the external environment to capture opportunities to expand its brand and reputation as well as respond to environmental changes. In the past eight years, the School has been involved in 14 major reviews, which included six international reviews, three thematic reviews, one corporate review and two federal government reviews.

In the Faculty of Science and Technology, the benchmarking of Business Process Management (BPM) courses nationally and internationally highlighted that the Master of Business Process Management at QUT is the only dedicated tertiary course for BPM in Australia, and one of the few in the world.

2011 marked the second year QUT participated in the International Student Barometer (ISB). QUT international students were invited to participate in the ISB in March 2011; a response rate of 35 per cent was higher than the Australian Technology Network, national and international averages. New initiatives such as the 2011 international cultural festivals and events program, designed to support greater interaction between domestic and international students on campus, were introduced in response to the 2010 survey.

Each year the Australian Universities International Directors' Forum commissions a benchmarking survey of outbound student mobility. The survey covers semester exchange, short-term programs and higher degree research.

QUT Library conducted the InSync Client Survey in late 2010. QUT's results were then benchmarked in separate reports against the Libraries of the Australian Technology Network and against eight other Australian university libraries, including five Group of Eight universities, during 2011. QUT achieved excellent results.

Benchmarking studies were also undertaken of the Student ePortfolio and QUT Blackboard, with data expected to be available in early 2012.



# Building QUT's research reputation

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

## HIGHLIGHTS

**Construction of the biggest project in QUT's history, the Science and Engineering Centre at Gardens Point campus, continued during the year.** When completed later in 2012, the new \$230 million centre will house QUT's new research institute focused on themes around science, technology, engineering and mathematics (STEM). A high-performance world-class analytical facility will provide central laboratory capacity to support research.

**During 2011, QUT performed strongly in the major national competitive grant rounds** with the award of 19 Australian Research Council (ARC) Linkage grants worth \$5 372 742 (Round 2, 2010 and Round 1, 2011); 17 ARC Discovery project grants worth \$4 734 000; and nine National Health and Medical Research Council (NHMRC) grants with a total value of \$5 004 675. In addition QUT was awarded two NHMRC fellowships worth \$727 460.

**Professor Peter Bartlett was awarded a Laureate Fellowship grant** from the ARC valued at \$2.78 million over six years. His research program will look at large-scale statistical machine learning.

**QUT was awarded 10 Discovery Early Career Research Awards (DECRA)s**, ranking ninth in the sector behind the Group of Eight (Go8). In terms of success rate, QUT ranked fifth in the sector. Total income from DECRA)s will be \$3.75 million.

**QUT was awarded four Future Fellowships** with a total income of \$3.63 million. QUT's success rate was 40 per cent which is well above the national average of 30.7 per cent and ranked twelfth in the sector along with four other universities.

**Professor Patsy Yates was again successful** in receiving funding from the Department of Health and Ageing to run both the Program of Experience in the Palliative Care Approach and the Palliative Care Curriculum for Undergraduates program for an additional three years (total funding \$11.8 million).

**Professor Nicholas Graves received NHMRC funding** to establish the Centre for Research Excellence in Reducing Healthcare Associated Infection. The Centre, one of only 15 funded in 2011, will receive funding of \$2 495 795.

**Three cooperative research centres (CRCs), in which QUT is a partner, were successful in their bids** for funding extensions, receiving a total of more than \$70 million in new funding: Automotive Australia 2020 (\$26 million), Polymers CRC (\$14.5 million), and National Plant Biosecurity CRC (\$29.7 million). A new CRC for Young People, Technology and Wellbeing, in which QUT is a partner, received funding of \$27 million over five years. The CRC will promote mental health and wellbeing through three complementary research programs.

**QUT performed exceptionally well** in the Australian Government's Excellence in Research for Australia (ERA) assessment framework with more than 70 per cent of QUT's assessable research ranked world standard or above.

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

Establishing a major and themed institute in the STEM area is a key plank of *Blueprint 3*. In 2011, the University Academic Board approved the establishment of the new institute with seven research themes:

- future energy systems and clean technologies
- secure and resilient infrastructure
- intelligent systems and adaptive communities
- healthy ecosystems and environmental monitoring
- sustainable tropical and sub-tropical production
- geo-systems and resources
- mathematics, computation, simulation and e-research.

A fundraising and engagement strategy was developed for the Science and Engineering Centre and the new institute. The strategy aims for a financial target of \$7 million over a four-year period.

During the year, the University maintained its focus on research potential and quality in staff recruitment with performance reports for all promotional rounds from the Research Activity Database and track record assessments for potential research-capacity applicants. The Faculty of Law recruited a number of new Early Career Academic and Development (ECARD) staff with doctorates in the discipline of law, to develop a stronger base of research-active staff in this field. The Faculty's cohort of Dean's Research Scholars in 2011 was the highest achieving group of students since the scheme was established, and these students will be encouraged to pursue research degrees in future, to further expand the Faculty's research capacity. The Institute for Creative Industries and Innovation developed a strategy around adjunct appointments, and supported three visiting academics and one adjunct professor in 2011.

### Success in competitive research grants, health research and centres of excellence

The QUT Blueprint aims for 'top-two' position in national competitive grants in at least five areas (education; creative industries; applied mathematics/statistics; information technology; and robotics, avionics and automation).

QUT's faculties and institutes were active in national competitive research grants, including:

- the Faculty of Built Environment and Engineering was awarded 14 ARC and NHMRC grants totalling \$5.3 million, was a partner in the successful CRC Automotive bid, and at the end of 2010 was successful in its rebid for the CRC in Infrastructure and Engineering Asset Management, winning a further three years of funding
  - three ARC Discovery, three ARC Linkage, five DECRA, two Future Fellowship and one Australian Laureate Fellowship applications were submitted by the Creative Industries Faculty to ARC funding schemes in 2011. The ARC Linkage application 'Social Media in Times of Crisis: Learning from Natural Disasters to Improve Future Strategies' (Bruns, Burgess, Crawford and Flew) was the only grant awarded in the Communication and Media Studies field of research in Australia
  - the Faculty of Education was the only one in an Australian university to receive two Faculty-led Discovery grants in curriculum and pedagogy with the highest overall funding in this category of \$653 000. The Faculty also obtained two DECRA's, two ARC Linkage grants, a Women in Research grant, and was involved in two Collaborative Research Network projects
  - the Faculty of Health's School of Human Movement Studies research team was awarded \$1.245 million to investigate heat stress associated with use of personal protective suits for bomb disposal. The project is jointly funded by the USA Department of Defence, the Department of the Prime Minister and Cabinet (Australia) and Australian state and territory bomb response units
  - the Faculty of Law was awarded an ARC Linkage grant for research on 'Futile Treatment at the End of Life: Legal, Policy, Sociological and Economic Perspectives', which is expected to have an impact on future public policy and practice
  - QUT Business School won two ARC Linkage grants and several ARC Discovery grants. Professor Benno Torgler was awarded an ARC Future Fellowship. This is an exceptional achievement with only five Future Fellowships awarded in economics research in the three years of the scheme's operation
- the Faculty of Science and Technology was a major contributor to QUT's research grant successes in 2011, achieving eight ARC Discovery grants, six ARC Linkage grants, four ARC DECRA grants, three NHMRC Project grants, and several other grants (e.g. Cancer Council Queensland, Marsden Fund New Zealand). The Faculty was a partner in two successful CRC bids: CRC for Plant Biosecurity and CRC for Polymers
  - Institute for Creative Industries and Innovation researchers were successful in six Linkage grants and three Discovery grants
  - projected external research income from competitive grants in the Institute of Health and Biomedical Innovation (IHBI) was more than \$26 million. Institute researchers secured NHMRC project funding of \$5 million, and in excess of \$1.5 million in funding from the ARC.

The Blueprint aims to distinguish QUT's health research by a focus on prevention and the use of technology for better health outcomes. In particular, the University strives to be a national research leader in nursing, wound healing, optometry, prostate cancer, and biomedical engineering:

- QUT is a partner in the new Queensland Children's Hospital Academic Research Facility with Queensland Health and The University of Queensland. Detailed planning for the construction of the building and governance of the research progressed throughout the year
- Professor Graham Kerr was awarded a Queensland International Fellowship to collaborate with Oxford University to research deep brain stimulation treatment for Parkinson's Disease, partnering with St Andrew's War Memorial Hospital, Brisbane
- research momentum was maintained around nursing and wound healing through the Centre for Palliative Care Education and Research, the Wound Management Innovation CRC and the Dementia Collaborative Research Centre
- prevention of chronic disease and reduction of morbidity and mortality continued as a research focus in 2011 through major projects such as the LANDMark study (diabetes), National Institute of Health studies (cancer), and research into injury prevention.

- the Health Services Research Innovation Centre—an IHBI and Royal Brisbane and Women’s Hospitals led collaboration between QUT, Queensland Health, The University of Queensland, Bond University, and St Andrew’s Medical Institute—was announced in December. The partners have contributed \$3.2 million over three years to build teams of researchers, clinicians and policy makers to address crucial challenges in healthcare delivery
- Professor Ken Beagley and Professor Peter Timms began trials of their Chlamydia vaccine in koalas. Results are promising, bringing the possibility of a human vaccine closer to reality.

Leading at least six nationally endorsed centres of excellence in thematic areas of strength is an aim of the Blueprint. QUT was awarded an NHMRC funded centre of excellence for the Centre of Research Excellence in Reducing Healthcare Associated Infection.

Other efforts to strengthen QUT’s research standing focused on:

- the Creative Industries Faculty, to develop and submit a high-quality CRC bid in the field of creative industries
- the QUT Business School, to develop a high-quality CRC bid in the area of social philanthropy
- the Faculty of Built Environment and Engineering, which established an externally funded tier-two research centre in smart transport as a collaboration between industry, government and academia. In 2011, this centre achieved significant international recognition as a world-class research and knowledge broker in smart transport solutions.

QUT became home to a scanning probe microscope that can be used to develop efficient and cheap plastic solar cells to charge laptops and mobile phones. The microscope is the only one of its kind in Queensland, with four others in Australia. The microscope was purchased with the help of \$800,000 in funding from the ARC and will be used by a consortium of universities.

#### **Impact through research-based involvement in public policy and practice**

QUT aims to strengthen impact through greater research-based involvement in public policy and practice. In 2011, public policy research with major federal and state government agencies continued in areas such as child protection, road safety, sun cancer prevention, nutrition, online mental health, and public health. The Faculty of Law’s work (with the Faculty of Education) in the field of reporting of child sexual abuse culminated in important changes to

legislation in Queensland. This is a direct result of research and advocacy through the ARC Discovery Project, ‘Teachers Reporting Child Sexual Abuse: Towards Evidence-based Reform of Law, Policy and Practice’, a major interdisciplinary and empirical study across three states.

The Victorian Government conducted an independent review of the implementation of the Standard Chart of Accounts (SCOA) developed by researchers in the Australian Centre for Philanthropy and Nonprofit Studies. Modelling indicates that the Victorian non-profit sector will save about \$3.1 million a year over the next 10 years. The SCOA implementation process was commended as a model for successful engagement with small and medium not-for-profit organisations.

#### **HDR completions**

QUT aims to have 350 annual HDR completions by 2016 and initiatives were introduced to increase completions, including:

- developing online forms for streamlined processing, and redesigning HDR forms so that only three levels of approval and sign-offs are required (previously up to five sign-offs were requested)
- enhancing and streamlining processes with one University-wide set of guidelines for accrediting HDR supervisors
- refining the Stage 2 guidelines
- ceasing the requirement for annual progress reports from HDR students in their first year
- developing a new Research Students Centre helpline
- reviewing the Nomination of Examiner Process.

Faculties and institutes reported that:

- in August, 18 Doctor of Philosophy students graduated along with four Doctor of Education students and four Master of Education (Research) students (Faculty of Education)
- a record 32 research students completed their studies (QUT Business School)
- at the time of reporting 46 students had completed, with an additional 39 students currently under examination (IHBI).

## BENCHMARKING ACTIVITIES

In preparation for its Corporate Review in 2012, IHBI undertook national and international benchmarking activity in 2011. This process will inform institute operations in 2012–2013.

QUT annually benchmarks its research income (particularly competitive grants performance) against the Australian Technology Network (ATN) and other Australian universities.

QUT participates in the National Survey on Research Commercialisation which benchmarks QUT against both Go8 and ATN universities.

QUT worked with the ATN universities to prepare a submission in response to the Australian Government's 2011 *Sustainable Research Excellence (SRE) Consultation Paper on Options for the Inclusion of ERA in SRE Funding Allocation Model*.

QUT, in consultation with the University's ERA Working Party, is preparing its ERA portfolio to the ARC for submission in March 2012.

As a major research faculty, Health worked closely with the Office of Research to assist preparation of QUT's ERA submission for the 2012 national benchmarking activity. The ERA benchmarking conducted in 2010 was used to identify areas of strength and strategies to build research capacity for this subsequent round.

# Developing a sustainable workforce



**Dr Carol Dickenson**  
Registrar and Head Administrative Services

## HIGHLIGHTS

**QUT maintained its focus on regeneration of the academic workforce** throughout 2011. Continued development and facilitation of the Early Career Academic Recruitment and Development (ECARD), Middle-Career Academic Development (MCAD) and Sessional Career Advancement Development (SCAD) programs were integral to this effort. The ECARD program had 61 participants, MCAD had 32 participants and SCAD had 68 participants.

**QUT conducted its fifth staff opinion survey in 2011.** These surveys are conducted every three years. The rating for the core dimension of 'QUT satisfaction' increased to 79 per cent from the 2008 score of 71 per cent. A separate survey was conducted of sessional academic staff.

**The University cemented its position as one the nation's preferred employers of women**, with the 'Employer of Choice for Women' award for the tenth consecutive year. QUT was one of 99 employing authorities across Australia to receive this award.

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

### Recruitment and workforce development programs

An aim of the QUT Blueprint is to enhance QUT's recruitment and workforce development programs, including leadership development. A number of programs were offered in 2011 for employees to increase their leadership capabilities, including the Leading Others Program, Strategic Leadership Program, Women in Leadership, and the Senior Leadership Group Annual Conference. Leaders are increasingly engaging in individual and executive team-based coaching to develop performance, improve engagement with staff, and to achieve change. Almost 100 staff participated in leadership survey tools during 2011 with subsequent debriefings and development identified.

Consultation occurred with senior staff on the development of a leadership capability framework. The framework will be launched in 2012 with related capability development modules available to selected senior staff in a pilot arrangement.

A critical component of strategic planning is ensuring that QUT's workforce is aligned with the future directions defined in *Blueprint 3*. Workforce planning facilitates this by defining QUT's future desired workforce and identifying strategies that will assist in achieving that workforce. The 2011 Workforce Planning Review focused on academic workforce regeneration, workforce profile, and strengthening leadership capability for the period 2011–2014.

Faculties and divisions considered workforce strategies within the framework of capacity, capability and culture (capacity: both actual number and deployment of positions; capability: knowledge and skill; culture: fostering successful service delivery and engaging the workforce).

Workforce initiatives to ensure capabilities and knowledge are retained and enhanced included the following staff development strategies:

- ECARD, MCAD and SCAD programs
- Coaching Conversations for Supervisors (performance management)
- ChangeWise and ChangeSMART – (change management capability)
- Responding to Emotional Behaviour, and Communication – from Conflict to Resolution

and the following retention strategies:

- reward and recognition programs including the Vice-Chancellor's Performance Fund and the Vice-Chancellor's Awards for Excellence
- 2011 staff opinion survey of all staff and separate survey of sessional academic staff
- workload management strategies for academic staff
- management support and engagement strategies for sessional academic staff
- succession planning for key senior management positions.

In 2011, 450 sessional academics attended the Sessional Academic Program (SAP). In second semester a revised SAP, featuring a three-tiered suite of programs enabling sessional staff to build capacity over the semester, was piloted.

Efforts were made to increase the number of externally funded fellowships. QUT submitted three ARC Laureate Fellowships and was successful in receiving one, and submitted 10 Future Fellowships and was successful in receiving four.

### Building academic quality and achieving major demographic change

QUT aims to maintain the momentum of building academic quality and achieving major demographic change by recruiting 500 people to the ECARD program and appointing 75 research capacity professors by 2016, including appropriate proportions of women and Indigenous people. During 2011 work towards realising this objective included the appointment of three research capacity building professors, bringing the total number of appointments



to 33 (of which nine are women), and running a research boot camp for early-to-mid-career academics to increase their awareness of support available.

In 2011, the proportion of Indigenous staff was 1.1 per cent (target of 1.5 per cent). There were 45 Indigenous staff members identifying as Aboriginal and Torres Strait Islander at November 2011. A Reconciliation Action Plan (RAP) is being developed for consultation and approval by QUT Council in early 2012. The employment focus of the RAP will be on increasing the number of Indigenous people in academic and research roles.

The percentage of senior women continues to increase, up slightly in 2011 to 36.9 per cent against the 2011 target of 40 per cent.

During 2011 significant efforts were directed towards managing a major change process in the faculties of Built Environment and Engineering and Science and Technology to create the new Science and Engineering Faculty, which will function from January 2012. The amalgamation of the two faculties was designed to strengthen offerings in the science, technology, engineering and mathematics (STEM areas), and in postgraduate coursework and customised education. This process was guided by a change proposal plan and regular consultation with staff and unions to help manage the staff translation and voluntary redundancy process.

The merger of the faculties of Science and Technology and Built Environment and Engineering resulted in 70 professional and academic staff voluntary redundancies. Organisational change in other parts of the University resulted in an additional 20 redundancies.

### **Staffing and workplace policies**

Staff wellness is promoted through the University's 'Wellness Matters' program, which provides resources, training and individual appraisals to encourage staff to attain and maintain healthy lifestyles. During 2011 the program engaged leaders, linked health and wellness activities with community events, and promoted health, safety and wellness to all QUT staff.

QUT has a number of initiatives such as employee enterprise agreements and policy provisions that support flexible work practices for employees, including employees who are carers, as defined by the *Carers (Recognition) Act 2008*. The University has implemented a work-life balance framework that encompasses a range of policies, programs and support structures, for example:

- flexible hours and variable hours arrangements – a staff member can request to vary their span of hours or their work pattern to suit their individual circumstances
- reduced working year scheme – a staff member can 'purchase' up to an additional eight weeks annual leave per year
- pre-retirement employment arrangements – in the lead-up to retirement an employee can negotiate reduced hours as part of retirement transition
- leave entitlements – generous maternity and partner leave entitlements are offered to staff, along with sick leave and additional personal leave entitlements to assist with 'carer' requirements, and special leave to serve with community groups including the Australian Defence Force and State Emergency Services
- job sharing (professional staff) – voluntary arrangement where staff share a position, with each staff member working on a part-time basis
- workload allocation guidelines.

An online *Manual of Policies and Procedures* in plain English keeps employees informed and educated about all workplace policies and entitlements including the carers charter. The University website, which was redeveloped with a staff gateway during 2011, also provides quick and concise information. A 'welcome to QUT' link targets new employees, ensuring all staff have relevant information and support. HR consultants also are available to help employees understand their various entitlements.

Work is currently underway to formalise additional work-life balance arrangements which are encouraged, and in place, on an ad-hoc basis throughout the University, including working-from-home arrangements. A website on the University's work-life balance framework has been drafted and is expected to go live early in 2012.



The terms and conditions of employment for the University's senior, academic and professional staff are provided for within the relevant industrial instrument listed below:

- QUT Employee Collective Agreement (Senior Staff) 2009–2012
- QUT Enterprise Bargaining Agreement (Academic Staff) 2010–2012
- QUT Enterprise Bargaining Agreement (Professional Staff) 2010–2012.

Work continued with faculties and divisions to provide appropriate performance, planning and review (PPR) training programs to encourage maximum participation, and support supervisors in ensuring employees receive optimum benefit from the PPR process. A program, 'Coaching Conversations for Supervisors', attracted about 100 participants. An online PPR training module, including conversation vignettes, has been completed for launch in early 2012.

Work also continued with faculties and divisions to respond to and address issues of inappropriate behaviour and incidents of misconduct. The QUT Staff Code of Conduct was revised and online Code of Conduct training was developed to guide all staff and visitors in making ethical decisions and acting in accordance with QUT's expectations of responsible behaviour. The online module was launched in December 2011 with requirements around completion of the module embedded in appointment documentation for new staff and in PPR documentation for all staff.

## **BENCHMARKING ACTIVITIES**

QUT has developed key performance indicators (KPIs) for student:staff ratios and the professional:academic staff ratio. These KPIs compare QUT's outcomes to prior years' averages for universities in the Australian higher education sector, the Group of Eight, Australian Technology Network and Queensland.

In 2011 QUT participated in the UniForum Professional Staff Benchmarking Activity with five other Australian and New Zealand universities. This resulted in benchmarking data on professional functions and activities which will be considered in future planning across the University.

Student and staff equity data is routinely benchmarked against past performance, against other universities, and against aspirational targets. Gender equity parameters relating to improved practice in promotion and training of women are compared annually.

# Building further QUT's community

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

## HIGHLIGHTS

**Significant infrastructure works continued on Gardens Point campus in 2011.** A program of upgrades on nine buildings was completed and construction continued on the \$230 million Science and Engineering Centre.

**QUT mounted a major exhibition across the William Robinson Gallery and Art Museum to commemorate William Robinson's seventy-fifth birthday.** The William Robinson exhibition attracted more than 500 guests and a commemorative book on the work of William Robinson was published and distributed nationally.

**Kelvin Grove Library was refurbished** at a cost of \$12.3 million.

**A range of new on-campus cultural events and activities were introduced,** along with increased collaboration with student clubs, the QUT Student Guild and the wider community.

**Work commenced on the new Caboolture campus library** building, which is due for completion in mid-2012.

**The Confucius Institute at QUT (CIQ) hosted 23 different types of training** including language (238 local teachers), Chinese culture and business. CIQ also organised 87 cultural events in 2011. Additionally the institute negotiated the signing of a memorandum of understanding with Education Queensland for a teacher training centre.

**The culture of giving at QUT was successfully promoted** and bolstered through the significant increase in staff giving to the Learning Potential Fund: from 182 in 2010 to 290 in 2011.

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

An aim of the QUT Blueprint is to make the University's two city campuses extremely attractive destinations for students, staff and the wider community, combining excellent facilities for research and learning with precincts offering social spaces, services and amenities including food, sport and recreation, and entertainment venues, which are high quality, health promoting, coordinated and convenient.

### Campus developments

The University's campuses were further developed during 2011 with completion of a \$50 million refurbishment program of more than 25 500 square metres of space in nine buildings

at Gardens Point, research facilities at Banyo, and the upgrade of the Kelvin Grove Library. These improvements offer high-quality social learning spaces and enable new approaches to laboratory, teaching and learning, research and office accommodation, with flexibility of use as an underpinning principle. Features of the high-use spaces that will help to build further QUT's sense of community include modular teaching and learning equipment, experiential learning environments, co-location of storage and technical staff, and wi-fi access throughout.

In advance of the opening of the new Science and Engineering Centre at Gardens Point campus in 2012, a retail strategy was prepared to enhance the quality and convenience of the services and amenities to be offered, including food, sport and recreation, and entertainment venues.

2011 continued to see technological innovation in physical learning spaces with a number of new tools and technologies slated for full release in the new Science and Engineering Centre in 2012. These include new multitouch screens for meeting rooms; a new software application (OWL) to encourage greater levels of lecture theatre interaction through student devices; and a new utility to allow remote control of theatres, classrooms and meeting spaces from any staff device. Pilot spaces were developed at Gardens Point and Kelvin Grove to provide academics with the opportunity to explore new pedagogical approaches, with communities of practice established to support the sharing of innovative practice and collaboration.

Specific developments in 2011 included:

- the Faculty of Education launched its new blended teaching and learning space in B240 at Kelvin Grove, and E Block staff office space was refurbished
- in the QUT Business School, Level 10 of Z Block underwent an extensive refurbishment program, providing more open-plan and user-friendly work spaces, with the consistent use of clear glass to enable greater natural light to penetrate work spaces and offices. The refurbishment also allowed for a well-defined entry to The Gibson Room, co-located on Level 10
- the Faculty of Science and Technology wet lab refurbishment project remodelled parts of R Block, E Block, M Block, H Block and Q Block at Gardens Point
- the Institute of Health and Biomedical Innovation's facilities improved significantly with the certification of the Physical Containment Level 3 laboratory. This will benefit researchers in the infectious diseases group, permitting detailed study of higher risk diseases including viruses.

## Community activities

A range of new on-campus cultural events and activities were introduced, along with increased collaboration with student clubs, the QUT Student Guild and the wider community. Harmony Day, Norwegian Constitution Day, The Singapore Spirit, East West Fest, M-Fest, Mid Autumn Moon Fest, Ramadan, Garba Night and Indian Independence Day were celebrated. New events on the cultural calendar included Persian New Year, Africa Day, Good Evening Vietnam and JapanTown—each offering food, dance and music of each of the regions. East West held two social soccer tournaments again, with strong participation from both international and local students.

The College of Excellence student conference was introduced in 2011 to bring together College of Excellence students, student leaders and mentors who seek more meaningful engagement on campus and with the wider community.

A record five Business Leaders' Forums were held during 2011, with a major highlight being Sir Richard Branson, founder of the Virgin Group, as guest speaker at a special QUT Business Leaders Forum luncheon. Other guest speakers in 2011 included Cameron Clyne, Chief Executive Officer, National Australia Bank; Gail Kelly, Chief Executive Officer and Managing Director, The Westpac Group; Andrew Forrest, Chief Executive Officer of Fortescue Metals Group; and Ahmed Fahour, Managing Director and Chief Executive Officer, Australia Post. The QUT Business Leaders' Forum continues to attract sell-out audiences and maintains its status as one of Brisbane's premier business events.

QUT Business School hosted the annual Queensland Business Leaders Hall of Fame 2011 Induction Dinner. 2011 inductees were AP Eagers Limited, Sir John Nosworthy CBE (C), Queensland National Bank, Royal Flying Doctor Service of Australia (Queensland Section), Rhonda White, Terry White AO, and Thiess Pty Ltd.

Under the Precincts Student Engagement Program, students and recent graduates are employed and trained in front-of-house and events work. In 2011, 38 new staff were inducted, and 28 students undertook internships.

In 2011, the Library conducted sessions for high school students at the Caboolture and Gardens Point campuses, as part of the University Experience days.

The Faculty of Education's School of Mathematics, Science and Technology Education hosted the FIRST LEGO League Tournament.

Activities that promote community engagement and build aspiration were conducted through the Health Clinics including:

- 'back to school' foot assessments at Kelvin Grove and Caboolture
- Healthy Foot Week screenings at Redland City Council offices, screening more than 70 council workers
- back-to-school vision screening (Kelvin Grove)
- University Experience days
- Nutrition Week 'make a healthy lunch box' activities at Kelvin Grove and Caboolture
- online dietetics consultations for Redland City Council workers and Caboolture and Kelvin Grove attendees of the Healthy Lunchbox workshops.

The Faculty of Science and Technology hosted the highly successful second annual Science Educators Symposium with 100 attendees from across the country.

The Independent Music Project at QUT's Gasworks Studio hosted the '100 Songs Project', involving 100 songs, 100 hours and 72 acts in six days. From an astounding 431 applicants, the final 72 acts were selected with assistance from 'Sounds Like Brisbane' labels. Songs were recorded, mixed, and mastered in four-hour sessions, then broadcast within hours of completion by radio stations Triple J and 4ZZZ. The project promoted and uncovered new talent in Brisbane's music scene, with 12 best artists launching a 'best of' album.

At Caboolture campus, activities included:

- Explore Uni program (1900 local school children on campus to experience university for a day)
- Student Business Competition (54 students from nine local schools)
- Science and Engineering Challenge on campus (220 local school children)
- Science in Schools program (30 primary school children on campus undertaking a range of science activities)
- QUT Equity Camp (485 students provided with a university experience)
- personal information sessions conducted with potential students to guide them through admissions processes and basic course advice (more than 120 sessions).

QUT aims to further develop its international and alumni networks and partnerships, and activities in 2011 included:

- alumni networks were used to support and assist real-world learning through mentoring and work integrated learning opportunities. These were profiled in *AlumniNews*, via dedicated emails to alumni and in speeches at events
- the annual Student Leadership Awards resulted in 10 awards being presented to students from all faculties. The QUT Student Guild supported the awards
- Outstanding Alumni Awards were made to 10 individuals and a special publication, *Inspire*, was prepared to celebrate 20 years of the awards. Two alumni received Alumni service awards.
- a 'Special Excellence in Research' category was added to the Outstanding Alumni Awards celebrations
- Two editions of *QUT Links* magazine were produced. Circulation has increased to 128 000. *AlumniNews* is now being emailed to some 45 000 people each month. AlumniNet has been opened up to postgraduate Business alumni and will be distributed further in 2012.
- The Brisbane Kindergarten Teachers' College Graduates and Friends Alumni Chapter celebrated 100 years since the predecessor institution commenced with the publication of an oral history.

#### **Agreements, partnerships and international events**

- The Alumni and Development Office renewed and maintained nine significant agreements, i.e. sponsored Chairs, scholarship support for higher degree research and research positions to a value of \$12.35 million.
- The Faculty of Built Environment and Engineering extended in-bound student exchange through a greater focus on opportunities with partner universities and increased visibility of outbound opportunities.
- The School of Nursing and Midwifery led a successful bid to form a Queensland chapter of the prestigious global network of nurses, Sigma Theta Tau International.
- An International Collaborative Centre for Community Health Research was established in Hue, Vietnam.
- Major conferences were hosted in the School of Law (Australasian Law Teachers' Association) and the School of Justice (Crime, Justice and Social Democracy conference), as well as the Human Rights and Governance Colloquium.
- The School of Economics and Finance hosted the ninth Biennial Pacific Rim Conference held by the Western Economics Association International. The National Centre for Econometric Research continued its collaboration with the Benheim Center for Finance at Princeton University

by hosting the two-day workshop, 'Frontiers in Financial Econometrics Workshop' at QUT.

- Two new international double masters degrees were signed with EDHEC Business School, France and Maastricht University School of Business and Economics, Netherlands.
- Boeing, the world's largest leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined, joined sponsors Macarthur Coal, Energex and Auscript as part of QUT Business School's Corporate Partners in Excellence Program.

#### **Staff awards and achievements**

- Four hundred and eighteen Vice-Chancellor's Performance Fund Awards were presented across individual and team, academic and professional staff categories. Two hundred and thirteen awards for outstanding individual performance were made across all faculties and divisions, with team awards presented to an additional 205 staff in 45 outstanding teams.
- Vice-Chancellor's Awards for Excellence were awarded to 62 staff.
- World Scientific publishers named Professor Dietmar Hutmacher as an author who is ranked by Thomson Reuters as one of the top 100 material scientists in the world.
- Associate Professor Clayton Adam was awarded a European Union Marie Curie International Incoming Fellowship at Laboratoire de Biomécanique at ENSAM ParisTech from April 2012.
- The 'Airports of the Future' Pilot Project, led by Professor Prasad Yarlagadda in partnership with Brisbane Airport Corporation, won the Engineers Australia 2011 Queensland Engineering Excellence Award in the Research and Development category.
- The Australian Research Centre for Aerospace Automation Smart Skies Project team won a Queensland iAward for research and development in information and communication technology.
- Professor Ted Steinberg received the 2011 Professor of the Year Award from ASTM International. The award recognises and rewards the contributions of educators in developing students' understanding of standards.
- Professor John Frazer won the 2011 ACADIA (Association for Computer Aided Design in Architecture) Award for Teaching Excellence, for innovative teaching in the field of digital architecture.

- Professor Terry Flew was appointed as a Commissioner to the Australian Law Reform Commission to chair the Classifications Review during 2011–2012.
- Associate Professor Helen Klaebe is one of just four Queensland researchers to be awarded a Queensland-Smithsonian Fellowship. She will trial innovative ways of evaluating the economic, cultural and audience impact of public programs at the Smithsonian Folk Life Festival in Washington DC.
- Staff in the Stronger Smarter Institute were successful in a tender to the Department of Education, Employment and Workplace Relations to assist in processes around funds distribution to identified focus schools.
- Professor Helen Edwards was awarded a Medal of the Order of Australia (OAM) in recognition of her service to nursing education and research and to professional associations.
- Professor Peter Coaldrake was awarded the Officer of the Order of Australia (AO) for distinguished service to higher education, particularly in Queensland, through a range of academic and executive roles, as an advocate for professional standards, to public sector policy management and reform, and to Australia-America relations.
- Professor David Atchison was awarded the prestigious American Optometric Foundation's Glenn A. Fry Award for his contribution to ophthalmic optics, myopia and optical aberrations.
- Professor Zee Upton received the 2011 Queensland Life Sciences Industry Achievement Award in recognition of her contribution to the performance and success of the industry and breadth of impact across the sector in Queensland.
- The Centre for Accident Research and Road Safety-Queensland received the Institutional Widmark Award in 2010 from the International Council on Alcohol, Drugs and Traffic Safety.
- Dr Rene Bakker, Postdoctoral Fellow in the Australian Centre for Entrepreneurship Research, was awarded the 2011 International Project Management Association Outstanding Research Contribution of Young Researcher.
- Professor Lidia Morawska was awarded the highest recognition from the Clean Air Society of Australia and New Zealand: the Clean Air Medal 'for her sustained and dedicated contribution to the understanding of fine particles in the air, their sources, their monitoring and their management'.

### Student achievements

- PhD student Aaron McFadyen was awarded a 2012 Endeavour Research Fellowship.
- PhD student Wesam Alsabban won the iENA (International Technical fair for inventions, new product ideas) Gold medal.
- Medical Engineering student and Dean's Scholar John Fox was awarded a Prime Minister's Australia Asia Outgoing Undergraduate Award.
- Urban and Regional Planning students again featured in the tertiary students section of the Planning Institute of Australia (Queensland) awards with their winning entry, 'West End: Building Social Resilience' plus merit awards for two other projects.
- Third-year Creative Writing student Kathy George won the 2011 Undergraduate Queensland Writing Prize for her work *Dirty Secrets*.
- Postgraduate Creative Writing student Kate Zahnleiter was joint winner of the Australia-wide 2011 Postgraduate Queensland Writing Prize.
- Master of Journalism student James Dillon's magazine *Battlespace* was voted Best Game Oriented Magazine in the 2011 Gaming Genius Awards at Comiccon in Montreal.
- QUT Business School's growing Student Case Competition Group was successful in international business case competitions throughout the year, with wins in the Thammasat Undergraduate Business Challenge in Thailand, and the Asian Business Case Competition in Singapore. The group also achieved second place in the National University of Singapore DBS International Case Competition.
- A team of fourth-year Pharmacy students won the Pharmacy Guild National Business Plan Competition.
- In the Pharmacy Student of the Year competition run by the Pharmaceutical Society of Australia, Madeline Orange (Bachelor of Pharmacy) won the state finals and Zeke Steindl (Bachelor of Pharmacy) won the Student of the Year for Australia.

### BENCHMARKING ACTIVITIES

A review of organisational structures around student service functions at campuses was undertaken in 2011. Detailed reviews of the operational functions of similar campuses, including support services, academic program delivery and governance structures are proposed for 2012.



# Focusing on sustainability



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

**Mr Stephen Pincus**, Executive Director (Finance and Resource Planning)

## HIGHLIGHTS

**QUT continued to perform well in terms of energy management**, with a reduction in energy consumption of 18 per cent since 2005.

**The new Science and Engineering Centre, due for completion in 2012, will be a model for sustainable building practices** and has already attained a 5-star Green Star rating in 'Education' for 'Design'. Also registered for rating in the Green Star 'As Built' category, the centre will become one of the highest rated 'green' buildings in the Brisbane central business district.

**The QUT website underwent a major redevelopment** which saw the launch of a new student gateway, a new site for external audiences and a new staff gateway. The website especially improves accessibility for prospective students and potential researchers.

**QUT introduced a new budgeting approach** and the Hyperion Planning Budget solution.

**Improved business processes** included the implementation of corporate-wide electronic forms, streamlining processes and improving speed and quality of information for sessional appointment processing; commencement of duties notifications; and travel application and approvals.

**The QUT Blackboard Reporting Project**, designed to enable various stakeholders to create self-serve reports out of the Learning Management System, successfully completed its pilot stage.

**The Creative Industries Digital Infrastructure Project was successfully launched.** The project is designed to meet a QUT-wide need to support, protect, manage and share digital assets. It will complete an enterprise-wide implementation of a rich media repository over a three-year period.

**QUT conducted a comprehensive financial systems gap analysis** culminating in the delivery of a roadmap for change that will provide a foundation for the achievement of significant cost savings and more effective management of resources, through strategic procurement practices and consolidation of fragmented resources.

**In 2011 QUT achieved an underlying operating margin of 5.8 per cent**, compared to the University's target for the margin to be 5 per cent over three years.

## OUTCOMES AND ACHIEVEMENTS AGAINST THE KEY PRIORITIES OF THE QUT BLUEPRINT

An aim of the Blueprint is to sharpen the focus on environmental sustainability through academic activities (coursework and research) and QUT's own operations, with a target reduction in energy use to 0.51 GJ/m<sup>2</sup> GFA by 2016. To this end, activities and achievements during 2011 included:

- two major online systems for safety problem reporting and investigations, and chemical manifests, were introduced. Early reporting and compliance has significantly increased with improved health and safety outcomes for QUT
- significant savings were achieved in cleaning costs and a program across campuses is encouraging students and staff to recycle waste
- procurement policy reforms were developed and implemented, embedding sustainability principles into QUT's procurement lifecycle decision processes
- sustainable practices and the reduction of energy usage were encouraged. Measures such as setting printers to double-sided printing, discouraging unnecessary printing, automatically shutting down equipment that is not in use, and encouraging staff use of the campus bus shuttle service were introduced
- the Faculty of Education held a successful Teaching and Learning Showcase on sustainability in teaching and learning contexts
- Caboolture campus was shortlisted for the Australasian Campuses Towards Sustainability Green Gown Awards.

QUT continued to integrate information and communications technologies into its teaching, research, business support functions and infrastructure:

- the Student Academic Management System (SAMS) was embedded successfully and all business milestones met
- the Q-Step admission application and assessment process was integrated into the standard QTAC process, and QTAC Admissions reporting through Business Intelligence was launched in preparation for the University's move to a 'demand-driven funding environment'
- the first phase of the business case framework review which included recommendations for improvements to costing, project prioritisation and benefits harvesting was completed for implementation within the Budget Model review in 2012



- International Strategy Information System (ISIS) Phase 4 reporting module enhancements were completed and implemented in the post-SAMS 'go-live' environment. The uptake of new international acceptance reports is positive across the University
  - information and communications technologies continued to be integrated into the University's research support functions and infrastructure. This entailed upgrading ResearchMaster and supporting improved functionality of ResearchMaster and the Research Activity Database
  - significant improvement to QUT's telecommunications infrastructure took place with the completion of a project to improve the resilience and redundancy of the PABX system which incorporated the roll-out of an extra 700 Voice-Over-IP telephones
  - QUT's research computation capability was doubled in 2011 and has been fully consumed as researchers take advantage of additional capacity. There has also been exponential growth in the use of QUT's Online Survey System (Key Survey) and data storage for researchers
  - QUT completed two major projects with the Australian National Data Service. These projects helped QUT to remain at the forefront of research data publishing—a rapidly emerging national and international issue. The first project commissioned a metadata hub which allows QUT research datasets to be published in Research Data Australia (a national 'eprints' site for research data collections) while the second project involved the publication of nationally significant research data collections that are held and/or being generated by several leading QUT research groups
  - Assignment Minder was redeveloped and a self-service assignment facility at Gardens Point campus was implemented in the latter half of the year
  - use of the AskQUT service continued to grow in 2011 with the number of queries rising from 4657 in 2009 to 54 906 in 2011. The number of searches rose from 110 398 in 2009 to 193 216 in 2011
  - increase in the use of self-checkout terminals at the Gardens Point and Kelvin Grove libraries continued with about 75 per cent of eligible loans at these campuses being processed through these terminals
  - QUT Virtual Mobile was launched for start of first semester, 2011. Feedback was very positive and use exceeds all expectations. QUT Virtual Mobile won a gold award in the Intranet Innovation Award 2011 by Step Two Designs, for the innovative approach in enabling easy access to frequently used intranet functions via mobile devices.
- QUT aims to strengthen and diversify its resource base to support the aims of *Blueprint 3* and maintain financial viability by achieving an appropriate underlying budget surplus. To support this aim:
- The 2011–2013 Consolidated Budget for the University was approved by QUT Council in December 2010. QUT undertook full re-forecasts of the University's 2011 budget in the first half and second half of 2011, which revised the full-year financial results based on changes to major influences (such as Commonwealth Government grants, student fee income, other external grants and changes to expenditure in various categories). For the underlying operating margin key performance indicator, in 2011 QUT achieved an underlying operating margin of 5.8 per cent, compared to the University's target for the margin to be 5 per cent over three years.
  - the University further developed its treasury function capability to effectively maximise returns of short-term cash holdings through active investment practices and reduce the risk of foreign currency exchange rate volatility impacting on expenditure budgets through effective hedging arrangements
  - 2011 SRE transparent costing and staff time allocation survey activities were implemented
  - the University exceeded its annual fundraising goal of \$20 million in 2011. At 31 October 2011 \$9.76 million in donations and bequests and \$12.35 million of corporate sponsorship was receipted through the Alumni and Development Office. The QUT International College remained financially stable in 2011, ensuring there is sufficient funding for future developments and that language and learning resources are used efficiently and effectively
  - bluebox continued the Proof of Concept (POC) Fund to enable the development of QUT intellectual property and to enhance QUT's commercial goal of reinforcing its applied emphasis and securing significant commercial and practical outcomes
  - the Creative Industries Faculty commenced a three-year initiative to improve teaching efficiency in 2011. This program is addressing areas such as lecture and tutorial delivery methods, the introduction of effective blended learning techniques, and management of the number and types of assessment items in each unit
  - the Faculty of Law and QUT Business School are collaboratively pursuing a commercialisation agenda to generate income from corporate education programs
  - in the QUT Business School, a new cost structure for Corporate Education programs was implemented

- the Faculty of Science and Technology sought to increase funding from commercial operations by implementing recommendations from the review undertaken in 2010. For the 10 months to the end of October 2011, the Faculty achieved \$3.326 million in gross revenue from commercial activities. This compares to a total of \$2.843 million for the full 2010 year.

## **BENCHMARKING ACTIVITIES**

QUT has established key performance indicators (KPIs) for philanthropy income, domestic fee-paying student income and annual energy intensity in GJ/m<sup>2</sup> GFA. These KPIs compare QUT's outcomes to prior years' averages for universities in the Australian higher education sector, Group of Eight, Australian Technology Network, and Queensland. Progress reporting on these KPIs is undertaken on a regular basis.

The University, via the Tertiary Education Facilities Management Association's annual Benchmark Survey, continues to benchmark its services against other institutions in the Australasian region. The annual survey, in which 94 per cent of Australian universities participate, collects and reports performance data in the following areas: maintenance, cleaning, security, grounds, refurbishments, parking, energy, water, carbon, strategic asset management, space management, environmentally sustainable development and customer satisfaction.

These benchmarking activities relate to campus services in areas of cleaning and grounds maintenance for cost comparisons. Average costs are used to inform our tendering process and green cleaning contract content.

The University Bookshop engaged in an Australia-wide campus booksellers benchmark activity and was named Australian Publishers' Association Campus Bookshop of the Year for the eighth consecutive year in 2011.

Learning Environments and Technology Services (LETS) participates and contributes to benchmarking activities through the Helpdesk Industry Association. Information collected has been used to inform and support an improvement program for these service desks. LETS also works with Facilities Management to survey the University's central teaching spaces. This survey seeks feedback from academic staff on the quality of the facilities, technology and useability of these spaces. Results inform future planning and the ongoing maintenance program of these teaching spaces to meet the needs of students and teaching staff.

# 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**

### **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.

# 2011 Summary of financial performance

The University has continued to manage its resources diligently to generate a solid surplus and maintain a strong balance sheet which supports a significant capital development plan within an increasingly competitive and resource intensive higher education sector.

The 2011 annual operating surplus was up when compared to 2010 due to several factors including the increased upfront recognition of multi-year consulting revenue from the Commonwealth, an increase in Commonwealth grants, and HECS Help and Fee Help Loan programs. These increases were partly offset by a drop in investment returns largely driven by unrealised losses due to the continuing volatility in equity markets, and higher cost of operations through investment in staffing and research capacity building initiatives.

The University's financial position remains strong, underpinned by considerable holdings of property, plant and equipment and liquid assets (cash and investments) with very low debt positions.

## INCOME STATEMENT

### *Income*

*(\$786 million, increased \$57 million or 8 per cent)*

Australian Government grants increased by \$24 million (8 per cent) through increases in Commonwealth Grant Scheme \$11 million; DIISR research grants \$3 million; capital grants \$6 million; and other Australian Government financial assistance \$4 million.

The Higher Education Loan Program payments contributed a further increase to income of \$10 million (7 per cent).

State and Local Government funding had a net increase of \$2 million (25 per cent).

Fee income from courses increased by just under \$16 million, though this figure includes revenue recognised for the first time for domestic higher degree research student fee waivers (\$6 million) which has a matching and offsetting increase in expense for miscellaneous scholarships issued by QUT. In prior years, no fees were raised and no offsetting scholarships were recognised in the University's accounts. Thus the net increase in 2011 for course income excluding QUT scholarships is approximately \$10 million (7 per cent).

Miscellaneous income increased by \$2 million (4 per cent) and consultancy and contract income increased by \$19 million (52 per cent), driven largely by the receipt of funding totalling \$14.5 million for the Focus School Next Step Initiative.

Investment income dropped by \$17 million, largely driven by unrealised losses due to the continuing volatility of domestic and international equity markets.

### *Expenses*

*(\$723 million, increased \$41 million or 6 per cent)*

Employee-related expenses were the largest contributor increasing by \$26 million (6 per cent) driven by a combination of factors including enterprise bargaining salary rate increases, and the introduction of a new entitlement for academic and senior staff to accrued annual recreation leave entitlements which were previously deemed to have been taken in the year they were earned. The Fair Work Australia Act prohibits deeming of leave taken and consequently leave liabilities have increased, though active management of these balances is being implemented and actioned to mitigate further cost pressures.

Depreciation and amortisation expense Increased by \$3 million (6 per cent) in line with expectations following the first full year of amortisation of the University's new Student and Academic Management System, which was implemented in November 2010.

Other expenses increased by \$14 million (7 per cent) though this result was skewed by the introduction of the recognition of QUT-provided scholarships for domestic higher degree research students (\$6 million), which has an equal and offsetting amount in the Student Fee income category. Thus the net increase in 2011 for other expenses excluding QUT scholarships is approximately \$8 million (4 per cent).

### *Operating Result and Margin*

*(\$63 million, increased \$16 million or 35 per cent)*

The University achieved a solid operating surplus of \$63.6 million or 8.1 per cent operating margin (2010: \$47.2 million or 6.5 per cent). This year's operating result represents an increase of \$16.4 million when compared to the prior year.

The 2011 result includes the upfront recognition of multi-year income for programs such as the Focus School Next Step Initiative and impacts of the abnormal income, expense and unrealised losses. When these impacts are excluded by applying a standard approach recommended by the Australian Institute of Company Directors, the underlying operating result and margin are \$43.4 million and 5.8 per cent respectively. This is a very positive result above the benchmark target rate of 5 per cent across the budget triennium.

## FINANCIAL POSITION

The Statement of Financial Position outlines the financial strength of the University and its capacity to meet current obligations and support long term priorities.

### *Net Assets*

*(\$1,195 million increased \$64 million or 6 per cent)*

QUT's net asset position as at 31 December 2011 was \$1195 million, representing an increase of \$63.8 million (6 per cent). This increase was driven by several key factors including:

- the increase in non-current assets totalling \$92 million driven by property, plant and equipment increases of \$87 million where the major contributor was the construction in progress of the Science and Engineering Centre at Gardens Point;
- the increase in non-current liabilities totalling \$6 million primarily associated with further draw downs and revaluations of interest free loans;
- a decrease in current assets totalling \$43 million driven by a decrease in cash and cash equivalents of \$13 million to cover cash flow needs in the capital program; the once-off net divestment in 2010 of the Carseldine campus and donated land totalling \$16 million; reduction of \$10 million in current receivables impacted by the change to the timing of student invoicing for first semester 2012; and a net reduction of \$4 million in other financial assets flowing from unrealised losses in investments;
- a decrease in current liabilities of \$21 million with the main contributor being the change in timing of invoicing student fees for first semester in 2012.

Buildings, land improvement and artworks were independently valued during 2011 though the revaluations did not impact materially on the asset base.

### *Liquidity Ratio (2.8:1)*

The University's liquidity ratio of current assets to current liabilities is currently placed at 2.8:1. This is well within the generally accepted better practice range for universities of 1.5 to 3.0. This outcome is at the higher end of the range but is deemed appropriate given the active management of funds held in cash and cash equivalents for the purpose of supporting the University's strategies and significant asset management plan.

In conclusion, the University produced a solid underlying operating result for 2011 and the financial position remains strong to support the University's budgeted plans, objectives and longer term aspirations.



**Queensland University of Technology**  
**Income statement**  
**For the year ended 31 December 2011**

		<b>Consolidated</b>		<b>Parent entity</b>	
	Notes	<b>2011</b>	2010	<b>2011</b>	2010
		<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Revenue from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	2	<b>321,712</b>	297,689	<b>321,712</b>	297,689
HECS-HELP - Australian Government payments	2	<b>136,784</b>	129,798	<b>136,784</b>	129,798
FEE-HELP	2	<b>14,810</b>	11,262	<b>14,810</b>	11,262
State and Local Government financial assistance	3	<b>11,805</b>	9,550	<b>11,685</b>	9,324
HECS-HELP - Student payments		<b>23,295</b>	22,378	<b>23,295</b>	22,378
Fees and charges	4	<b>164,228</b>	149,043	<b>163,901</b>	148,515
Investment revenue and income	5	<b>8,858</b>	25,720	<b>5,486</b>	22,471
Royalties, trademarks and licences	6	<b>99</b>	482	<b>90</b>	157
Consultancy and contracts	7	<b>55,730</b>	36,508	<b>55,692</b>	36,699
Other revenue and income	8	<b>52,935</b>	50,246	<b>53,327</b>	51,289
Total revenue from continuing operations		<b><u>790,256</u></b>	<u>732,676</u>	<b><u>786,782</u></b>	<u>729,582</u>
<b>Expenses from continuing operations</b>					
Employee related expenses	9	<b>435,485</b>	409,499	<b>433,656</b>	407,563
Depreciation and amortisation	10	<b>48,219</b>	45,625	<b>48,172</b>	45,605
Repairs and maintenance	11	<b>22,978</b>	24,913	<b>22,959</b>	24,885
Borrowing costs	12	<b>1,974</b>	536	<b>1,974</b>	536
Impairment of assets	13	<b>(8)</b>	2,024	<b>(17)</b>	1,811
Other expenses	14	<b>217,764</b>	203,152	<b>216,419</b>	201,979
Total expenses from continuing operations		<b><u>726,412</u></b>	<u>685,749</u>	<b><u>723,163</u></b>	<u>682,379</u>
<b>Operating result before income tax</b>		<b>63,844</b>	46,927	<b>63,619</b>	47,203
Income tax expense	15	-	-	-	-
<b>Operating result from continuing operations</b>		<b><u>63,844</u></b>	<u>46,927</u>	<b><u>63,619</u></b>	<u>47,203</u>
<b>Operating result attributable to members of Queensland University of Technology</b>	28(b)	<b><u>63,844</u></b>	<u>46,927</u>	<b><u>63,619</u></b>	<u>47,203</u>

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

**Queensland University of Technology**  
**Statement of comprehensive income**  
**For the year ended 31 December 2011**

		<b>Consolidated</b>		<b>Parent entity</b>	
		<b>2011</b>	2010	<b>2011</b>	2010
	Notes	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Operating result after income tax for the period</b>		<b>63,844</b>	46,927	<b>63,619</b>	47,203
Gain / (loss) on revaluation of land and buildings, net of tax	28	<b>(126)</b>	(48,861)	<b>(126)</b>	(48,861)
Gain / (loss) on revaluation of available for sale assets, net of tax	28	<b>74</b>	36	<b>255</b>	(255)
<b>Total other comprehensive income</b>		<b><u>(52)</u></b>	<u>(48,825)</u>	<b><u>129</u></b>	<u>(49,116)</u>
<b>Total comprehensive income attributable to members of Queensland University of Technology</b>		<b><u>63,792</u></b>	<u>(1,898)</u>	<b><u>63,748</u></b>	<u>(1,913)</u>

*The above statement of comprehensive income should be read in conjunction with the accompanying notes.*

**Queensland University of Technology**  
**Statement of financial position**  
**As at 31 December 2011**

	Notes	Consolidated			Parent entity		
		2011 \$'000	Restated 31/12/2010 \$'000	Restated 01/01/2010 \$'000	2011 \$'000	Restated 31/12/2010 \$'000	Restated 01/01/2010 \$'000
<b>Assets</b>							
<b>Current assets</b>							
Cash and cash equivalents	16	88,281	101,279	77,248	86,069	98,901	74,829
Receivables	17	47,125	57,075	45,885	46,712	56,826	45,747
Inventories	18	3,240	3,380	5,045	3,244	3,381	5,042
Other financial assets	19	171,535	175,651	179,953	171,445	175,579	179,953
Non-current assets classified as held for sale	21	-	15,729	-	-	15,729	-
<b>Total current assets</b>		<b>310,181</b>	<b>353,114</b>	<b>308,131</b>	<b>307,470</b>	<b>350,416</b>	<b>305,571</b>
<b>Non-current assets</b>							
Receivables	17	30,707	23,637	21,418	30,700	23,630	21,418
Other financial assets	19	36,437	37,106	28,946	38,495	39,316	30,942
Property, plant and equipment	22	926,789	839,514	865,172	926,738	839,418	865,073
Intangible assets	23	34,675	36,127	29,753	34,665	36,127	29,753
<b>Total non-current assets</b>		<b>1,028,608</b>	<b>936,384</b>	<b>945,289</b>	<b>1,030,598</b>	<b>938,491</b>	<b>947,186</b>
<b>Total assets</b>		<b>1,338,789</b>	<b>1,289,498</b>	<b>1,253,420</b>	<b>1,338,068</b>	<b>1,288,907</b>	<b>1,252,757</b>
<b>Liabilities</b>							
<b>Current liabilities</b>							
Trade and other payables	24	32,854	40,722	35,993	32,286	40,351	35,297
Provisions	26	55,380	46,733	44,377	55,278	46,648	44,287
Other liabilities	27	20,777	42,178	15,525	20,777	42,178	15,488
<b>Total current liabilities</b>		<b>109,011</b>	<b>129,633</b>	<b>95,895</b>	<b>108,341</b>	<b>129,177</b>	<b>95,072</b>
<b>Non-current liabilities</b>							
Trade and other payables	24	150	282	-	-	-	-
Borrowings	25	13,499	7,948	6,693	13,499	7,948	6,693
Provisions	26	16,671	15,608	12,625	16,642	15,589	12,611
Other liabilities	27	4,431	4,792	5,075	4,431	4,786	5,062
<b>Total non-current liabilities</b>		<b>34,751</b>	<b>28,630</b>	<b>24,393</b>	<b>34,572</b>	<b>28,323</b>	<b>24,366</b>
<b>Total liabilities</b>		<b>143,762</b>	<b>158,263</b>	<b>120,288</b>	<b>142,913</b>	<b>157,500</b>	<b>119,438</b>
<b>Net assets</b>		<b>1,195,027</b>	<b>1,131,235</b>	<b>1,133,132</b>	<b>1,195,155</b>	<b>1,131,407</b>	<b>1,133,319</b>
<b>Equity</b>							
Reserves	28(a)	361,386	359,114	404,373	361,276	358,823	404,373
Retained earnings	28(b)	833,641	772,121	728,759	833,879	772,584	728,946
Parent entity interest		1,195,027	1,131,235	1,133,132	1,195,155	1,131,407	1,133,319
<b>Total equity</b>		<b>1,195,027</b>	<b>1,131,235</b>	<b>1,133,132</b>	<b>1,195,155</b>	<b>1,131,407</b>	<b>1,133,319</b>

The above statement of financial position should be read in conjunction with the accompanying notes.



**Queensland University of Technology**  
**Statement of cash flows**  
**For the year ended 31 December 2011**

		<b>Consolidated</b>		<b>Parent entity</b>	
		<b>2011</b>	2010	<b>2011</b>	2010
	Notes	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Cash flows from operating activities</b>					
Australian Government grants received	2(i)	<b>469,916</b>	461,332	<b>469,916</b>	461,332
OS - HELP (net)	38.8	<b>22</b>	3	<b>22</b>	3
State Government grants received	3	<b>7,292</b>	8,359	<b>7,172</b>	8,133
Local Government grants received	3	<b>28</b>	125	<b>28</b>	125
HECS-HELP - Student Payments		<b>23,295</b>	22,378	<b>23,295</b>	22,378
Receipts from student fees and other customers		<b>258,510</b>	183,922	<b>258,086</b>	182,125
Dividends received	5	<b>132</b>	-	<b>132</b>	-
Interest received	5	<b>7,038</b>	5,194	<b>6,963</b>	5,119
Payments to suppliers and employees (inclusive of GST)		<b>(679,319)</b>	(603,427)	<b>(675,991)</b>	(597,529)
Interest paid	12	<b>-</b>	-	<b>-</b>	-
<b>Net cash provided by / (used in) operating activities</b>	<b>36</b>	<b><u>86,914</u></b>	<u>77,886</u>	<b><u>89,623</u></b>	<u>81,686</u>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		<b>953</b>	245	<b>953</b>	245
Proceeds from sale of investments		<b>-</b>	164	<b>-</b>	164
Refund of imputation credits from ATO		<b>500</b>	450	<b>500</b>	450
Distributions received		<b>18,160</b>	14,029	<b>18,160</b>	14,029
Advances of cash into investment fund		<b>(18,160)</b>	(14,029)	<b>(18,160)</b>	(14,029)
Recall of cash from investment fund		<b>-</b>	17,646	<b>-</b>	17,646
Payments for additional investment in subsidiary		<b>-</b>	-	<b>(2,566)</b>	(3,813)
Payments for property, plant and equipment		<b>(112,827)</b>	(68,446)	<b>(112,804)</b>	(68,390)
Payment for intangible assets		<b>(1,995)</b>	(7,117)	<b>(1,995)</b>	(7,117)
<b>Net cash provided by / (used in) investing activities</b>		<b><u>(113,369)</u></b>	<u>(57,058)</u>	<b><u>(115,912)</u></b>	<u>(60,815)</u>
<b>Cash flows from financing activities</b>					
Queensland Government loan - Smart State Research Facilities Fund		<b>13,457</b>	3,200	<b>13,457</b>	3,200
Proceeds from customer deposit		<b>-</b>	2	<b>-</b>	-
<b>Net cash provided by / (used in) financing activities</b>		<b><u>13,457</u></b>	<u>3,202</u>	<b><u>13,457</u></b>	<u>3,200</u>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(12,998)</b>	24,030	<b>(12,832)</b>	24,071
Cash and cash equivalents at the beginning of the financial year		<b><u>101,279</u></b>	<u>77,248</u>	<b><u>98,901</u></b>	<u>74,829</u>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>16</b>	<b><u>88,281</u></b>	<u>101,278</u>	<b><u>86,069</u></b>	<u>98,900</u>

The above statement of cash flows 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 these financial statements 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 the Queensland University of Technology (QUT) as the parent entity and the consolidated entity consisting of QUT and its subsidiaries.

### (a) Basis of preparation

The annual financial statements represent the audited general purpose financial statements, which have been prepared on an accrual basis in accordance with Australian Accounting Standards, AASB Interpretations, the requirements of the Department of Education, Employment and Workplace Relations and other State/Australian Government legislative requirements.

#### *Compliance with IFRSs*

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

#### *Date of authorisation for issue*

The annual financial report was authorised for issue by the Audit and Risk Management Committee on delegation of University Council as per the Certificate of the Queensland University of Technology.

#### *Historical cost convention*

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, 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 2011 there were no such disclosures to report.

#### *Changes in accounting policy and methodology and prior period error*

In 2011, included for the first time in the University's operating results is revenue recognised for domestic Higher Degree Research scholarships provided by QUT. An equal and offsetting expense has been accounted for under Miscellaneous Scholarships. In prior years, no fees were raised and no offsetting scholarships were recognised in the University's account. Comparative results for 2010 have not been adjusted as there is no adequate and reliable estimates for the value of the 2010 domestic Higher Degree Research scholarships provided.

During the preparation of the consolidated accounts it was identified that an amount of \$282,410 had been incorrectly classified as a current trade and other payables in 2010 when it should have been classified as non-current trade and other payables. This figure has been reclassified in the restated consolidated results for 2010.

As part of the annual review of accrued expenses and other payables, an error was identified in the opening balance of the prior year. This error related to funds arising from outside consulting work undertaken by QUT academics which had been incorrectly reported as a liability. This error impacts only on the Statement of Financial Position and has been corrected through a prior period adjustment.

## 1 Summary of significant accounting policies (continued)

The effect of this adjustment on the consolidated and parent entities is set out in the table below:

	Consolidated						Parent					
	Restated	Restatement	Original	Restated	Restatement	Original	Restated	Restatement	Original	Restated	Restatement	Original
	31/12/2011	in 2011	31/12/2011	01/01/2010	Adjustment	31/12/2009	31/12/2010	in 2010	31/12/2010	01/01/2010	Adjustment	31/12/2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Liabilities</b>												
<b>Current liabilities</b>												
Trade and other payables	40,722	(2,812)	43,534	38,993	(2,381)	38,573	40,201	(2,381)	42,821	38,297	(2,594)	37,877
Provisions	46,733	0	46,733	44,377	0	44,377	46,848	0	46,848	44,787	0	44,287
Other liabilities	42,179	0	42,179	16,625	0	16,625	42,178	0	42,178	16,438	0	16,438
<b>Total current liabilities</b>	<b>129,634</b>	<b>(2,812)</b>	<b>132,446</b>	<b>99,995</b>	<b>(2,381)</b>	<b>98,475</b>	<b>129,227</b>	<b>(2,381)</b>	<b>131,727</b>	<b>99,522</b>	<b>(2,594)</b>	<b>97,652</b>
<b>Non-current liabilities</b>												
Trade and other payables	282	202	0	0	0	0	0	0	0	0	0	0
Borrowings	7,948	0	7,948	6,693	0	6,693	7,948	0	7,948	6,693	0	6,693
Provisions	15,608	0	15,608	12,625	0	12,625	15,589	0	15,589	12,611	0	12,611
Other liabilities	4,792	0	4,792	6,075	0	6,075	4,786	0	4,786	5,662	0	5,662
<b>Total non-current liabilities</b>	<b>28,630</b>	<b>202</b>	<b>29,348</b>	<b>24,393</b>	<b>0</b>	<b>24,393</b>	<b>28,323</b>	<b>0</b>	<b>28,323</b>	<b>24,566</b>	<b>0</b>	<b>24,368</b>
<b>Total liabilities</b>	<b>158,264</b>	<b>(2,610)</b>	<b>160,843</b>	<b>129,288</b>	<b>(2,381)</b>	<b>127,898</b>	<b>157,550</b>	<b>(2,381)</b>	<b>160,080</b>	<b>124,088</b>	<b>(2,594)</b>	<b>122,020</b>
<b>Net assets</b>	<b>1,131,235</b>	<b>2,580</b>	<b>1,128,655</b>	<b>1,133,132</b>	<b>2,580</b>	<b>1,130,552</b>	<b>1,131,467</b>	<b>2,580</b>	<b>1,128,827</b>	<b>1,133,599</b>	<b>2,580</b>	<b>1,130,739</b>
<b>Equity</b>												
Reserves	368,114	0	368,114	404,373	0	404,373	368,823	0	368,823	404,373	0	404,373
Retained earnings	772,121	2,580	769,541	728,769	2,580	726,179	772,644	2,580	770,064	728,948	2,580	726,368
Parent entity interest	1,131,235	2,580	1,128,655	1,133,132	2,580	1,130,552	1,131,467	2,580	1,128,827	1,133,599	2,580	1,130,739
<b>Total equity</b>	<b>1,131,235</b>	<b>2,580</b>	<b>1,128,655</b>	<b>1,133,132</b>	<b>2,580</b>	<b>1,130,552</b>	<b>1,131,467</b>	<b>2,580</b>	<b>1,128,827</b>	<b>1,133,599</b>	<b>2,580</b>	<b>1,130,739</b>

### (b) Basis of consolidation

#### (i) Subsidiaries

The consolidated financial statements incorporate the results, assets and liabilities of all subsidiaries of QUT (parent entity) as at 31 December 2011. 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 University. 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.

#### (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.

#### (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 35.

##### Joint venture entities

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

## 1 Summary of significant accounting policies (continued)

### (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 and it is probable that the future economic benefits will flow to the consolidated entity; and 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 (refer note 2). 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.

#### (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
- QUT bluebox Trust
- Creative Industries Precinct Pty Ltd

## 1 Summary of significant accounting policies (continued)

For the 2011 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 tax liability or the deferred tax asset 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 22). As at 31 December 2011, 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 32). 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.

### (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 statement of cash flow presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, term deposits, and other short-term, highly liquid investments. These investments have 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 statement of financial position.

### (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. Cash flows relating to short term receivables are not discounted if the effect of discounting is immaterial, as their carrying amount is assumed to approximate their fair value.

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 uncollectable 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. 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 against 'impairment of assets'. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables, with subsequent recovery of amounts previously written off credited against 'impairment of assets' in the income statement.

## 1 Summary of significant accounting policies (continued)

### (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 continued 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.

During 2010 the consolidated entity began negotiations with the Queensland State Government for the transfer of its Carseldine Campus, which included both the land and buildings. As a result these assets were reclassified as held for sale and carried at their fair value less costs to sell. Settlement of the Carseldine sale took place on 25 February 2011.

In late 2010 the consolidated entity also reclassified a block of land from 'Inventories' to 'Non current assets classified as held for sale' and listed the land for sale. The land was carried at its fair value less costs to sell. Settlement of the land took place on the 30th of May 2011.

### (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; loans and receivables; and available-for-sale financial assets. 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. Financial assets in this category are classified as current assets, if acquired principally for the purpose of selling in the short term, or as non-current assets if management does not intend to dispose of the investment within 12 months of the statement of financial position date.

The University classifies a portion of its investments with Queensland Investment Corporation (QIC) as non-current assets, which represent the endowment funds. These investments are used to fund scholarships, prizes, sponsorships and research initiatives.

#### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets. Loans and receivables are included in receivables in the statement of financial position.

#### (iii) Available-for-sale financial assets

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the statement of financial position date.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.



## 1 Summary of significant accounting policies (continued)

### (n) Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The University designates certain derivatives as either; (1) hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); or (2) hedges of highly probable forecast transactions (cash flow hedges).

#### (i) Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the income statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

#### (ii) Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the income statement within other income or other expense.

Amounts that have been recognised in other comprehensive income are reclassified from equity to profit or loss as a reclassification adjustment in the periods when the hedged item affects profit or loss (for instance when the forecast sale that is hedged takes place). The gain or loss relating to the effective portion of forward foreign exchange contracts hedging export sales is recognised in the income statement within 'sales'.

When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss that has been recognised in other comprehensive income from the period when the hedge was effective shall remain separately in equity until the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was recognised in other comprehensive income shall be reclassified to profit or loss as a reclassification adjustment.

#### (iii) Derivatives that do not qualify for hedge accounting

Certain derivative instruments do not qualify for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in the income statement and are included in other income or other expenses.

### (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 statement of financial position 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.

### (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.

## 1 Summary of significant accounting policies (continued)

Buildings which are capable of disaggregation into significant components are recorded as complex assets, so that the significant components and their remaining service potential are identified and depreciated independently to provide more reliable and relevant information. Buildings which are not capable of disaggregation into significant components are recorded as minor buildings.

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 fair value 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. However, artwork donated to the consolidated entity is recorded at the consolidated entity's estimate of fair value in the year of donation.

## 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. An assets' useful life is reviewed and adjusted if necessary each year. The following is a schedule of useful lives allocated to new assets:

Category	Life (years)
Buildings	20 - 100
Plant and equipment:	
Motor vehicles	5
IT equipment	3 - 8
Other plant and equipment	3 - 20
Leasehold improvement assets	Unexpired period of the lease
Heritage and cultural assets	100 - 120

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

An independent valuation of land, based on fair value, is carried out at least every five years and indexed in intervening years. In accordance with these requirements the next independent valuation will occur in 2014.

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

An independent valuation of buildings (including heritage and land improvements), based on fair value, being depreciated replacement cost, is carried out at least every five years and is indexed in intervening years. In accordance with these requirements an independent valuation of the buildings occurred in 2011.

## 1 Summary of significant accounting policies (continued)

In accordance with Queensland State Treasury policy, accumulated depreciation is restated following revaluation, 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 from revaluation of buildings are credited to the asset revaluation reserve in other comprehensive income. 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 through other comprehensive income 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 independently valued or indexed.

### (iv) *Leasehold improvement assets*

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

### (v) *Heritage and cultural assets*

An external, independent valuation of the QUT Museum collections, based on fair value, being current market value, is carried out at least every five years and indexed in intervening years. In accordance with these requirements an independent valuation of the museum art collections occurred in 2011.

Increases in the carrying amount arising from revaluation of the art collection are credited to asset revaluation reserve in other comprehensive income. 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 may only be offset against one another within a class of non-current assets.

## Indexations

Indexation is undertaken annually across a range of asset classes within property, plant and equipment, when an independent valuation is not scheduled to take place.

The consolidated entity indexes buildings (including heritage and land improvements) using rates from the Australian Bureau of Statistics. Buildings are indexed using the 'Non-residential Construction - Implicit Price Deflator Total Non-residential Building' and land improvements using the 'Engineering Construction - Work Done Implicit Price Deflator'. The next indexation will occur in 2012.

The consolidated entity's land values are indexed using rates provided by an independent valuer on a 'per campus' basis. In 2011 the consolidated entity's land values were indexed as follows: Gardens Point and Kelvin Grove Campuses 0% (2010 Gardens Point and Kelvin Grove Campuses 3.8%; and Carseldine Campus 3.3%)

The University's heritage and cultural assets are indexed using rates provided by the University's Art Curator. The next indexation will occur in 2012.

## (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, including software development, relating to the design and testing of a new or improved product is recognised as an intangible asset after considering whether: it is commercially and technically feasible; it is probable that the project will be completed and will generate future economic benefits; its cost can be measured reliably; and the cost is greater than \$100,000. The capitalised expenditure comprises all directly attributable costs, including costs of materials, services and direct labour. 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 10 years.

## 1 Summary of significant accounting policies (continued)

### (ii) Computer software

Computer software is stated at historical cost less amortisation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Computer software is amortised using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 3 to 15 years.

### (iii) Trademarks and licences

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

### (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 statement of financial position date. Borrowings are removed from the statement of financial position 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) Key executive management personnel and remuneration

Key executive management personnel and remuneration disclosures are made in accordance with DEEWR Guidelines and the Financial Reporting Requirements for Queensland Government Agencies issued by Queensland Treasury.

**1 Summary of significant accounting policies (continued)**

• *Key Executive Management Personnel*

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the University during 2011.

Position	Responsibilities	Contract classification and appointment authority	Date appointed to position (Date resigned from position)
Vice Chancellor	The Vice Chancellor (VC) is responsible for the operation of the University.	The QUT Act provides University Council with the authority to approve recommendations to appoint the VC and the VC's remuneration is determined by the Chancellor's Committee on delegation from QUT Council.	Appointed April 2003
Deputy Vice Chancellor, Academic	The Deputy Vice Chancellor (DVC), Academic is responsible for the academic standards of the University.	The VC has the authority to appoint the DVC, Academic and determine remuneration as set out in the QUT Manual of Policies and Procedures (MOPP)	Appointed August 2009
Deputy Vice Chancellor, Research and Commercialisation	The DVC, Research and Commercialisation is head of the Division of Research and Commercialisation and is responsible to the VC for leading the University's research and commercialisation agendas.	The VC has the authority to appoint the DVC Research and Commercialisation as set out in the QUT MOPP	Appointed January 2008
Deputy Vice Chancellor, Technology, information & Learning support	The DVC, Technology, Information and Learning Support is head of the Division of Technology, Information and Learning Support, and is responsible to the VC for leading and coordinating the University's technology, information and learning support functions.	The VC has the authority to appoint the DVC, Technology, information & Learning support as set out in the QUT MOPP	Appointed July 2003
Deputy Vice Chancellor, International & Development	The DVC, International and Development is head of the Division of International and Development, and is responsible to the VC for leading the University's international, development and engagement activities.	The VC has the authority to appoint the DVC, International & Development as set out in the QUT MOPP	Appointed February 2008
Deputy Vice Chancellor, Learning & Teaching	The DVC, Learning and Teaching is responsible to the Vice-Chancellor for leading improvements and advancements in teaching and learning quality in the University.	The VC has the authority to appoint the DVC, Learning & Teaching as set out in the QUT MOPP	Appointed February 2011
Registrar & Head, Administrative Services	The Registrar is head of the Division of Administrative Services, Secretary to Council and the chief administrative officer of the University, responsible to the VC for the administration of the University.	The VC has the authority to appoint the Registrar as set out in the QUT MOPP	Appointed April 2002
Executive Director, Finance & Resource Planning	The Executive Director, Finance and Resource Planning is head of the Division of Finance and Resource Planning, and is responsible to the VC for the finances and planning functions of the University.	The VC has the authority to appoint the Executive Director, Finance & Resource Planning as set out in the QUT MOPP	Appointed March 2009

• *Remuneration*

Remuneration policy for the university's key executive management personnel is determined by the Vice Chancellor and reviewed by the Chancellor's Committee. The remuneration for the Vice Chancellor is determined by the Chancellor's Committee. Remuneration and other terms of employment for the key executive management personnel are outlined in the Employee Collective Agreement (Senior Staff) 09-12 and under individual employment contracts. University policy provides for the provision of performance related bonuses and other benefits which can include motor vehicles. During the 2011 year, key management personnel salaries were benchmarked to market and overall remuneration (excluding leave accruals) for this group increased by 6.5%.

Remuneration packages for key executive management personnel comprise the following components:-

Short term employee benefits which include:

- ◆ Base – consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
- ◆ Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long term employee benefits include long service leave accrued.

## 1 Summary of significant accounting policies (continued)

Post employment benefits include superannuation contributions.

Redundancy for non contracted appointments, the Employee Collective agreement provides the notice period to be given. For contracted staff the individual employment contract will provide the terms and conditions of redundancy that will apply.

Performance bonuses may be paid or payable annually depending upon satisfaction of key criteria. Performance payments of the key executive management are capped at 10% of total fixed remuneration and the Vice Chancellor's is capped at 15%. In exceptional circumstances QUT policy does allow for a bonus of 20% of total fixed remuneration. The amounts payable are tied to the achievement of pre-determined individual targets and organisational performance. The Vice Chancellor's bonus is determined by the Chancellors Committee and approved by QUT Council.

### (ii) Annual leave

The liability for annual leave is recognised in current provisions for employee benefits as it is due to be settled within 12 months after the end of the reporting period. It is measured at the amount expected to be paid when the liability is settled. Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it would be classified as a non-current liability.

### (iii) Wages and salaries

Liabilities for wages and salaries, including non-monetary benefits, 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.

### (iv) 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 approximate the estimated future cash outflows.

### (v) 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 deemed 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.

### (vi) Termination benefits

Termination benefits are payable when employment is terminated before the nominated appointment end 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 statement of financial position 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 statement of financial position.

### (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.



## 1 Summary of significant accounting policies (continued)

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 statement of financial position.

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

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2011 reporting period. QUT will not be early adopting any of these standards as instructed by the Queensland Government financial reporting requirements for state government agencies and the Australian Government DEEWR reporting guidelines.

There are no new Accounting Standards and Interpretations applicable to the 31 December 2011 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 Director, Corporate Finance (Chief Finance Officer) at the date of signing the Management Certificate.

### (ac) Non-adjusting events after the end of the reporting period

None

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

	Notes	Consolidated 2011 \$'000	2010 \$'000	Parent entity 2011 \$'000	2010 \$'000
<b>(a) Commonwealth Grants Scheme and Other Grants</b>					
	38.1				
Commonwealth grant scheme <sup>#1</sup>		209,382	198,820	209,382	198,820
Indigenous support program		1,354	1,495	1,354	1,495
Partnership & participation program <sup>#2</sup>		3,604	2,084	3,604	2,084
Workplace reform program		-	-	-	-
Workplace productivity program		-	303	-	303
Learning & teaching performance fund		-	-	-	-
Capital development pool		4,303	870	4,303	870
Diversity & structural adjustment fund <sup>#3</sup>		725	(42)	725	(42)
Improving the practical component of teacher education initiative		-	-	-	-
Transitional cost program		781	1,056	781	1,056
<b>Total Commonwealth Grants Scheme and Other Grants</b>		<b>220,149</b>	<b>204,586</b>	<b>220,149</b>	<b>204,586</b>
<b>(b) Higher Education Loan Programs</b>					
	38.2				
HECS-HELP		136,784	129,798	136,784	129,798
FEE-HELP <sup>#4</sup>		14,810	11,262	14,810	11,262
<b>Total Higher Education Loan Programs</b>		<b>151,594</b>	<b>141,060</b>	<b>151,594</b>	<b>141,060</b>
<b>(c) Scholarships</b>					
	38.3				
Australian postgraduate awards		5,629	4,424	5,629	4,424
International postgraduate research scholarship		572	501	572	501
Commonwealth education cost scholarships <sup>#5</sup>		2,660	4,492	2,660	4,492
Commonwealth accommodation scholarships <sup>#5</sup>		82	45	82	45
Indigenous access scholarships		404	153	404	153
<b>Total Scholarships</b>		<b>9,347</b>	<b>9,615</b>	<b>9,347</b>	<b>9,615</b>
<b>(d) DIISR Research</b>					
	38.4				
Joint research engagement program <sup>#6</sup>		8,842	7,706	8,842	7,706
Research training scheme		16,081	15,174	16,081	15,174
Research infrastructure block grants		3,559	3,350	3,559	3,350
Implementation assistance program		-	85	-	85
Australian scheme for higher education repositories		-	-	-	-
Commercialisation training scheme		207	160	207	160
Sustainable research excellence in universities		2,153	1,421	2,153	1,421
<b>Total DIISR Research Grants</b>		<b>30,842</b>	<b>27,896</b>	<b>30,842</b>	<b>27,896</b>
<b>(e) Voluntary Student Unionism</b>					
	38.5				
VSU transition fund		-	-	-	-
<b>Total VSU</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(f) Other Capital Funding</b>					
	38.6				
Better universities renewal funding		-	-	-	-
Teaching and learning capital fund		-	-	-	-
Education investment fund		25,000	22,500	25,000	22,500
<b>Total Other Capital Funding</b>		<b>25,000</b>	<b>22,500</b>	<b>25,000</b>	<b>22,500</b>

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

	Notes	Consolidated		Parent entity	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>(g) Australian Research Council</b>	38.7				
<b>(i) Discovery</b>	38.7(a)				
Project		4,549	4,562	4,549	4,562
Fellowships		1,015	264	1,015	264
Indigenous researchers development		-	-	-	-
Total Discovery		<u>5,564</u>	<u>4,826</u>	<u>5,564</u>	<u>4,826</u>
<b>(ii) Linkages</b>	38.7(b)				
Infrastructure		910	800	910	800
International		-	23	-	23
Projects		6,569	7,773	6,569	7,773
Total Linkages		<u>7,479</u>	<u>8,596</u>	<u>7,479</u>	<u>8,596</u>
<b>(iii) Networks and Centres</b>	38.7(c)				
Centres		2,173	2,033	2,173	2,033
Total Networks and Centres		<u>2,173</u>	<u>2,033</u>	<u>2,173</u>	<u>2,033</u>
Total Australian Research Council		<u>15,216</u>	15,455	<u>15,216</u>	15,455
<b>Other ARC</b>					
ARC Unexpended		(71)	(168)	(71)	(168)
Total Australian Research Council		<u>15,145</u>	15,287	<u>15,145</u>	15,287
<b>(h) Other Australian Government financial assistance</b>					
National Health and Medical Research Council (NHMRC)		5,553	4,860	5,553	4,860
AUSAID		4,735	3,394	4,735	3,394
Department of Health and Ageing		2,059	1,656	2,059	1,656
Australian Learning and Teaching Council		1,717	563	1,717	563
Health Workforce Australia		1,035	-	1,035	-
Sugar Research & Development Corporation		918	979	918	979
Department of The Prime Minister & Cabinet		801	333	801	333
University of Technology Sydney		735	27	735	27
Grains Research and Development Corporation		587	1,059	587	1,059
Department of Innovation, Industry, Science and Research		523	843	523	843
DEEWR Indigenous Tutorial Assistance Scheme		510	368	510	368
Department of Defence		371	410	371	410
University of Queensland		266	456	266	456
Griffith University		240	124	240	124
Australian Commission on Safety and Quality in Health Care		200	200	200	200
University of NSW		195	49	195	49
Defence Material Organisation		168	84	168	84
National ICT Australia		123	95	123	95
Aust Council of the Deans of Education		119	-	119	-
Australia Council		111	95	111	95
Cancer Council		92	-	92	-
CSIRO ICT Centre		80	140	80	140
RMIT University		78	29	78	29
Australian Federal Police		65	55	65	55

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

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

Notes	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Department of Infrastructure, Transport, Regional Development & Local Government	62	46	62	46
Rural Industries Research & Development Corporation	58	268	58	268
University of Newcastle	51	59	51	59
Australian Customs and Border Protection Services	50	-	50	-
University of Tasmania	46	-	46	-
University of Sydney	45	137	45	137
University of South Australia	41	-	41	-
AIATSIS	39	-	39	-
Curtin University	37	-	37	-
Department of Families, Housing, Community Services & Indigenous Affairs	35	35	35	35
Australian Research Council	32	29	32	29
University of Adelaide	30	-	30	-
DFACS	29	-	29	-
Deakin University	28	-	28	-
Diving Aust Inc	27	-	27	-
Australian Centre for International Agricultural Research (ACIAR)	5	215	5	215
Cotton Research and Development Corporation	-	150	-	150
QLD Institute of Medical Research	-	85	-	85
Attorney General's Department	-	58	-	58
Department of Foreign Affairs and Trade	-	39	-	39
Tully Sugar Ltd	-	34	-	34
National Ageing Research Institute	-	17	-	17
Australian National University	-	13	-	13
Army Malaria Institute	-	4	-	4
Australian Sports Commission	(31)	29	(31)	29
Department of Education, Employment and Workplace Relations	(50)	-	(50)	-
Australian Vector Bourne Diseases Institute	(100)	100	(100)	100
Ausbiotech Ltd	(588)	588	(588)	588
Other	101	79	101	79
<b>Total Other Australian Government Financial Assistance</b>	<b>21,229</b>	<b>17,805</b>	<b>21,229</b>	<b>17,805</b>
<b>Total Australian Government financial assistance</b>	<b>473,306</b>	<b>438,749</b>	<b>473,306</b>	<b>438,749</b>

#1 Includes the basic CGS grant amount, CGS - Regional Loading, CGS - Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

#2 Includes Equity Support Program.

#3 Includes Collaboration & Structural Adjustment Program.

#4 Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

#5 Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

#6 Includes Institutional Grants Scheme.

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

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

Notes	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Reconciliation</b>				
Australian Government grants [(a) + (c) + (d) + (e) + (f) + (g) + (h)]	321,712	297,689	321,712	297,689
HECS-HELP payments	136,784	129,798	136,784	129,798
FEE-HELP payments	14,810	11,262	14,810	11,262
<b>Total Australian Government financial assistance</b>	<b>473,306</b>	<b>438,749</b>	<b>473,306</b>	<b>438,749</b>

Notes	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000

### (i) Australian Government Grants received - cash basis

CGS and Other DEEWR Grants	219,591	213,524	219,591	213,524
Higher Education Loan Program	148,823	155,912	148,823	155,912
Scholarships	9,872	9,615	9,872	9,615
DIISR Research	30,841	27,896	30,841	27,896
Voluntary Student Unionism	-	-	-	-
Other Capital Funding	25,000	22,500	25,000	22,500
ARC grants - Discovery	5,065	4,581	5,065	4,581
ARC grants - Linkages	7,292	7,827	7,292	7,827
ARC grants - Networks and Centres	1,798	1,674	1,798	1,674
Other Australian Government Grants	21,633	17,805	21,633	17,805
<b>Total Australian Government Grants received - cash basis</b>	<b>469,916</b>	<b>461,334</b>	<b>469,916</b>	<b>461,334</b>
OS-Help (Net)	813	547	813	547
<b>Total Australian Government funding received - cash basis</b>	<b>470,729</b>	<b>461,881</b>	<b>470,729</b>	<b>461,881</b>

## 3 State and Local Government financial assistance

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
State Government financial assistance	11,777	9,425	11,657	9,199
Local Government financial assistance	28	125	28	125
<b>Total State and Local Government financial assistance</b>	<b>11,805</b>	<b>9,550</b>	<b>11,685</b>	<b>9,324</b>

#### 4 Fees and charges

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Course fees and charges</b>				
Fee-paying overseas students	125,510	115,365	125,510	115,365
Continuing education	5,587	5,082	5,512	4,937
Fee-paying domestic postgraduate students	16,691	11,812	16,691	11,812
Fee-paying domestic undergraduate students	6,941	4,986	6,941	4,986
Fee-paying domestic non-award students	331	2,058	331	2,058
Other domestic course fees and charges	2	35	2	35
<b>Total course fees and charges</b>	<b>155,062</b>	<b>139,338</b>	<b>154,987</b>	<b>139,193</b>
<b>Other non-course fees and charges</b>				
Amenities and service fees	2,010	1,700	1,989	1,696
Late fees	177	178	177	178
Library fines	1	1	1	1
Parking fees	2,503	2,504	2,529	2,519
Registration fees	567	529	567	529
Rental charges	2,336	2,745	2,079	2,351
Student accommodation	86	95	86	95
Library photocopiers	1,359	1,758	1,359	1,758
Other fees and charges	127	195	127	195
<b>Total other fees and charges</b>	<b>9,166</b>	<b>9,705</b>	<b>8,914</b>	<b>9,322</b>
<b>Total fees and charges</b>	<b>164,228</b>	<b>149,043</b>	<b>163,901</b>	<b>148,515</b>

#### 5 Investment revenue and income

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Dividends	132	-	132	-
Interest	12,431	6,609	12,356	6,534
Investment fund distributions	18,659	14,479	18,659	14,479
Unrealised investment gain / (loss)	(22,364)	4,632	(25,661)	1,458
<b>Net investment income</b>	<b>8,858</b>	<b>25,720</b>	<b>5,486</b>	<b>22,471</b>

#### 6 Royalties, trademarks and licences

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Royalties	99	482	90	157
<b>Total royalties, trademarks and licences</b>	<b>99</b>	<b>482</b>	<b>90</b>	<b>157</b>

#### 7 Consultancy and contracts

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Consultancy	32,675	17,697	32,358	17,674
Contract research	23,055	18,811	23,334	19,025
<b>Total consultancy and contracts</b>	<b>55,730</b>	<b>36,508</b>	<b>55,692</b>	<b>36,699</b>



## 8 Other revenue and income

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Donations and bequests	15,220	10,442	15,220	10,442
Scholarships and prizes	522	1,031	524	1,031
Non-government grants	18,019	13,381	18,019	13,381
Net gain / (loss) on disposal of assets	(994)	539	(983)	539
Sale of goods	8,659	9,243	8,659	9,246
Recoveries	8,853	13,467	9,341	14,544
Sponsorships	991	597	996	597
Other	1,665	1,546	1,551	1,509
<b>Total other revenue and income</b>	<b>52,935</b>	<b>50,246</b>	<b>53,327</b>	<b>51,289</b>

## 9 Employee related expenses

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Academic</b>				
Salaries	146,418	142,588	146,418	142,588
Contribution to superannuation and pension schemes:				
Funded	24,131	22,704	24,131	22,704
Payroll tax	8,864	8,447	8,864	8,447
Worker's compensation	335	365	335	365
Long service leave expense	3,999	4,711	3,999	4,711
Annual leave	18,733	11,647	18,733	11,647
Parental leave expense	1,135	1,193	1,135	1,193
Total academic	<b>203,615</b>	<b>191,655</b>	<b>203,615</b>	<b>191,655</b>
<b>Non-academic</b>				
Salaries	170,360	161,076	168,727	159,361
Contribution to superannuation and pension schemes:				
Funded	26,650	25,734	26,564	25,599
Payroll tax	10,023	9,687	9,994	9,606
Workers' compensation	457	513	452	508
Long service leave expense	4,426	3,958	4,426	3,958
Annual leave	18,523	15,216	18,447	15,216
Parental leave expense	1,431	1,660	1,431	1,660
Total non-academic	<b>231,870</b>	<b>217,844</b>	<b>230,041</b>	<b>215,908</b>
<b>Total employee related expenses</b>	<b>435,485</b>	<b>409,499</b>	<b>433,656</b>	<b>407,563</b>

## 10 Depreciation and amortisation

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Depreciation</b>				
Buildings	27,814	27,994	27,814	27,994
Plant and equipment	9,933	9,547	9,909	9,531
Total depreciation	<b>37,747</b>	<b>37,541</b>	<b>37,723</b>	<b>37,525</b>
<b>Amortisation</b>				
Leasehold improvements	7,010	7,343	6,991	7,339
Intangibles	3,462	741	3,458	741
Total amortisation	<b>10,472</b>	<b>8,084</b>	<b>10,449</b>	<b>8,080</b>
<b>Total depreciation and amortisation</b>	<b>48,219</b>	<b>45,625</b>	<b>48,172</b>	<b>45,605</b>

### 11 Repairs and maintenance

	Consolidated		Parent Entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Buildings	10,839	10,124	10,834	10,121
Non-capitalised construction	3,213	5,487	3,207	5,487
Computing	6,830	7,380	6,828	7,356
Equipment	755	939	755	939
Other	1,341	983	1,335	982
<b>Total repairs and maintenance</b>	<b>22,978</b>	<b>24,913</b>	<b>22,959</b>	<b>24,885</b>

### 12 Borrowing costs

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Interest charges	1,974	536	1,974	536
<b>Total borrowing costs expensed</b>	<b>1,974</b>	<b>536</b>	<b>1,974</b>	<b>536</b>

### 13 Impairment of assets

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Doubtful debts written off	464	655	455	655
Change in provision for bad and doubtful debts	(472)	1,369	(472)	1,156
<b>Total impairment of assets</b>	<b>(8)</b>	<b>2,024</b>	<b>(17)</b>	<b>1,811</b>

### 14 Other expenses

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Scholarships, grants and prizes	52,484	46,440	52,484	46,440
Non-capitalised equipment	12,634	12,517	12,631	12,506
Advertising, marketing and promotional expenses	9,677	9,249	9,487	9,188
Audit fees, bank charges, legal costs and insurance expenses	5,689	5,063	5,543	4,974
General consumables	9,059	8,478	9,032	8,483
Printing and stationery	4,227	3,747	4,215	3,746
Rental, hire and other leasing fees	16,487	18,029	16,312	17,751
Telecommunications	3,357	3,312	3,337	3,294
Travel and related staff development and training	22,641	20,306	22,529	20,224
Postage and freight	1,617	1,503	1,597	1,499
Intellectual property	1,658	1,411	1,543	1,384
Commission	7,888	7,346	7,891	7,331
Cost of sales	5,373	5,657	5,373	5,657
Contributions to collaborative projects	14,704	10,983	14,704	11,171
Library acquisitions	10,076	9,427	10,076	9,427
Utilities	9,949	10,109	9,949	10,104
Consultants and contractors	26,778	25,909	26,221	25,162
Donations and sponsorships	1,122	1,863	1,169	1,860
Memberships of professional associations	1,745	1,227	1,733	1,217
Other	599	576	593	561
<b>Total other expenses</b>	<b>217,764</b>	<b>203,152</b>	<b>216,419</b>	<b>201,979</b>

**15 Income tax**

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Income tax	-	-	-	-
	-	-	-	-

**(a) Tax consolidation legislation**

Queensland University of Technology and its wholly-owned Australian controlled entities have implemented the tax consolidation legislation as of 1 July 2003. The accounting policy in relation to this legislation is set out in note 1(e).

**16 Cash and cash equivalents**

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Cash at bank and on hand	<b>12,627</b>	8,616	<b>10,415</b>	6,238
Deposits at call	<b>25,654</b>	52,663	<b>25,654</b>	52,663
Term deposits	<b>50,000</b>	40,000	<b>50,000</b>	40,000
<b>Total cash and cash equivalents</b>	<b>88,281</b>	101,279	<b>86,069</b>	98,901

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

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

Balances as above	<b>88,281</b>	101,279	<b>86,069</b>	98,901
Less: Bank overdrafts	-	-	-	-
Balances per statement of cash flows	<b>88,281</b>	101,279	<b>86,069</b>	98,901

**(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 2011 was 3.75% (2010: 4.25%)

**(c) Deposits at call**

Deposits at call are interest bearing on floating interest rates. The effective interest rate as at 31 December 2011 was 5.40% (2010: 5.68%). These deposits are repayable with 24 hours notice.

**(d) Term deposits**

Term deposits are held for the purpose of meeting short-term cash commitments. Term deposits are bearing floating interest rates between 5.60% and 6.20% (2010: 5.45% and 5.62%). These deposits have an average maturity of 70 days (2010: 46 days).

**17 Receivables**

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current</b>				
Student fees	11,860	30,129	11,860	30,129
Less: Provision for impaired receivables	<u>(129)</u>	-	<u>(129)</u>	-
	<u>11,731</u>	30,129	<u>11,731</u>	30,129
Student loans	298	235	298	235
Less: Provision for impaired receivables	<u>(87)</u>	(44)	<u>(87)</u>	(44)
	<u>211</u>	191	<u>211</u>	191
Trade	15,892	15,075	15,276	14,630
Less: Provision for impaired receivables	<u>(3,828)</u>	(4,494)	<u>(3,560)</u>	(4,218)
	<u>12,064</u>	10,581	<u>11,716</u>	10,412
Prepayments	12,673	11,680	12,654	11,650
Goods and services tax refund due	3,006	2,031	2,978	1,981
Accrued revenue	<u>7,440</u>	2,463	<u>7,422</u>	2,463
	<u>23,119</u>	16,174	<u>23,054</u>	16,094
<b>Total current receivables</b>	<u>47,125</u>	57,075	<u>46,712</u>	56,826
<b>Non-current</b>				
Prepayments	30,700	23,630	30,700	23,630
Trade and other receivables	<u>7</u>	7	<u>-</u>	-
Total other receivables	<u>30,707</u>	23,637	<u>30,700</u>	23,630
<b>Total non-current receivables</b>	<u>30,707</u>	23,637	<u>30,700</u>	23,630
<b>Total receivables</b>	<u>77,832</u>	80,712	<u>77,412</u>	80,456

The value of student debtors decreased by \$26.435 million due to a change in the timing of first semester billing which brought forward the raising of invoices through the implementation of the new student and academic management system (SAMS) in 2010, whereas the billing for first semester 2012 was deferred to January 2012. For further information refer note to 27.

**(a) Impaired receivables**

As at 31 December 2011 current receivables of the group were impaired, with a nominal value of \$4.044 million (2010: \$4.538 million), comprising: student loans of \$87,000 (2010: \$44,000); trade receivables of \$3.828 million (2010: \$4.494 million); and student fees of \$129,000 (2010: \$0).

The ageing analysis of these receivables is as follows:

	Consolidated	
	2011 \$'000	2010 \$'000
<b>Student fees</b>		
Under 3 months	<u>129</u>	-
	<u>129</u>	-
<b>Student loans</b>		
Under 3 months	2	5
3 to 6 months	3	13
Over 6 months	<u>82</u>	<u>26</u>
	<u>87</u>	44
<b>Trade</b>		
Under 3 months	150	211
Over 3 months	<u>3,678</u>	<u>4,283</u>
	<u>3,828</u>	4,494

**17 Receivables (continued)**

As at 31 December 2011, trade receivables that were past due but not impaired totalled \$6.673 million (2010: \$6.172 million) and student fees of \$762,000 (2010 \$3.343 million). A large portion of the outstanding debt is owed by government agencies, which is considered recoverable. The decline in student fees is attributable to the introduction of the new student billing system (SAMS) creating a spike in 2010. The 2011 figure is more consistent with student fees for under 3 months to other prior years.

The ageing of these receivables is as follows:

	<b>Consolidated</b>	
	<b>2011</b>	2010
	<b>\$'000</b>	\$'000
<b>Student fees</b>		
Under 3 months	440	2,597
3 to 6 months	322	746
	<b>762</b>	3,343
<b>Trade</b>		
Under 3 months	6,673	6,172
	<b>6,673</b>	6,172

Movements in the provision for impaired receivables are as follows:

	<b>Consolidated</b>	
	<b>2011</b>	2010
	<b>\$'000</b>	\$'000
<b>Student fees</b>		
At 1 January	-	533
Provision for impairment recognised during the year	129	278
Receivables written off during the year as uncollectible	(408)	(593)
Unused amount reversed	408	(218)
At 31 December	<b>129</b>	-
<b>Student loans</b>		
At 1 January	44	31
Provision for impairment recognised during the year	105	27
Receivables written off during the year as uncollectible	(38)	-
Unused amount reversed	(24)	(14)
At 31 December	<b>87</b>	44
<b>Trade</b>		
At 1 January	4,494	2,739
Provision for impairment recognised during the year	(648)	1,817
Receivables written off during the year as uncollectible	(18)	(62)
Unused amount reversed	-	-
At 31 December	<b>3,828</b>	4,494

## 17 Receivables (continued)

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

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

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Australian dollars	76,858	80,652	76,438	80,396
US dollars	953	26	953	26
CN yuan	-	29	-	29
IN rupee	-	5	-	5
Euro	21	-	21	-
	<b>77,832</b>	<b>80,712</b>	<b>77,412</b>	<b>80,456</b>
Current receivables	47,125	57,075	46,712	56,826
Non-current receivables	30,707	23,637	30,700	23,630
	<b>77,832</b>	<b>80,712</b>	<b>77,412</b>	<b>80,456</b>

A summarised analysis of the sensitivity of receivables to foreign exchange and interest rate risk can be found in note 37.

### (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		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current</b>				
Inventories - including Bookshop	3,240	3,380	3,244	3,381
<b>Total Inventories</b>	<b>3,240</b>	<b>3,380</b>	<b>3,244</b>	<b>3,381</b>



## 19 Other financial assets

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current</b>				
QIC investment funds	171,445	175,579	171,445	175,579
Leaf Energy Ltd	90	72	-	-
<b>Total current other financial assets</b>	<b>171,535</b>	<b>175,651</b>	<b>171,445</b>	<b>175,579</b>
<b>Non Current</b>				
<i>Shares in subsidiaries</i>				
QUT Enterprise Holdings Trust	-	-	2,274	2,624
QUT Enterprise Holdings Pty Ltd	-	-	10	10
<i>Listed securities</i>				
Tissue Therapies Ltd	3,114	5,823	3,114	5,823
Impedimed Ltd	196	303	196	303
Leaf Energy Ltd	226	424	-	-
<i>Unlisted securities</i>				
AARNet Pty Ltd	1	1	1	1
Education Australia Ltd	678	685	678	685
<i>Managed investment funds</i>				
QIC investment funds	32,009	29,685	32,009	29,685
SciVentures Pre-Seed Fund	213	185	213	185
<b>Total non-current other financial assets</b>	<b>36,437</b>	<b>37,106</b>	<b>38,495</b>	<b>39,316</b>
<b>Total other financial assets</b>	<b>207,972</b>	<b>212,757</b>	<b>209,940</b>	<b>214,895</b>

Changes in fair values of other financial assets are recorded in the income statement, excluding Leaf Energy Ltd which is an available for sale financial asset and changes are recorded in other comprehensive income.

### *Managed investment funds*

The QIC investment funds are split into two classifications, namely: non-current assets aligned to established endowment funds, for the purpose of supporting scholarships, prizes, sponsorship and research; and current assets which are untied and readily converted to cash to meet the current liabilities for accrued leave and various University initiatives or working capital requirements where necessary.

The University's investment in SciVentures Pre-Seed Fund is for the purpose of supporting pre-seed stage research and development activities carried out by universities and Commonwealth public sector research agencies. The University's holding represents less than 2% of total unit holdings in the fund. SciVentures Pty Ltd is the funds management company, licensed by the Commonwealth to manage the fund. The fund is valued using the net asset method.

### *Subsidiaries*

The details of subsidiaries are set out in note 34.

### *Listed securities*

Tissue Therapies Ltd (ASX:TIS) was established to develop and commercialise tissue technology. The University holds less than 5% (2010: 6%) of the shareholding in Tissue Therapies Ltd. Tissue Therapies Ltd share price decreased 47% during 2011 (2010: increased 350%).

Impedimed Ltd (ASX:IPD) was listed in October 2007. The University holds less than 1% (2010: 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 University's investments in these companies are not material.

The Australian CRC for Interactive Design (ACID) Pty Ltd was incorporated in Australia and its core business is the research, development and commercialisation of content and technologies for the creative industries. ACID is currently in the process of winding up and it is unlikely the University will receive any distributions upon winding up. Whilst the University has a significant influence with 51% (2010: 51%) of the shareholding, the University does not control the entity with respect to its voting rights.

## 19 Other financial assets (continued)

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. The shares are valued at cost.
- Education Australia Ltd is a company offering student placement and English language testing services. The University holds less than 3% of the shareholding in Education Australia Ltd. The shares are valued using the net asset method.

The University also has holdings with immaterial value. These holdings carry minimal value due to there not being an active market to trade or the shares are held as part of membership. These holdings include the following unlisted entities: Interesection Medical Inc. (US holding, formerly called Impedance Cardiology Systems); Cellborne Lipids Pty Ltd; Wound Management CRC Pty Ltd; Sacron Innovations Pty Ltd (the successor to Cooperative Research Centre for Sugar Industry Innovation through Biotechnology); and Smart Services CRC Pty Ltd.

## 20 Derivative financial instruments

	Consolidated		Parent entity	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
<b>Current assets</b>				
Forward foreign exchange contracts - cash flow hedges	-	-	-	-
<b>Non-current assets</b>				
Forward foreign exchange contracts - cash flow hedges	-	-	-	-
<b>Total derivative financial instruments (asset)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Current liabilities</b>				
Forward foreign exchange contracts - cash flow hedges	-	-	-	-
<b>Non-current liabilities</b>				
Forward foreign exchange contracts - cash flow hedges	-	-	-	-
<b>Total derivative financial instruments (liability)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net derivative financial instruments</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

### (a) Instruments used by the University

QUT received approval to undertake limited derivative transactions by the Governor in Council on 03 February 2011 as cited in the Statutory Bodies Financial Amendment Regulation (No 1) 2011. The University is limited to foreign exchange forward contracts and foreign exchange options contracts only. With transactions limited to hedge against exposure to foreign currency rate movements in relation to payment of annual library subscriptions and purchase of high cost assets (refer to note 37).

In April 2011, cash flow projections of the University Library subscriptions were confirmed and foreign exchange forward contracts for USD \$2.84 million were established. These forwards were created to provide certainty for the majority of the annual expenditure that primarily occurs during the period September through to December 2011. All forward contracts were fully exercised by year end. Compared to the daily Travelex spot rate, there was a mark-to-market exchange gain by using the forward contracts of \$69,000.

#### (i) Forward exchange contracts - cash flow hedges

The portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised directly in equity and the ineffective portion in profit or loss. When the cash flows occur, the University adjusts the initial measurement of the component recognised in the statement of financial position by the related amount deferred in equity.

**21 Non-current assets classified as held for sale**

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Land	-	4,928	-	4,928
Buildings	-	10,801	-	10,801
<b>Total non-current assets classified as held for sale</b>	-	15,729	-	15,729

For further details refer to note 1(l).

**22 Property, plant and equipment**

Consolidated	Construction in progress \$'000	Land \$'000	Buildings \$'000	Property, plant and equipment \$'000	Leasehold improvements \$'000	Other property, plant and equipment \$'000	Total \$'000
<b>At 1 January 2010</b>							
- Cost	27,778	7,138	13,759	92,991	52,416	1,247	195,329
- Valuation	-	213,000	971,084	-	-	13,251	1,197,335
Accumulated depreciation	-	-	(475,562)	(47,876)	(4,054)	-	(527,492)
Net book amount	27,778	220,138	509,281	45,115	48,362	14,498	865,172
<b>Year ended 31 December 2010</b>							
Opening net book amount	27,778	220,138	509,281	45,115	48,362	14,498	865,172
Revaluation	-	(1,680)	(47,399)	-	-	218	(48,861)
Additions	70,462	-	6,232	12,479	5,290	205	94,666
Assets included in a disposal group classified as held for sale and other disposals	-	(3,982)	(10,803)	(322)	-	-	(15,107)
Depreciation charge	-	-	(27,994)	(9,547)	(7,344)	-	(44,885)
Reclassifications	(11,471)	-	-	-	-	-	(11,471)
Closing net book amount	86,769	214,476	429,316	47,725	46,308	14,920	839,514
<b>At 31 December 2010</b>							
- Cost	86,769	-	39,747	97,296	57,649	200	281,661
- Valuation	-	214,476	830,901	-	-	14,720	1,060,097
Accumulated depreciation	-	-	(441,332)	(49,571)	(11,341)	-	(502,244)
Net book amount	86,769	214,476	429,316	47,725	46,308	14,920	839,514
<b>Year ended 31 December 2011</b>							
Opening net book amount	86,769	214,476	429,316	47,725	46,308	14,920	839,514
Revaluation	-	-	(2,434)	-	-	2,308	(126)
Additions	99,099	20,000	73,171	13,713	4,393	5,326	215,703
Assets included in a disposal group classified as held for sale and other disposals	-	(5,216)	-	(817)	-	(16)	(6,048)
Depreciation charge	-	-	(27,814)	(9,856)	(7,021)	-	(44,690)
Reclassifications	(77,564)	-	-	-	-	-	(77,564)
Closing net book amount	108,304	229,260	472,241	50,766	43,680	22,538	926,789
<b>At 31 December 2011</b>							
- Cost	108,304	-	-	106,417	62,010	79	276,810
- Valuation	-	229,260	811,390	-	-	22,459	1,063,109
Accumulated depreciation	-	-	(339,149)	(55,651)	(18,330)	-	(413,130)
Net book amount	108,304	229,260	472,241	50,766	43,680	22,538	926,789

**22 Property, plant and equipment (continued)**

Parent entity	Construction in progress \$'000	Land \$'000	Buildings \$'000	Property, plant and equipment \$'000	Leasehold improvements \$'000	Other property, plant and equipment \$'000	Total \$'000
<b>At 1 January 2010</b>							
- Cost	27,778	7,138	13,759	92,807	52,254	1,247	194,983
- Valuation	-	213,000	971,084	-	-	13,251	1,197,335
Accumulated depreciation	-	-	(475,562)	(47,734)	(3,949)	-	(527,245)
Net book amount	<u>27,778</u>	<u>220,138</u>	<u>509,281</u>	<u>45,073</u>	<u>48,305</u>	<u>14,498</u>	<u>865,073</u>
<b>Year ended 31 December 2010</b>							
Opening net book amount	27,778	220,138	509,281	45,073	48,305	14,498	865,073
Revaluation	-	(1,680)	(47,399)	-	-	218	(48,861)
Additions	70,462	-	6,232	12,458	5,290	205	94,645
Assets included in a disposal group classified as held for sale and other disposals	-	(3,982)	(10,803)	(319)	-	-	(15,104)
Depreciation charge	-	-	(27,994)	(9,531)	(7,339)	-	(44,864)
Reclassifications	(11,471)	-	-	-	-	-	(11,471)
Closing net book amount	<u>86,769</u>	<u>214,476</u>	<u>429,316</u>	<u>47,681</u>	<u>46,256</u>	<u>14,920</u>	<u>839,418</u>
<b>At 31 December 2010</b>							
- Cost	86,769	-	39,747	97,131	57,544	200	281,391
- Valuation	-	214,476	830,901	-	-	14,720	1,060,097
Accumulated depreciation	-	-	(441,332)	(49,450)	(11,288)	-	(502,070)
Net book amount	<u>86,769</u>	<u>214,476</u>	<u>429,316</u>	<u>47,681</u>	<u>46,256</u>	<u>14,920</u>	<u>839,418</u>
<b>Year ended 31 December 2011</b>							
Opening net book amount	86,769	214,476	429,316	47,681	46,256	14,920	839,418
Revaluation	-	-	(2,434)	-	-	2,308	(126)
Additions	99,099	20,000	73,171	13,704	4,393	5,326	215,694
Assets included in a disposal group classified as held for sale and other disposals	-	(5,216)	-	(817)	-	(16)	(6,048)
Depreciation charge	-	-	(27,814)	(9,832)	(6,991)	-	(44,636)
Reclassifications	(77,564)	-	-	-	-	-	(77,564)
Closing net book amount	<u>108,304</u>	<u>229,260</u>	<u>472,241</u>	<u>50,737</u>	<u>43,658</u>	<u>22,538</u>	<u>926,738</u>
<b>At 31 December 2011</b>							
- Cost	108,304	-	-	106,256	61,937	79	276,576
- Valuation	-	229,260	811,390	-	-	22,459	1,063,109
Accumulated depreciation	-	-	(339,149)	(55,519)	(18,279)	-	(412,947)
Net book amount	<u>108,304</u>	<u>229,260</u>	<u>472,241</u>	<u>50,737</u>	<u>43,658</u>	<u>22,538</u>	<u>926,738</u>

## 22 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 indexed in 2011 using rates provided by an independent valuer. The next independent valuation of land is due in 2014 as detailed in note 1(p).

An independent valuation of Buildings (including heritage and land improvements) was carried out in 2011 in line with University policy as detailed in note 1(p).

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

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

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

An independent valuation of the QUT museum collections was carried out in 2011 in line with University policy as detailed in note 1(p).



## 23 Intangible assets

<b>Consolidated</b>	<b>Software under construction<sup>1</sup></b>	<b>Software at cost</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Year ended 31 December 2010</b>			
Opening net book amount	25,863	3,890	29,753
Additions	7,128	27,444	34,571
Disposals	-	-	-
Amortisation charge	-	(741)	(741)
Reclassifications	(27,456)	-	(27,456)
Closing net book amount	<u>5,535</u>	<u>30,592</u>	<u>36,127</u>
<b>At 31 December 2010</b>			
Cost	5,535	38,359	43,894
Accumulated amortisation	-	(7,767)	(7,767)
Net book amount	<u>5,535</u>	<u>30,592</u>	<u>36,127</u>
<b>Year ended 31 December 2011</b>			
Opening net book amount	5,535	30,592	36,127
Additions	1,995	5,921	7,917
Disposals	-	-	-
Amortisation charge	-	(3,462)	(3,462)
Reclassifications	(5,907)	-	(5,907)
Closing net book amount	<u>1,624</u>	<u>33,051</u>	<u>34,675</u>
<b>At 31 December 2011</b>			
Cost	1,624	44,280	45,904
Accumulated amortisation	-	(11,229)	(11,229)
Net book amount	<u>1,624</u>	<u>33,051</u>	<u>34,675</u>

<sup>1</sup>Software under construction includes capitalisation of internally generated software

<b>Parent entity</b>	<b>Software under construction<sup>1</sup></b>	<b>Software at cost</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Year ended 31 December 2010</b>			
Opening net book amount	25,863	3,890	29,753
Additions	7,128	27,444	34,571
Disposals	-	-	-
Amortisation charge	-	(741)	(741)
Reclassification	(27,456)	-	(27,456)
Closing net book amount	<u>5,535</u>	<u>30,592</u>	<u>36,127</u>
<b>At 31 December 2010</b>			
Cost	5,535	38,359	43,894
Accumulated amortisation	-	(7,767)	(7,767)
Net book amount	<u>5,535</u>	<u>30,592</u>	<u>36,127</u>
<b>Year ended 31 December 2011</b>			
Opening net book amount	5,535	30,592	36,127
Additions	1,996	5,907	7,903
Disposals	-	-	-
Amortisation charge	-	(3,458)	(3,458)
Reclassification	(5,907)	-	(5,907)
Closing net book amount	<u>1,624</u>	<u>33,041</u>	<u>34,665</u>
<b>At 31 December 2011</b>			
Cost	1,624	44,266	45,890
Accumulated amortisation	-	(11,225)	(11,225)
Net book amount	<u>1,624</u>	<u>33,041</u>	<u>34,665</u>

<sup>1</sup>Software under construction includes capitalisation of internally generated software

## 24 Trade and other payables

	Consolidated		Parent entity	
	2011 \$'000	Restated 2010 \$'000	2011 \$'000	Restated 2010 \$'000
<b>Current</b>				
Trade creditors	13,345	14,462	12,817	14,010
Accrued expenses	18,122	24,921	17,932	24,720
OS-HELP liability to Australian Government	23	1	23	1
Other payables	1,364	1,338	1,514	1,620
Total current trade and other payables	<u>32,854</u>	<u>40,722</u>	<u>32,286</u>	<u>40,351</u>
<b>Non-current</b>				
Other payables	150	282	-	-
Total non-current trade and other payables	<u>150</u>	<u>282</u>	<u>-</u>	<u>-</u>
<b>Total trade and other payables</b>	<u>33,004</u>	<u>41,004</u>	<u>32,286</u>	<u>40,351</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.

This major movement in accrued expenses was driven by a net reduction of \$4.2 million in accrual for voluntary early retirement scheme in 2011 when compared to 2010.

A prior period adjustment to accrued expenses of \$2.58 million was brought to account during the 2011 year. The adjustment reduced the liability within accrued expenses and as a result the 2010 figures have been restated.

A prior period reallocation from current trade and other payables to non-current trade and other payables of \$282,410 resulted in a restatement of the consolidated 2010 figures.

## 25 Borrowings

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current</b>				
<b>Secured</b>				
Total current secured borrowings	-	-	-	-
<b>Unsecured</b>				
Total current unsecured borrowings	-	-	-	-
Total current borrowings	-	-	-	-
<b>Non-current</b>				
<b>Secured</b>				
Total non-current secured borrowings	-	-	-	-
<b>Unsecured</b>				
Queensland Government Loans	13,499	7,948	13,499	7,948
Total non-current unsecured borrowings	<u>13,499</u>	<u>7,948</u>	<u>13,499</u>	<u>7,948</u>
Total non-current borrowings	<u>13,499</u>	<u>7,948</u>	<u>13,499</u>	<u>7,948</u>
<b>Total borrowings</b>	<u>13,499</u>	<u>7,948</u>	<u>13,499</u>	<u>7,948</u>

## 25 Borrowings (continued)

The Queensland Government, through the Smart State Research Facilities Fund and the Innovation Building Fund, has lent a total of \$45.457 million towards the construction of: the Institute of Health and Biomedical Innovation (IHBI) \$22.5 million; the Medical Engineering Research Facility (MERF) \$5 million; the Plant Growth Facility \$500,000; the Australian Research Centre for Aerospace Automation (ARCAA) \$3.53 million; the Mackay Sugar Research Facility \$3.1 million; and the Science and Technology Precinct \$10.827 million. The \$45.457 million in borrowings has a net present value of \$13.499 million. All Smart State Research Facility Fund loans have been fully received and the only remaining Innovation Building Fund loan is the Science and Technology Precinct, with a remaining \$24.173 million to be received in 2012. All loans are interest free with repayments commencing in year 11 of the term.

In November 2011 the University was granted approval to borrow a total of \$125 million through the Queensland Treasury Corporation (QTC) for the following infrastructure projects; \$78 million to finance part of the construction costs of the Science and Technology precinct; and \$47 million to finance part of the construction cost of the Creative Industries Precinct – Phase II. The proposed borrowings are expected to be drawn down as follows; Science and Technology, \$78 million in 2012; and Creative Industries Precinct, \$47 million over 2012 and 2013. The proposed borrowings will be repaid over a period of 30 years subject to terms and conditions by QTC.

Under the State's Borrowing Program, the University has access to an \$11.5 million working capital loan facility through QTC. The working capital loan facility, which is a temporary overdraft (limit of up to 30 days) used for cash flow management, was not accessed during 2010 or 2011.

### (a) Interest rate risk exposure

Details of the University's exposure to interest rate changes on interest bearing liabilities are set out in financial risk management (refer note 37).

### (b) Fair value disclosures

Details of fair value of interest bearing liabilities for the University are set out in financial risk management (refer note 37).

### (c) Security

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

The carrying amounts of the University's borrowings are denominated in the following currencies:

	<b>Consolidated</b>		Parent entity	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Australian dollars	<b>13,499</b>	7,948	<b>13,499</b>	7,948
US dollars	-	-	-	-
	<b>13,499</b>	7,948	<b>13,499</b>	7,948

## 26 Provisions

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>Current provisions expected to be settled within 12 months</b>				
Employee benefits				
Annual leave	17,046	11,861	16,944	11,776
Long service leave	3,935	2,379	3,935	2,379
Parental leave	346	530	346	530
Subtotal	<u>21,327</u>	<u>14,770</u>	<u>21,225</u>	<u>14,685</u>
<b>Current provisions expected to be settled after more than 12 months</b>				
Employee benefits				
Annual leave	6,499	4,603	6,499	4,603
Long service leave	27,554	27,360	27,554	27,360
Subtotal	<u>34,053</u>	<u>31,963</u>	<u>34,053</u>	<u>31,963</u>
Total current provisions	<u>55,380</u>	46,733	<u>55,278</u>	46,648
<b>Non-current provisions</b>				
Employee benefits				
Long service leave	16,671	15,608	16,642	15,589
Total non-current provisions	<u>16,671</u>	<u>15,608</u>	<u>16,642</u>	<u>15,589</u>
<b>Total provisions</b>	<u>72,051</u>	62,341	<u>71,920</u>	62,237

The annual leave provision reflects the amount of annual leave accrued as at 31 December 2011.

The long service leave provision reflects the amount of long service leave accrued as at 31 December 2011. 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 significant increase in annual leave liability has arisen from the change in policy which previously "deemed" annual leave to have been taken for senior staff and academics to now comply with the requirements of the Fair Work Act which allows the carrying forward of unused annual leave entitlements.

**27 Other liabilities**

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Current</b>				
Advances other	<b>10</b>	559	<b>10</b>	559
Unearned revenue	<b>20,767</b>	41,619	<b>20,767</b>	41,619
Total current other liabilities	<b>20,777</b>	42,178	<b>20,777</b>	42,178
<b>Non-current</b>				
Lease expenses	<b>1,916</b>	1,608	<b>1,916</b>	1,602
Unearned revenue	<b>2,515</b>	3,184	<b>2,515</b>	3,184
Total non-current other liabilities	<b>4,431</b>	4,792	<b>4,431</b>	4,786
<b>Total other liabilities</b>	<b>25,208</b>	46,970	<b>25,208</b>	46,964

Lease expenses reflect the difference between actual and straight-line payments for operating leases held by the University as at 31 December 2011. Lease expenses were previously disclosed under provisions.

Unearned revenue consists of student fees received in advance and unearned as at 31 December 2011. The 2010 result included \$25.815 million of fees for 2011 teaching periods mainly from enrolled continuing students. In 2010 a new student system was implemented which facilitated enrolment for the 2011 year in 2010. This effect was mitigated in 2011 by not permitting continuing students to enrol until 2012, reducing the comparative figure for 2011 which is significantly lower due to the billing not occurring until 2012. This is reflected in a similar decrease in student debtors balances (refer note 17).

Unearned revenue also includes a building lease incentive which is being amortised over the life of the lease term through to October 2016. This lease incentive was received in 2009 and the residual amount consists of a non-current component \$2.515 million (2010: \$3.184m) and a current component \$1.374 million (2010: \$1.084m).

## 28 Reserves and retained earnings

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<b>(a) Reserves</b>				
Property, plant and equipment revaluation reserve	329,267	329,393	329,267	329,393
Available-for-sale asset revaluation reserve	110	36	-	(255)
Hedging reserve - cash flow hedges	-	-	-	-
Endowment fund	32,009	29,685	32,009	29,685
<b>Total Reserves</b>	<b>361,386</b>	<b>359,114</b>	<b>361,276</b>	<b>358,823</b>

### Movements:

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

Balance 1 January	329,393	378,253	329,393	378,253
Revaluation - gross	(126)	(48,861)	(126)	(48,861)
Balance 31 December	<b>329,267</b>	<b>329,393</b>	<b>329,267</b>	<b>329,393</b>

#### *Available-for-sale asset revaluation reserve*

Balance 1 January	36	-	(255)	-
Revaluation - gross	74	36	255	(255)
Balance 31 December	<b>110</b>	<b>36</b>	<b>-</b>	<b>(255)</b>

#### *Hedging reserve - cash flow hedges*

Balance 1 January	-	-	-	-
Revaluation - gross	-	-	-	-
Balance 31 December	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### *Endowment fund*

Balance 1 January	29,685	26,120	29,685	26,120
Opening Endowment fund adjustment	-	-	-	-
Transfers - Retained surplus	2,324	3,565	2,324	3,565
Balance 31 December	<b>32,009</b>	<b>29,685</b>	<b>32,009</b>	<b>29,685</b>

### (b) Retained earnings

Movements in retained earnings were as follows:

	Consolidated		Parent entity	
	2011 \$'000	Restated 2010 \$'000	2011 \$'000	Restated 2010 \$'000
Retained surplus at 1 January	772,121	728,759	772,584	728,946
Operating result for the year	63,844	46,927	63,619	47,203
Transfers - Endowment fund	(2,324)	(3,565)	(2,324)	(3,565)
<b>Retained earnings at 31 December</b>	<b>833,641</b>	<b>772,121</b>	<b>833,879</b>	<b>772,584</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 available for sale asset revaluation reserve holds the amounts of revaluation increases or decreases over the life of the University's available for sale investments.

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



## 29 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 H Nalder (Resigned 31 December 2011)
Vice Chancellor	Prof P Coaldrake
Chair, University Academic Board	Prof K Bowman
Nominees of the Governor in Council	Prof A Kelso Ms H Gluer Mr H Nalder Dr J Puttick Dr L Perry Mr N Jarro Ms R Vilgan Mrs P Francini-O'Hagan
Nominees of Council	Prof M Wainwright Mr D Fishel
Elected professional staff	Ms W Harper Ms S Eastman
Elected academic staff	Prof J Clements Mr R Daniels Prof J Lidstone (Appointed 21 February 2011) Prof R Wolff (Resigned 10 February 2011)
Elected student members	Ms K Henderson Mr J Phillipot
Elected alumni members	Ms M Vecchio Dr T Baker
Secretary	Dr C Dickenson
Directors of Creative Industries Precinct Pty Ltd	Mr B Richards Mr C Cooke Mr D Fishel (Resigned 07 April 2011) Ms R Drinkwater Mr S Sheppard Prof S Street (Resigned 07 April 2011) Mr M Smellie (Appointed 13 April 2011) Prof R Wissler (Appointed 11 April 2011)
Secretary of Creative Industries Precinct Pty Ltd	Mr C Melvin
Directors of QUT Enterprise Holdings Pty Ltd	Prof P Coaldrake Prof K Bowman (Alternate Director) Mr R Mortimer Mr S Pincus Ms S Rix Mr J Puttick
Secretary of QUT Enterprise Holdings Pty Ltd	Ms K Trott

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

**(a) Names of responsible persons and executive officers (continued)**

Directors of qutbluebox Pty Ltd	Prof T Cochrane Prof A Sharma Mr A Loch Mr H Nalder Dr T Evans
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 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, Administrative Services	QUT
Prof S Vaughan	Deputy Vice-Chancellor, Learning & Teaching	QUT
Prof K Bowman	Deputy Vice-Chancellor, Academic	QUT
Prof A Sharma	Deputy Vice-Chancellor, Research & Commercialisation	QUT
Prof S Sheppard	Deputy Vice-Chancellor, International & Development	QUT
Mr S Pincus	Executive Director, Finance & Resource Planning	QUT

All of the above persons were also key management persons during the year ended 31 December 2011.

**(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):

	Parent entity 2011 Number	2010 Number
<b>Remuneration of responsible persons</b>		
\$20,000 to \$29,999	1	1
<b>Remuneration of executive officers</b>		
\$280,000 to \$289,999	-	2
\$300,000 to \$309,999	1	-
\$350,000 to \$359,999	-	1
\$360,000 to \$369,999	2	1
\$370,000 to \$379,999	1	-
\$380,000 to \$389,999	-	1
\$430,000 to \$439,999	1	1
\$460,000 to \$469,999	1	1
\$550,000 to \$559,999	1	-
\$770,000 to \$779,999	-	1
\$880,000 to \$889,999	1	-

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

**(d) Key management personnel compensation**

*(i) Members of Queensland University of Technology*

<b>2011</b>	Short term monetary benefits \$	Short term non-monetary benefits \$	Long term employee benefits \$	Termination benefits \$	Post-employ- ment benefits \$	Total \$
<i>Position Title</i>						
Vice-Chancellor	731,745	27,346	15,562	-	105,823	880,476
Deputy Vice-Chancellor, Technology, Information & Learning Support	323,935	479	6,195	-	41,690	372,299
Registrar & Head, Administrative Services	359,275	16,982	7,729	-	52,558	436,544
Deputy Vice-Chancellor, Learning & Teaching	241,044	16,217	7,019	-	37,022	301,302
Deputy Vice-Chancellor, Academic	480,002	557	9,945	-	64,795	555,299
Deputy Vice-Chancellor, Research & Commercialisation	400,868	348	8,641	-	58,759	468,617
Deputy Vice-Chancellor, International & Development	298,104	20,126	4,832	-	43,775	366,837
Executive Director, Finance & Resource Planning	297,776	14,830	6,466	-	43,966	363,037
<b>Total</b>	<b>3,132,749</b>	<b>96,885</b>	<b>66,389</b>	<b>-</b>	<b>448,388</b>	<b>3,744,411</b>

<b>2010</b>	Short term monetary benefits \$	Short term non-monetary benefits \$	Long term employee benefits \$	Termination benefits \$	Post-employ- ment benefits \$	Total \$
<i>Position Title</i>						
Vice-Chancellor	640,041	17,271	14,024	-	98,911	770,248
Deputy Vice-Chancellor, Technology, Information & Learning Support	319,988	-	6,884	-	41,326	368,198
Registrar & Head, Administrative Services	307,644	19,660	6,799	-	47,966	382,069
Head, Office of Teaching Quality	237,792	-	5,255	-	37,075	280,122
Deputy Vice-Chancellor, Academic	414,910	804	(1,143)	-	54,104	468,675
Deputy Vice-Chancellor, Research & Commercialisation	364,986	607	8,066	-	56,906	430,564
Deputy Vice-Chancellor, International & Development	282,803	19,714	6,250	-	44,092	352,860
Executive Director, Finance & Resource Planning	232,357	14,823	3,655	-	37,241	288,075
<b>Total</b>	<b>2,800,521</b>	<b>72,879</b>	<b>49,790</b>	<b>-</b>	<b>417,621</b>	<b>3,340,811</b>

The 2010 compensation does not include provision for accrued annual recreation leave (University policy in 2010 was that annual recreation leave was deemed to have been taken in the year it was earned). The University changed this policy in 2011 as a result of new requirements under the Fair Work Australia act and provision for accrued annual leave is included in 2011 compensation. This effect has contributed to the increase in compensation between 2010 and 2011.

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

**(e) Performance payments to key management personnel**

The basis for performance payments made is set out in the table below.

Position Title	Date paid	Basis for payment
<b>2011</b>		
Vice-Chancellor	08 April 2011	Bonus payable on meeting performance targets up to 15% of salary.
Deputy Vice-Chancellor, Technology, Information & Learning Support	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.
Registrar & Head, Administrative Services	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, Learning & Teaching	n/a	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, Academic	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, Research & Commercialisation	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, International & Development	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.
Executive Director, Finance & Resource Planning	08 April 2011	Bonus payable on meeting performance targets up to 10% of salary.

Position Title	Date paid	Basis of payment
<b>2010</b>		
Vice-Chancellor	26 March 2010	Bonus payable on meeting performance targets up to 15% of salary.
Deputy Vice-Chancellor, Technology, Information & Learning Support	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Registrar & Head, Administrative Services	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Head, Office of Teaching Quality	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, Academic	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, Research & Commercialisation	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Deputy Vice-Chancellor, International & Development	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.
Executive Director, Finance & Resource Planning	26 March 2010	Bonus payable on meeting performance targets up to 10% of salary.

The aggregate performance bonuses paid to all key management personnel are as follows:

	<b>Parent entity</b>	
	<b>2011</b>	2010
	<b>\$'000</b>	\$'000
Key management personnel	<b>271</b>	203
	<u>271</u>	<u>203</u>

## 29 Key management personnel disclosures (continued)

### (f) Loans to key management personnel

In 2011, there were no loans to key management personnel.

### (g) Other transactions with key management personnel

In 2011, there were no other transactions with key management personnel.

## 30 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:

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'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 Accountability Act 2009</i>	<u>289</u>	278	<u>252</u>	246
<b>Total remuneration for audit services</b>	<b><u>289</u></b>	<u>278</u>	<b><u>252</u></b>	<u>246</u>
<b>(b) Other assurance services</b>				
<i>Audit-related services</i>				
Fees paid to non-Queensland Audit Office audit firms:				
Due diligence and controls assurance services	<u>324</u>	253	<u>259</u>	203
<b>Total remuneration for audit-related services</b>	<b><u>324</u></b>	<u>253</u>	<b><u>259</u></b>	<u>203</u>
<b>Total remuneration for audit and audit-related services</b>	<b><u>613</u></b>	<u>531</u>	<b><u>511</u></b>	<u>449</u>

Total external audit fees relating to 2011 Financial Statements are estimated to be \$252,000 (2010: \$236,100).

## 31 Contingencies

### (a) Contingent liabilities

The University had contingent liabilities as at 31 December 2011 in respect of:

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Legal claim	<u>2,000</u>	-	<u>2,000</u>	-
	<b><u>2,000</u></b>	-	<b><u>2,000</u></b>	-

The University is being sued by a former staff member for a breach of employment contract. There are several other ongoing legal cases awaiting outcome where estimates cannot be reliably measured.

Amounts previously shown in this note relating to the Queensland Government Smart State loans are now included in Note 25 Borrowings.

### 31 Contingencies (continued)

#### (b) Contingent assets

The University did not have any contingent assets at 31 December 2011.

Amounts previously shown in this note relating to the Queensland Government Smart State loans are now included in Note 25 Borrowings.

	Consolidated			
	Contingent Assets		Contingent Liabilities	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Opening balance 1 January	-	-	-	-
Additional and increased contingent assets/liabilities recognised during the reporting period	-	-	2,000	-
Reductions in contingent assets/liabilities	-	-	-	-
Closing balance 31 December	-	-	<b>2,000</b>	-

### 32 Commitments

#### (a) Capital commitments

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

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
<i>Property, plant and equipment</i>				
Payable:				
Within one year	117,033	105,657	117,033	105,657
Later than one year but not later than five years	-	90,947	-	90,947
Later than five years	-	-	-	-
	<b>117,033</b>	196,604	<b>117,033</b>	196,604
<i>Intangible assets</i>				
Payable:				
Within one year	21	21	21	21
Later than one year but not later than five years	-	-	-	-
Later than five years	-	-	-	-
	<b>21</b>	21	<b>21</b>	21

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

- Science and Technology Precinct (Gardens Point): \$109.676 million
- Creative Industries Phase II (Kelvin Grove): \$2.692 million



### 32 Commitments (continued)

#### (b) Lease commitments<sup>1</sup>

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:				
Within one year	9,394	9,052	9,298	8,857
Later than one year but not later than five years	26,504	31,593	26,504	31,519
Later than five years	23,597	21,772	23,597	21,772
	<u>59,494</u>	<u>62,418</u>	<u>59,398</u>	<u>62,148</u>
Representing:				
Non-cancellable operating leases	59,494	62,148	59,398	62,148
	<u>59,494</u>	<u>62,148</u>	<u>59,398</u>	<u>62,148</u>

<sup>1</sup>Lease commitments now include QEH Trust and prior year consolidated figures have been adjusted accordingly.

#### (i) Operating leases

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

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:				
Within one year	9,394	9,052	9,298	8,857
Later than one year but not later than five years	26,504	31,593	26,504	31,519
Later than five years	23,597	21,772	23,597	21,772
	<u>59,494</u>	<u>62,418</u>	<u>59,398</u>	<u>62,148</u>

#### (ii) Finance leases

The University does not have any finance leases.

#### (c) Other expenditure commitments

	Consolidated		Parent entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Commitments for Collaborative Research Centres (CRCs) and other commercial entities in existence at the reporting date but not recognised as liabilities, payable:				
Within one year	16,420	3,728	16,420	3,728
Later than one year and not later than five years	7,324	28,589	7,324	28,589
Later than five years	1,077	5,615	1,077	5,615
	<u>24,821</u>	<u>37,932</u>	<u>24,821</u>	<u>37,932</u>

### 33 Related parties

#### (a) Parent entities

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

#### (b) Subsidiaries

Interests in subsidiaries are set out in note 34.

#### (c) Key management personnel

Disclosures relating to directors and specified executives are set out in note 29.

#### (d) Transactions with related parties

The following transactions occurred with related parties:

	Consolidated		Parent entity	
	2011 \$,000	2010 \$,000	2011 \$,000	2010 \$,000
<i>Sales of goods and services</i>				
Sale of goods and services to subsidiaries	-	-	890	1,370
	-	-	890	1,370
<i>Purchase of goods and services</i>				
Purchases of goods and services from subsidiaries	-	-	112	405
	-	-	112	405
<i>Other transactions</i>				
Capital contribution provided to subsidiaries	-	-	2,821	3,813
	-	-	2,821	3,813

### 34 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):

Name of entity	Country of incorporation	Class of shares	Equity holding	
			2011 %	2010 %
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
QUT bluebox Trust	Australia	N/A	100	100
Creative Industries Precinct Pty Ltd	Australia	Ordinary	100	100

- i 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.
- ii 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.
- iii 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.

### 34 Subsidiaries (continued)

- iv 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 programs in relation to any University discipline.
- v qutbluebox Pty Ltd was established in 2006 to act as the corporate trustee for QUT bluebox Trust. qutbluebox Pty Ltd did not trade during the year.
- vi QUT bluebox Trust was established in 2006 as an entity to carry out the commercialisation of QUT intellectual property.
- vii Creative Industries Precinct Pty Ltd (trading as QUT Creative Enterprise Australia) 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.

### 35 Jointly controlled operations and assets

#### (a) Kelvin Grove Urban Village (KGUV)

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. The joint venture established the Kelvin Grove Urban Village (KGUV) to provide new opportunities in teaching, research and community engagement for the University. The completed joint venture operations include; the Creative Industries Precinct (CIP); the Institute of Health and Biomedical Innovation (IHBI); the Student Learning and Support Centre; and the Centre for Physical Activity, Clinical Education and Health (CPACEH).

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

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

The University has a commercial arrangement for the lease of land and sub-lease of facilities on University land in the urban village. The land known as Lot 13 was leased to ING Healthcare in 2008 for 80 years and is the site of the Centre for Physical Activity, Clinical Education and Health (CPACEH). Rental for the land lease commenced at \$330,000 per annum (indexed) (2011: \$355,000), with reviews to market at 20, 40, 50, 60 and 70 years. At the completion of the 80 year lease all developments on the site (including the building) will transfer to the University. During the lease period, the University has the opportunity to buy the building from the developer at 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 residing at 44 Musk Avenue, Kelvin Grove. A further space housing a centre for physical activity and health has been leased to the University which has sub-leased 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 contributions towards common space, and capital expenditure, and leasing of car parking spaces. The University's commitments totalled \$723,000 per annum (2008) and after annual indexations, commitments now total \$834,000 (CPI 2011: 3.58%).

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.

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

	<b>Consolidated</b>		<b>Parent entity</b>	
	<b>2011</b>	2010	<b>2011</b>	2010
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Operating result for the period</b>	<b>63,844</b>	46,927	<b>63,619</b>	47,203
<i>Non-cash income statement movements</i>				
Non-cash movement in comprehensive income attributable to subsidiary	-	290	-	-
Depreciation and amortisation	<b>48,265</b>	45,681	<b>48,171</b>	45,605
Net (gain) / loss on disposal of plant and equipment	<b>891</b>	47	<b>891</b>	47
Income from donated items	-	(496)	-	-
Income from distributions received	<b>(500)</b>	(450)	<b>(500)</b>	(450)
<i>(Increase) / decrease in trade and other receivables</i>				
(Increase) / decrease in student loans	<b>(63)</b>	(101)	<b>(63)</b>	(101)
Increase / (decrease) in provision for doubtful debts	<b>43</b>	13	<b>43</b>	13
(Increase) / decrease in trade debtors	<b>(827)</b>	(2,969)	<b>(646)</b>	(2,753)
Increase / (decrease) in provision for doubtful debts	<b>(669)</b>	1,756	<b>(658)</b>	1,544
(Increase) / decrease in student fees debtors	<b>18,269</b>	(33,824)	<b>18,269</b>	(33,824)
Increase / (decrease) in provision for doubtful debts	<b>129</b>	(533)	<b>129</b>	(533)
Increase / (decrease) in goods and services tax refund due	<b>(997)</b>	(235)	<b>(997)</b>	(235)
Increase / (decrease) in other receivables	<b>(13,032)</b>	13,821	<b>(13,033)</b>	13,821
Increase / (decrease) in inventories	<b>140</b>	471	<b>140</b>	471
Decrease / (increase) in other financial assets at fair value through profit or loss	<b>1,784</b>	(32,337)	<b>4,701</b>	(29,129)
<i>Increase / (decrease) in payables</i>				
Increase / (decrease) in OS-HELP liability to Australian Government	<b>22</b>	3	<b>22</b>	3
Increase / (decrease) in trade creditors	<b>(1,158)</b>	(3,535)	<b>(1,193)</b>	(3,490)
Increase / (decrease) in unearned revenue	<b>(21,530)</b>	25,456	<b>(21,521)</b>	25,593
Increase / (decrease) in accrued expenses	<b>(9,474)</b>	8,541	<b>(9,474)</b>	8,541
Increase / (decrease) in grants in advance	<b>(549)</b>	481	<b>(549)</b>	481
Increase / (decrease) in accrued employee benefits	<b>9,888</b>	5,339	<b>9,863</b>	5,339
Increase / (decrease) in other operating liabilities	<b>(7,563)</b>	3,540	<b>(7,591)</b>	3,540
<b>Net cash provided by / (used in) operating activities</b>	<b>86,914</b>	77,886	<b>89,623</b>	81,686

### 37 Financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University. The University uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks, aging analysis for credit risk and benchmark analysis in respect of investment portfolios to determine market risk.

#### (a) Market risk

##### (i) Foreign exchange 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. Fees charged to overseas students are generally denominated in Australian dollars. For the small number of contracts settled in other currencies payment is usually made within thirty days. The exception to this, are contracts placed by the Library in Euros, GB pounds and US dollars early in the year, of which the majority are settled between September and December. QUT received approval to undertake limited derivative transactions by the Governor in Council on 03 February 2011 as cited in the Statutory Bodies Financial Amendment Regulation (No 1) 2011. The University is limited to foreign exchange forward contracts and foreign exchange options contracts only. Transactions are limited to hedge against exposure to foreign currency rate movements in relation to the payment of annual library subscriptions and purchase of high cost assets. All foreign exchange forwards contracts were exercised prior to year end.

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

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 QIC, where funds are invested in the QIC Growth Fund and the QIC Capital Stable Fund. The University monitors its investments with QIC and provides regular reports to management and University Council for high level review and action as required.

##### (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 approved financial institutions. The risk sensitivity adopted by the University is +/- 1%. This reflects market conditions generally, whereby interest rates have the capacity to move by these margins within a 12 month period.

### 37 Financial risk management (continued)

(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.

#### Sensitivity analysis

31 December 2011	Carrying amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk			
		-1%		+1%		-10%		+10%		-10%		+10%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
<b>Financial assets</b>													
Cash and cash equivalents	88,281	(883)	(883)	883	883	-	-	-	-	-	-	-	-
Accounts receivable	77,832	-	-	-	-	108	108	(89)	(89)	-	-	-	-
Other financial assets (QIC)	203,454	(2,035)	(2,035)	2,035	2,305	-	-	-	-	(20,345)	(20,345)	20,345	20,345
Listed securities	3,626	-	-	-	-	-	-	-	-	(363)	(363)	363	363
Unlisted securities	892	-	-	-	-	-	-	-	-	(89)	(89)	89	89
Derivatives - cash flow hedges	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub Total</b>		(2,918)	(2,918)	2,918	3,188	108	108	(89)	(89)	(20,797)	(20,797)	20,797	20,797
<b>Financial liabilities</b>													
Accounts payables	33,004	-	-	-	-	(103)	(103)	84	84	-	-	-	-
Borrowings <sup>(i)</sup>	13,499	-	-	-	-	-	-	-	-	-	-	-	-
Derivatives - cash flow hedges	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub Total</b>		-	-	-	-	(103)	(103)	84	84	-	-	-	-
<b>Total increase / (decrease)</b>		(2,918)	(2,918)	2,918	3,188	5	5	(5)	(5)	(20,797)	(20,797)	20,797	20,797
<b>31 December 2010</b>													
	Carrying amount \$'000	-1%		+1%		-10%		+10%		-10%		+10%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
<b>Financial assets</b>													
Cash and cash equivalents	101,279	(1,013)	(1,013)	1,013	1,013	-	-	-	-	-	-	-	-
Accounts Receivable	80,712	-	-	-	-	7	7	(6)	(6)	-	-	-	-
Other financial assets QIC	205,264	(2,053)	(2,053)	2,053	2,053	-	-	-	-	(20,526)	(20,526)	20,526	20,526
Listed securities	6,622	-	-	-	-	-	-	-	-	(662)	(662)	662	662
Unlisted securities	871	-	-	-	-	-	-	-	-	(87)	(87)	87	87
Derivatives - cash flow hedges	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub Total</b>		(3,066)	(3,066)	3,066	3,066	7	7	(6)	(6)	(21,275)	(21,275)	21,275	21,275
<b>Financial liabilities</b>													
Accounts payable	43,584	-	-	-	-	(3)	(3)	2	2	-	-	-	-
Borrowings <sup>(i)</sup>	7,948	-	-	-	-	-	-	-	-	-	-	-	-
Derivatives - cash flow hedges	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub Total</b>		-	-	-	-	(3)	(3)	2	2	-	-	-	-
<b>Total increase/ (decrease)</b>		(3,066)	(3,066)	3,066	3,066	4	4	(4)	(4)	(21,275)	(21,275)	21,275	21,275

<sup>(i)</sup>QUT through the Smart State Research Facilities Fund and the Innovation Building Fund has received a total of \$45.457 million to date (2010: \$32 million), with a net present value of \$13.499 million (2010: \$7.948 million). These borrowings are not subject to interest.

#### (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 considered minimal. The University undertakes credit checks on new debtors where the assessed value exceeds \$5,000. 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.



### 37 Financial risk management (continued)

#### (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 and borrowings policy. In which the investment policy 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 statement of financial position and regularly monitors liquidity as part of its treasury operations, budget review and reporting arrangements. In regards to borrowings the University has an established working capital loan facility (of up to \$11.5 million for thirty days) to act as a safety net for short term cash demands, this facility has not been used in 2011 or 2010. The University also has borrowings through the Smart State Research Facilities Fund; the Innovation Building Fund; and in November 2011 the University was granted approval to borrow a total of \$125 million through the Queensland Treasury Corporation (QTC). The borrowings through the Queensland Government's Smart State Research Facilities Fund and the Innovation Building Fund are interest free and one third of the loan will be forgiven if all conditions of the loan are met. The approved QTC borrowings for infrastructure projects are interest bearing thirty year commercial loan agreements.

The University's accounts payables and receivables are considered to be short term in nature.

#### *Maturities of financial assets and liabilities*

The following tables summarise the maturity of the University's financial assets and financial liabilities:

31 December 2011	Notes	Average Interest Rate	Variable Interest Rate	Less than 1 Year	1 to 5 Years	5+ Years	Non Interest	Total
		%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>								
Cash and cash equivalents	16	5.64	38,281	50,000	-	-	-	88,281
Receivables	17	-	-	-	-	-	77,832	77,832
Other financial assets	19	-	-	-	-	-	-	-
Other financial assets (QIC) #		(0.88)	-	-	-	-	203,454	203,454
Listed securities		-	-	-	-	-	3,626	3,626
Unlisted securities		-	-	-	-	-	892	892
Derivative financial instruments	20	-	-	-	-	-	-	-
<b>Total financial assets</b>			<b>38,281</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>285,804</b>	<b>374,085</b>
<b>Financial liabilities</b>								
Payables	24	-	-	-	-	-	33,004	33,004
Borrowings	25	-	-	-	-	-	-	-
Queensland Government Loans		-	-	-	-	-	13,499	13,499
<b>Total financial liabilities</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46,503</b>	<b>46,503</b>
<b>31 December 2010</b>								
31 December 2010	Notes	Average Interest Rate	Variable Interest Rate	Less than 1 Year	1 to 5 Years	5+ Years	Non Interest	Total
		%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>								
Cash and cash equivalents	16	5.61	61,279	40,000	-	-	-	101,279
Receivables	17	-	-	-	-	-	80,712	80,712
Other financial assets	19	-	-	-	-	-	-	-
Other financial assets (QIC)		-	-	-	-	-	205,264	205,264
Listed securities		8.99	-	-	-	-	6,622	6,622
Unlisted securities		-	-	-	-	-	871	871
<b>Total financial assets</b>			<b>61,279</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>293,469</b>	<b>394,748</b>
<b>Financial liabilities</b>								
Payables	24	-	-	-	-	-	41,003	41,003
Borrowings	25	-	-	-	-	-	-	-
Queensland Government Loans		-	-	-	-	-	7,948	7,948
<b>Total financial liabilities</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,951</b>	<b>48,951</b>

# Note that the QIC Growth Fund rate has been recorded above as it accounts for the largest portion of the funds. The average rate for other QIC funds are as follows; the QIC Stable fund was 1.44% (2010: 5.4%) and the QIC Australian Fixed Interest Fund was 9.90% (new in 2011).

### 37 Financial risk management (continued)

#### (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 is based on quoted market prices at the statement of financial position date. The quoted market price used for financial assets held by QUT is the current bid price. The fair value of financial instruments which are not traded is the net book value of those instruments (refer note19)

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair value due to the short-term nature of trade receivables.

The fair value of forward exchange contracts is determined using forward exchange market rates at the balance date.

The University has loans repayable through the Smart State Research Facilities Fund. These are recorded at their net present value.

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due.

38 Acquittal of Australian Government financial assistance

38.1 DEEWR - CGS and Other DEEWR Grants

	Commonwealth grant scheme <sup>1</sup>		Indigenous support program		Partnership & participation program		Workplace productivity program		Capital development pool		Diversity & structural adjustment fund		Transitional cost program	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2011 \$'000	2010 \$'000
Notes														
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)	208,824	207,756	1,354	1,495	3,604	2,084	-	303	870	4,303	870	725	781	1,056
Net accrual adjustments	559	(8,936)	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	209,382	198,820	1,354	1,495	3,604	2,084	-	303	870	4,303	870	725	781	1,056
Surplus / (deficit) from the previous year	-	-	-	-	-	-	168	302	1,443	965	1,443	365	1,938	-
Total revenue including accrued revenue	209,382	198,820	1,354	1,495	3,604	2,084	168	605	2,313	5,268	2,313	1,090	1,896	1,056
Less expenses including accrued expenses	(209,382)	(198,820)	(1,354)	(1,495)	(3,604)	(2,084)	(168)	(437)	(1,348)	(1,226)	(1,348)	(1,090)	(1,531)	(1,056)
Surplus / (deficit) for reporting period	-	-	-	-	-	-	-	168	965	4,043	965	-	365	-

**38 Acquittal of Australian Government financial assistance (continued)**

**38.1 DEEWR - CGS and Other DEEWR Grants (continued)**

	Notes	Total	
		2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		219,591	213,522
Net accrual adjustments		559	(8,936)
Revenue for the period	2(a)	220,150	204,586
Surplus / (deficit) from the previous year		1,498	3,683
Total revenue including accrued revenue		221,648	208,269
Less expenses including accrued expenses		(217,605)	(206,771)
Surplus / (deficit) for reporting period		4,043	1,498

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

38 Acquittal of Australian Government financial assistance (continued)

38.2 Higher Education Loan Programs (excl OS-HELP)

	Notes	HECS-HELP (Australian Government payments only)		FEE-HELP		Total	
		2011	2010	2011	2010	2011	2010
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		133,013	141,943	15,810	13,969	148,824	155,912
Net accrual adjustments		3,770	(12,145)	(1,000)	(2,707)	2,770	(14,852)
Revenue for the period	2(b)	136,784	129,798	14,810	11,262	151,594	141,060
Surplus / (deficit) from the previous year		-	-	-	-	-	-
Total revenue including accrued revenue		136,784	129,798	14,810	11,262	151,594	141,060
Less expenses including accrued expenses		(136,784)	(129,798)	(14,810)	(11,262)	(151,594)	(141,060)
Surplus / (deficit) for reporting period		-	-	-	-	-	-

38 Acquittal of Australian Government financial assistance (continued)

38.3 Scholarships

	Australian postgraduate awards		International postgraduate research scholarship		Commonwealth education cost scholarships <sup>1</sup>		Commonwealth accommodation scholarships <sup>2</sup>		Indigenous access scholarships		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)	5,629	4,424	572	501	3,185	4,492	82	45	404	153	9,872	9,615
Less Amount repaid to DEEWR	-	-	-	-	(524)	-	-	-	-	-	(524)	-
Revenue for the period	5,629	4,424	572	501	2,660	4,492	82	45	404	153	9,348	9,615
Surplus / (deficit) from the previous year	985	970	-	-	3,174	375	-	175	44	42	4,203	1,562
Total revenue including accrued revenue	6,614	5,394	572	501	5,834	4,867	82	220	448	195	13,551	11,177
Less expenses including accrued expenses	(5,430)	(4,409)	(572)	(501)	(949)	(1,693)	(82)	(220)	(393)	(151)	(7,426)	(6,974)
Surplus / (deficit) for reporting period	1,184	985	-	-	4,885	3,174	-	-	55	44	6,125	4,203

<sup>1</sup> Includes National Priority Scholarships / Grandfathered Scholarships

<sup>2</sup> Includes National Accommodation Scholarships



38 Acquittal of Australian Government financial assistance (continued)

38.4 DIISR Research

	Notes	Joint research engagement program		Research training scheme		Systemic infrastructure initiative		Research infrastructure block grants		Implementation assistance program		Commercialisation training scheme		Sustainable research excellence in universities	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		8,842	7,706	16,081	15,174	-	-	3,559	3,350	-	85	207	160	2,153	1,421
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(d)	<b>8,842</b>	<b>7,706</b>	<b>16,081</b>	<b>15,174</b>	-	-	<b>3,559</b>	<b>3,350</b>	-	<b>85</b>	<b>207</b>	<b>160</b>	<b>2,153</b>	<b>1,421</b>
Surplus / (deficit) from the previous year		-	-	-	-	194	380	1,328	1,730	31	97	37	62	1,167	-
Total revenue including accrued revenue		8,842	7,706	16,081	15,174	194	380	4,887	5,080	31	182	244	222	3,320	1,421
Less expenses including accrued expenses		(8,842)	(7,706)	(16,081)	(15,174)	(80)	(186)	(4,419)	(3,752)	(31)	(151)	(244)	(185)	(1,357)	(254)
Surplus / (deficit) for reporting period		-	-	-	-	114	194	468	1,328	-	31	-	37	1,963	1,167

**38 Acquittal of Australian Government financial assistance (continued)**

**38.4 DIISR Research (continued)**

	Notes	Total	
		2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		30,842	27,896
Net accrual adjustments		-	-
Revenue for the period	2(d)	<u>30,842</u>	<u>27,896</u>
Surplus / (deficit) from the previous year		2,757	2,269
Total revenue including accrued revenue		33,599	30,165
Less expenses including accrued expenses		<u>(31,054)</u>	<u>(27,408)</u>
Surplus / (deficit) for reporting period		<u>2,545</u>	<u>2,757</u>

**38 Acquittal of Australian Government financial assistance (continued)**

**38.5 Voluntary Student Unionism**

	Notes	VSU transition fund			Total	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		-	-	-	-	
Net accrual adjustments		-	-	-	-	
Revenue for the period	2(e)	-	-	-	-	
Surplus / (deficit) from the previous year		12	31	12	31	
Total revenue including accrued revenue		12	31	12	31	
Less expenses including accrued expenses		(12)	(19)	(12)	(19)	
Surplus / (deficit) for reporting period		-	12	-	12	

**38 Acquittal of Australian Government financial assistance (continued)**

**38.6 Other Capital Funding**

	Notes	Better universities renewal funding		Teaching and learning capital fund		Education investment fund		Total	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		-	-	-	-	-	-	25,000	22,500
Net accrual adjustments		-	-	-	-	-	-	-	-
Revenue for the period	2(f)	-	-	-	-	-	-	25,000	22,500
Surplus / (deficit) from the previous year		6,440	17,413	4,857	23,185	12,936	10,994	24,233	51,592
Total revenue including accrued revenue		6,440	17,413	4,857	23,185	37,936	33,494	49,233	74,092
Less expenses including accrued expenses		(5,575)	(10,973)	(4,857)	(18,328)	(37,779)	(20,558)	(48,211)	(49,859)
Surplus / (deficit) for reporting period		865	6,440	-	4,857	157	12,936	1,022	24,233

38 Acquittal of Australian Government financial assistance (continued)

38.7 Australian Research Council Grants

(a) Discovery

	Notes	Project		Fellowships		Indigenous researchers development		Total	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		4,121	4,342	1,015	264	-	-	5,136	4,606
Funds received via other universities		428	220	-	-	-	-	428	220
Revenue for the period	2(g)(i)	<b>4,549</b>	<b>4,562</b>	<b>1,015</b>	<b>264</b>	-	-	<b>5,564</b>	<b>4,826</b>
Surplus / (deficit) from the previous year		2,463	2,573	99	29	4	4	2,566	2,606
Total revenue including accrued revenue		7,012	7,135	1,114	293	4	4	8,130	7,432
Less expenses including accrued expenses		(3,877)	(4,672)	(416)	(194)	(4)	-	(4,297)	(4,866)
Surplus / (deficit) for reporting period		<b>3,135</b>	<b>2,463</b>	<b>697</b>	<b>99</b>	-	4	<b>3,833</b>	<b>2,566</b>

**38 Acquittal of Australian Government financial assistance (continued)**

**38.7 Australian Research Council Grants (continued)**

**(b) Linkages**

	Notes	Special research initiatives		Infrastructure		International		Projects		Total	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		-	-	830	800	-	23	6,462	7,147	7,292	7,970
Funds received via other universities		-	-	80	-	-	-	107	626	187	626
Revenue for the period	2(g)(ii)	-	-	910	800	-	23	6,569	7,773	7,479	8,596
Surplus / (deficit) from the previous year		-	4	796	-	16	59	6,375	5,134	7,187	5,197
Total revenue including accrued revenue		-	4	1,706	800	16	82	12,944	12,907	14,666	13,793
Less expenses including accrued expenses		-	(4)	(1,130)	(4)	(11)	(66)	(6,829)	(6,532)	(7,970)	(6,606)
Surplus / (deficit) for reporting period		-	-	577	796	5	16	6,115	6,375	6,696	7,187

38 Acquittal of Australian Government financial assistance (continued)

38.7 Australian Research Council Grants (continued)

(c) Networks and Centres

	Notes	Centres		Total	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programs)		1,798	1,674	1,798	1,674
Funds received via other universities		374	359	374	359
Revenue for the period	2(g)(iii)	2,173	2,033	2,172	2,033
Surplus / (deficit) from the previous year		475	191	475	191
Total revenue including accrued revenue		2,648	2,224	2,647	2,224
Less expenses including accrued expenses		(1,765)	(1,749)	(1,765)	(1,749)
Surplus / (deficit) for reporting period		883	475	882	475



**38 Acquittal of Australian Government financial assistance (continued)**

**38.8 OS-HELP**

	<b>Parent entity</b>	
Notes	<b>2011</b>	2010
	<b>\$'000</b>	\$'000
Cash Received during the reporting period	<b>813</b>	547
Cash Spent during the reporting period	<b>(791)</b>	(543)
Net Cash received	<b>22</b>	4
	<b>2</b>	-
Cash Surplus / (deficit) from the previous period	<b>-</b>	(2)
Cash Surplus / (deficit) for reporting period	<b>24</b>	2

**Certificate of the Queensland University of Technology**

We have prepared the annual financial report pursuant to the provisions of the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2009*, 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 2011 to 31 December 2011 and of the financial position as at 31 December 2011 in accordance with prescribed accounting standards and conform with the Financial Statement Guidelines for Australian Higher Education Providers for the 2011 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

Date: 22 February 2012



**O P Coaldrake**  
Vice-Chancellor

Date: 22 February 2012



**C R Cartwright**  
Director  
Corporate Finance

Date: 22 February 2012

# INDEPENDENT AUDITOR'S REPORT

To the Council of the Queensland University of Technology

## Report on the Financial Report

I have audited the accompanying financial report of Queensland University of Technology, which comprises the statements of financial position as at 31 December 2011, the income statement, statements of changes in equity and statements of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Chancellor, Vice-Chancellor and Director Corporate Finance of the entity and 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's Responsibility for the Financial Report*

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Council's responsibility also includes such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

### *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 the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about 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 the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view 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 used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements 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 *Auditor-General Act 2009* promotes the independence of the Auditor-General and all 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.

## *Opinion*

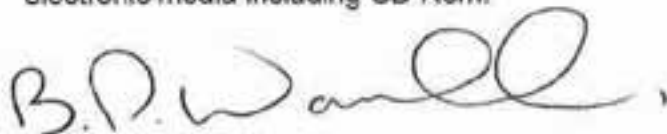
In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Queensland University of Technology and the consolidated entity for the financial year 1 January 2011 to 31 December 2011 and of the financial position as at the end of that year.

## **Other Matters - Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the financial report of the Queensland University of Technology and the consolidated entity for the year ended 31 December 2011. Where the financial report is included on University's website the Council is responsible for the integrity of the University's website and I have not been engaged to report on the integrity of the University's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.



B P WORRALL, FCA  
Delegate of the Auditor-General of Queensland

Brisbane, 27 February 2012

# Controlled entities

## Functions and 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 2011.

### **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 2011. 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 Crowe Horwath.

### **Geneco Pty Ltd**

GeneCo Pty Ltd was established to undertake research into gene probe technology.

The company did not trade in 2011.

### **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 2011.

### **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 qutbluebox Pty Ltd are subsidiaries of QUT Enterprise Holdings Trust.

The Trust traded in 2011. The accounts are presented to QUT and consolidated with QUT accounts. QUT Enterprise

Holdings Trust accounts are audited by Crowe Horwath.

### **qutbluebox Pty Ltd**

qutbluebox Pty Ltd is a subsidiary of QUT Enterprise Holdings Trust.

qutbluebox Pty Ltd was established in 2006 to act as the corporate trustee for QUT bluebox Trust. The company did not trade in 2011.

### **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 2011. The accounts are presented to QUT Enterprise Holdings and consolidated with QUT Enterprise Holdings Trust. QUT bluebox Trust accounts are audited by Crowe Horwath.

note: see also Financial Statements – Note 34, Subsidiaries.

# International travel report

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
<b>ADMINISTRATIVE SERVICES</b>						
Amankwah-Toa, G	Client Service Coordinator International – SBS	South Africa – Johannesburg, Ghana – Accra	Promotions and marketing	7457		
Baldwyn, H	Maintenance Services Manager	USA – Denver, Minneapolis, Las Vegas	Witness and test operation of electric chiller for STP	607	10 400	Dalkia
Berkovits, A	Graphic Designer	USA – San Francisco	Attend conference/seminar/forum/workshop	2406	2610	Self-funded
Bridgland, S	Project Manager – QUT EQUIT	New Zealand – Auckland	Attend conference/seminar/forum/workshop	2277		
Chapman, C	Associate Director SBS	New Zealand – Auckland	Attend conference/seminar/forum/workshop	1843		
Clarke, K	Client Service Officer	Taiwan	Attend trade fairs/exhibitions/roadshows	5776		
Delavari, H	Business Analyst	New Zealand – Dunedin	Project management/project work/consultancies	30	558	University of Otago
Dobinson, D	Senior Equity Officer	New Zealand – Auckland	Deliver paper(s) at a conference/seminar/forum/workshop	2442		
Drew, G	Senior Leadership Development Consultant (QLP)	New Zealand – Dunedin	Project management/project work/consultancies	100	558	University of Otago
Flynn, K	Project and Communications Officer	New Zealand – Auckland	Attend conference/seminar/forum/workshop	1852		
Frowd, A	Director – Facilities Management	Fiji – Suva	Activities associated with overseas universities and other bilateral relationships	835	1915	University of South Pacific
Gibson, E	SSS International Career Counsellor	Malaysia – Kuala Lumpur, Singapore	Overseas Graduations/Alumni events	2739		
Gibson, E	SSS International Career Counsellor	Hong Kong; China – Shanghai	Agents visits	3500		
Goodwin, C	Assistant Ceremonies Officer	Malaysia – Kuala Lumpur, Singapore	Overseas Graduations/Alumni events	3692		
Grist, C	Web Systems Developer	Bhutan – Thimphu	Participate in collaborative research/projects/other programs	5835		
Hepperlin, C	Director SSS	Germany – Berlin, Leipzig, Frankfurt	Deliver a paper(s) at a conference/seminar/forum/workshop	5459	2206	Deutsches Studentenwerk
Khakbaz, M	Senior Equity Officer	New Zealand – Auckland	Attend conference/seminar/forum/workshop	2315	50	Self-funded
Macaulay, G	HR Director	New Zealand – Wellington	Deliver a paper(s) at a conference/seminar/forum/workshop		1002	Universities NZ
McAlpine, A	Manager Careers & Employment	UK – Nottingham	Deliver a paper(s) at a conference/seminar/forum/workshop	5600		
McCallum, B	Director, Student Business Services	New Zealand – Auckland	Attend conference/seminar/forum/workshop	1512	266	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
McCallum, B	Director, Student Business Services	New Zealand – Wellington	Attend conference/seminar/forum/workshop	1110		
McFadden, I	Manager Admissions	China – Hong Kong, Guangzhou, Shenzhen	Agents visits	6805		
Moss, P	Senior Technical Officer (Mechanical)	India – Poona, Pune	Project management/project work/consultancies	712	16 700	Siganto & Stacey Pty Ltd
O'Brien, G	Senior Equity Officer	New Zealand – Auckland	Attend conference/seminar/forum/workshop	1752		
Repcsik, I	Ceremonies Officer	Malaysia – Kuala Lumpur, Singapore	Overseas Graduations/Alumni events	3584		
Ross, F	Security Manager	Malaysia – Kuala Lumpur	Attend conference/seminar/forum/workshop	3292		
Verner, D	Manager Organisational Development	New Zealand – Wellington	Deliver a paper(s) at a conference/seminar/forum/workshop		1002	universities NZ
Woods, G	Engineering Services Manager	Austria – Innsbruck	Fieldwork	1388	11 900	Siganto & Stacey Pty Ltd
<b>BUILT ENVIRONMENT AND ENGINEERING</b>						
Armstrong, H	Professor	USA – Miami	Attend conference/seminar/forum/workshop	4269		
Bell, J	Assistant Dean BEE	Germany, Dubai, Saudi Arabia	Promotions and marketing	22 970		
Bell, J	Assistant Dean BEE	China & Thailand	Committee representation/meetings/councils/boards	12 806		
Blackler, A	Senior Lecturer	Netherlands – Amsterdam	Attend conference/seminar/forum/workshop	3878		
Boles, W	Professor	USA – Washington, DC; Cincinnati, OH; Rapid City, SD.	Activities associated with overseas universities and other bilateral relationships	9499		
Boulaire, F	Research Fellow	Germany – Duesseldorf	Promotions and marketing	6100		
Brereton, M	Professor	Portugal – Lisbon	Attend conference/seminar/forum/workshop	4647		
Brown, R	Associate Professor	India – Delhi & Bangalore, Japan – Hamamatsu and Thailand – Bangkok	Deliver a paper(s) at a conference/seminar/forum/workshop	7900		
Bucolo, S	Associate Professor	Germany & Norway	Project management/project work/consultancies	11 090		
Bucolo, S	Associate Professor	Italy – Milan and Denmark	Deliver a paper(s) at a conference/seminar/forum/workshop	9315		
Bucolo, S	Associate Professor	Hong Kong, China	Attend conference/seminar/forum/workshop	5390		
Buys, E	Professor	Netherlands, France, Austria, Germany, Italy, UK	Attend conference/seminar/forum/workshop	33 652		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Campbell, D	Acting Director ARCAA	Denmark – Copenhagen, France – Paris & Thales	Activities associated with overseas universities and other bilateral relationships	5000	2100	Danmarks Tekniske Universitet (DTU)
Campbell, D	Acting Director ARCAA	USA – Seattle	Formalise relations with international clients	13 840		
Campbell, D	Acting Director ARCAA	London & Copenhagen	Formalise relations with international clients	11 100		
Campbell, D	Acting Director ARCAA	UK – London, France – Paris, Portugal – Lisbon	Attending meetings and conference	5900		
Capasso, A	Research Assistant	Italy	Participate in collaborative research/projects/other programs	4890		
Castillo, M	Lecturer	USA & Belgium	Attending meetings and conference	7773		
Chen, G	Research Fellow	China	Attend conference/seminar/forum/workshop	3694		
Chung, E	Research Fellow	Middle East	Committee representation/meetings/councils/boards	6151		
Chung, E	Director	Taiwan	Attend conference/seminar/forum/workshop	1854	5000	ITS Taiwan – Asia-Pacific Forum, National Taiwan University
Chung, E	Director	Japan	Participate in collaborative research/projects/other programs	1580	3000	University of Tokyo – ITS Centre
Clothier, R	Research Fellow	New Zealand	Attend conference/seminar/forum/workshop	66	600	New Zealand Registry Services (NZRS), Self-funded
Coffey, W	Lecturer	Kuala Lumpur	Attend conference/seminar/forum/workshop	3653		
Corke, P	Professor	USA – Boston	Committee representation/meetings/councils/boards	700	4160	Massachusetts Institute of Technology (MIT), Institute of Electrical and Electronics Engineers (IEEE)
Corke, P	Professor	UK & Italy	Participate in collaborative research/projects/other programs	4842	3200	Cooperating Objects Network of Excellence (CONET)
David, D	Postdoctoral Fellow	Italy – Florence & Rome	Deliver a paper(s) at a conference/seminar/forum/workshop	4071		
Dawes, L	Associate Professor	London, Copenhagen-Stockholm, Warsaw	Deliver a paper(s) at a conference/seminar/forum/workshop	8223		
Denman, S	Research Fellow	Austria – Vienna, Salzburg & Klagenfurt	Deliver a paper(s) at a conference/seminar/forum/workshop	4500		
Desha, C	Lecturer	UK – London & Spain – Madrid	Attend conference/seminar/forum/workshop	6900		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Dhanasekar, M	Professor	New Zealand – Queenstown	Attend conference/seminar/forum/workshop	550	1475	Concrete Masonry Association of Australia (CMAA)
Dhanasekar, M	Lecturer	Singapore, Frankfurt–Lufthansa	Deliver a paper(s) at a conference/seminar/forum/workshop	4618		
Diedrich, L	Adjunct Professor	Denmark & Norway	Study tour/cultural exchange	2888		
Drogemuller, R	Professor	Germany, Dubai, Saudi Arabia	Promotions and marketing	12500		
Drogemuller, R	Professor	Singapore	Attend conference/seminar/forum/workshop	1979		
Drogemuller, R	Professor	USA – Ohio	Attend conference/seminar/forum/workshop	5283		
Drogemuller, R	Professor	France and UK	Attend conference/seminar/forum/workshop	4355		
Edward, P	Lecturer	USA – Michigan, Detroit	Deliver a paper(s) at a conference/seminar/forum/workshop	3000	2200	Self-funded
Eves, C	Professor	UK – London, Italy, Netherlands	Deliver a paper(s) at a conference/seminar/forum/workshop	5490		
Eves, C	Professor	Hong Kong	Attend conference/seminar/forum/workshop	5170		
Fitzpatrick, L	International Partnership Coordinator	Colombia & Mexico	Promotions and marketing	8609		
Fookes, C	Associate Professor	USA – Washington, Albany, Champaign	Attend conference/seminar/forum/workshop	9320		
Frazer, J	Professor	UK, USA	Participate in collaborative research/projects/other programs	7330		
Frazer, J	Professor	Canada, UK, China	Attend conference/seminar/forum/workshop	8423		
Frazer, J	Professor	USA – Boston, UK – London & Singapore	Committee representation/meetings/councils/boards	9824		
Frazer, J	Professor	Switzerland – Zurich	Committee representation/meetings/councils/boards	5258		
Gard, S	Lecturer	Germany – Berlin, Stuttgart; Italy – Milan, Rome; France – Venice, Florence	Student Travel/Student Exchange	4309		
Ghosh, A	Professor	Italy – Venice	Attend conference/seminar/forum/workshop	9175		
Ghosh, A	Professor	USA – Detroit	Committee representation/meetings/councils/boards	5583		
Gomez, R	Lecturer	Netherlands	Attend conference/seminar/forum/workshop	5302		
Gonzalez, F	Lecturer	Switzerland – Zurich & Germany – Berlin	Deliver a paper(s) at a conference/seminar/forum/workshop	4735		
Goonetilleke, A	Professor	Qatar	Deliver a paper(s) at a conference/seminar/forum/workshop	5097		
Gootinelleke, A	Professor	Sri Lanka & Singapore	Attend conference/seminar/forum/workshop	8525		
Gootinelleke, A	Professor	China	Attend conference/seminar/forum/workshop	7556		
Gu, Y	Associate Professor	Taiwan – Taipei	Deliver a paper(s) at a conference/seminar/forum/workshop	3481		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Gu, Y	Senior Lecturer	China – Beijing & Dalian	Participate in collaborative research/projects/other programs	5130		
Guaralda, M	Lecturer	Canada – Montreal	Attend conference/seminar/forum/workshop		9425	Self-funded
Hargreaves, D	Deputy Executive Dean	Switzerland, Germany, Norway, Sweden, Italy, Bosnia	Attend conference/seminar/forum/workshop	13 132		
Hayes, J	Senior Lecturer	USA – Los Angeles, San Diego	Attend conference/seminar/forum/workshop	5948		
Hennessy, D	Information Manager	Republic of Ireland – Dublin	Attend conference/seminar/forum/workshop	3972		
Holt-Damant, K	Senior Lecturer	USA – Boston and New York	Attend conference/seminar/forum/workshop	5549		
Holt-Damant, K	Lecturer	New Zealand – Auckland	Attend conference/seminar/forum/workshop	1460		
Holt-Damant, K	Associate Professor	Spain and France	Attend conference/seminar/forum/workshop	8635		
Hudson, B	Adjunct Professor	Singapore, UK – London	Attend conference/seminar/forum/workshop	3948		
Jacob, S	International Marketing and Promotions Officer	Canada	Attend conference/seminar/forum/workshop	5891	714	Self-funded
Jacob, S	International Marketing and Promotions Officer	India	Promotions and marketing	8983		
Jayalath, D	Senior Lecturer	China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	2619		
Jones, C	Research Assistant	Singapore	Attend conference/seminar/forum/workshop	2386		
Kennedy, R	Senior Lecturer	USA – Miami	Attend conference/seminar/forum/workshop	7801		
Klein, T	VC Research Fellow	New Zealand – Queenstown	Deliver a paper(s) at a conference/seminar/forum/workshop	1605		
Kleinschmidt, T	Project Officer	Belgium, Norway, United Arab Emirates	Committee representation/meetings/councils/boards	7125		
Kosse, V	Associate Professor	UK – Belfast	Deliver a paper(s) at a conference/seminar/forum/workshop	3535	985	Self-funded
Kraal, B	Research Fellow	UK – London	Attend conference/seminar/forum/workshop	4717		
Kumarasuriyar, A	Lecturer	Portugal–Lisbon, Germany–Munich	Deliver a paper(s) at a conference/seminar/forum/workshop	7457		
Kumarasuriyar, A	Lecturer	Malaysia	Activities associated with overseas universities and other bilateral relationships	2395		
Lawson, G	Lecturer	China – Shanghai	Study tour/cultural exchange	2312		
Ledwich, G	Professor	Germany – Duesseldorf	Promotions and marketing	6901		
Ledwich, G	Professor	USA – Michigan, Detroit & Colorado – Denver	Deliver a paper(s) at a conference/seminar/forum/workshop	4760		
Lee, B	Lecturer	South Korea – Seoul	Attend conference/seminar/forum/workshop	2475		
Lee, G	Professor	Republic of Ireland – Dublin	Attend conference/seminar/forum/workshop	6910		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Lee, V	Professor	USA, Canada, UK-Bristol	Activities associated with overseas universities and other bilateral relationships	4838	659	University of Toronto
Lee, V	Adjunct Professor	Denmark	Study tour/cultural exchange	4100		
Lin, T	Research Fellow	China – Beijing	Attend conference/seminar/forum/workshop	3189		
Liu, M	Research Fellow	China – Beijing & Dalian	Deliver a paper(s) at a conference/seminar/forum/workshop	2500		
Ma, L	Professor	China – Beijing	Participate in collaborative research/projects/other programs	1148	848	Self-funded
Ma, L	Professor	Malaysia – Kuala Lumpur	Committee representation/meetings/councils/boards	2182		
Ma, L	Professor	Norway, China, Netherland	Attend conference/seminar/forum/workshop	9750		
Ma, L	Professor	USA – Cincinnati	Attend conference/seminar/forum/workshop	9495		
Ma, L	Professor	China	Participate in collaborative research/projects/other programs	4200		
Ma, L	Professor	China	Attend conference/seminar/forum/workshop	5356		
Mahendran, M	Professor	Malaysia	Attend conference/seminar/forum/workshop	4915		
Margot, B	Professor	Dubai & UK – London	Attend conference/seminar/forum/workshop	5250		
Mayere, S	Lecturer	USA – Los Angeles	Deliver a paper(s) at a conference/seminar/forum/workshop	4317		
McCarthy, J	Chair SBENRC (Sessional Academic)	UK – London	Committee representation/meetings/councils/boards	17 179		
McDowell, B	Sessional Academic [EEP220]	New Zealand – Auckland	Teaching Offshore		2191	Electricity Engineers' Association (EEA) NZ
Mishra, S	Senior Lecturer	India – Delhi & Varanasi	Deliver a paper(s) at a conference/seminar/forum/workshop	4950		
Miller, W	Research Fellow	Germany & Switzerland	Attend conference/seminar/forum/workshop	6887		Self-funded
Mudford, R	Senior Research Eng	Munich – Germany	Participate in collaborative research/projects/other programs		4865	Ergon Energy
Murchison, B	Assistant Dean	Europe	Activities associated with overseas universities and other bilateral relationships	13 623		
Murphy, E	Research Fellow	USA – San Francisco, California	Attend conference/seminar/forum/workshop	5925		
Neville, T	Memb. Centre of Subtropical Design Advisory Committee	USA – Miami	Attend conference/seminar/forum/workshop	4434		
Nielsen, D	Lecturer	Germany – Berlin, Stuttgart, Italy – Milan, Rome, France – Venice, Florence	Study tour/cultural exchange	4645		
Oloyede, K	Professor	Nigeria – Lagos	Formalise relations with international clients	11 806		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Oloyede, K	Professor	United Arab Emirates, Turkey, Iran, Saudi Arabia	Activities associated with overseas universities and other bilateral relationships	14 268		
Oloyede, K	Professor	Thailand & Sri Lanka	Activities associated with overseas universities and other bilateral relationships	5609		
Osborne, L	Lecturer	Spain – Madrid	Attend conference/seminar/forum/workshop	4708		
Perera, L	Lecturer	Canada – Winnipeg	Deliver a paper(s) at a conference/seminar/forum/workshop	4809		
Popovic, V	Professor	Amsterdam	Activities associated with overseas universities and other bilateral relationships	9650		
Popovic, V	Professor	Singapore	Attend conference/seminar/forum/workshop	2848		
Popovic, V	Professor	Taiwan	Promotions and marketing	2876		
Popovic, V	Professor	Taiwan – Taipei	Attend conference/seminar/forum/workshop	7488		
Raxworthy, J	Senior Lecturer	Denmark & Norway	Study tour/cultural exchange	4983		
Richards, P	Adjunct Professor	USA – Florida	Attend conference/seminar/forum/workshop	4373		
Rybachuk, M	Lecturer	Canada	Attend conference/seminar/forum/workshop	3900		
Sanders, P	Head of School	Canada – Montreal	Attend conference/seminar/forum/workshop	9425		
Sanders, P	Head of School	UK – London	Attend conference/seminar/forum/workshop	4410		
Senadeera, W	Lecturer	Finland	Deliver a paper(s) at a conference/seminar/forum/workshop	3103	357	Self-funded
Shafiei, M	Research Fellow	Republic of Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	5501		
Smith, R	Lecturer	USA – Hawaii & California	Deliver a paper(s) at a conference/seminar/forum/workshop	17 539	690	University of Southern California
Smith, R	Lecturer	China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	1208	3651	University of Southern California
Smith, R	Lecturer	Singapore	Activities associated with overseas universities and other bilateral relationships		4866	Self-funded
Smith, R	Lecturer	USA – Los Angeles	Attend conference/seminar/forum/workshop	8150		
Steinberg, T	Professor	USA – New York	Participate in collaborative research/projects/other programs	10 500		
Steinberg, T	Professor	USA – Los Angeles – CA, El Paso – TX, Tampa & Sarasota – FL and New York – NY.	Formalise relations with international clients	11 896		
Steinberg, T	Professor	France – Marseille	Activities associated with overseas universities and other bilateral relationships	14 117		
Sun, Y	Research Fellow	Norway, China	Attend conference/seminar/forum/workshop	11 898		
Taji, A	Professor	China – Shanghai	Study tour/cultural exchange	2312		
Tan, A	Professor	Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	6439		
Tan, A	Professor	USA – Cincinnati	Attend conference/seminar/forum/workshop	6757		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Tan, A	Professor	China	Attend conference/seminar/forum/workshop	4747		
Taylor, M	Associate Professor	Malaysia – Kuala Lumpur	Attend conference/seminar/forum/workshop		4000	Universiti Teknologi Mara (UiTM)
Taylor, M	Associate Professor	London	Attend conference/seminar/forum/workshop	3740		
Taylor, R	Professor	Germany – Duesseldorf	Promotions and marketing	6631		
Thambiratnam, D	Professor	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	3700		
Too, E	Lecturer	Singapore – Kuala Lumpur	Attend conference/seminar/forum/workshop	3200		
Toth, B	Sessional Staff	Denmark – Copenhagen	Attend conference/seminar/forum/workshop	6240		
Toth, B	Sessional Staff	Belgium – Brussels	Deliver a paper(s) at a conference/seminar/forum/workshop	8831		
Trigunaryyah, B	Associate Professor	Malaysia & Indonesia	Deliver a paper(s) at a conference/seminar/forum/workshop	3200		
Walker, R	ARCAA Director	USA – Seattle	Formalise relations with international clients	13 840		
Wrigley, C	Lecturer	Spain	Attend conference/seminar/forum/workshop	6457		
Wyeth, G	Acting Head of School	USA – San Francisco, California	Attend conference/seminar/forum/workshop	5925		
Xiao, Y	Professor	China	Promotions and marketing	4829		
Yan, C	Associate Professor	Thailand	Participate in collaborative research/projects/other programs	2116		
Yan, C	Associate Professor	China	Deliver a paper(s) at a conference/seminar/forum/workshop	4135		
Yarlagadda, P	Professor	UK, Sweden, Germany, Belgium, United Arab Emirates	Committee representation/meetings/councils/boards	9980		
Yarlagadda, P	Professor	China – Chengdu & Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	4420		
Yarlagadda, P	Professor	Singapore	Attend conference/seminar/forum/workshop	5309		
Yarlagadda, P	Professor	China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	4380		
Yigitcanlar, T	Senior Lecturer	Saudi Arabia-Jeddah	Deliver a paper(s) at a conference/seminar/forum/workshop		11 500	World Bank
Yigitcanlar, T	Senior Lecturer	Turkey, Israel, Finland	Attend conference/seminar/forum/workshop	5010		
Yigitcanlar, T	Senior Lecturer	Taiwan – Taipei	Study tour/cultural exchange-student, Tan travelling with students	11 111		
Yigitcanlar, T	Associate Professor	Turkey & Finland	PDP/PDL	13 963		
Zare, F	Associate Professor	Poland – Gdansk, Denmark – Copenhagen & Germany Frankfurt	Deliver a paper(s) at a conference/seminar/forum/workshop	9514		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Zare, F	Professor	Germany & Denmark	Participate in collaborative research/projects/other programs	7022	900	Grundfos Company, Self-funded
Zheng, Z	Lecturer	USA – Los Angeles	Deliver a paper(s) at a conference/seminar/forum/workshop	4779		
Zuniga, K	Lecturer	USA – Los Angeles	Attend conference/seminar/forum/workshop	2317		
Zuniga, K	Lecturer	USA – Denver	Participate in collaborative research/projects/other programs	4000		Self-funded
<b>BUSINESS</b>						
Abbott, G	Corporate Educator	UK	Study tour/cultural exchange	7910		
Abbott, G	Corporate Educator	UK, Estonia, Finland, Sweden	Attend conference/seminar/forum/workshop	9403		
Ali, M	Lecturer	USA	Attend conference/seminar/forum/workshop	4832		
Andrews, L	Lecturer	New Zealand	Attend conference/seminar/forum/workshop	1160		
Ashcroft, W	International Engagement Coordinator	China (includes Macau & Hong Kong)	Promotions and marketing	5628		
Ashcroft, W	International Engagement Coordinator	China (includes Macau & Hong Kong)	Promotions and marketing	5474		
Barnes, P	Senior Lecturer	Republic of Ireland, Singapore, Germany	Deliver a paper(s) at a conference/seminar/forum/workshop	5983		
Barraket, J	Associate Professor	UK, Austria, USA	Deliver a paper(s) at a conference/seminar/forum/workshop	20629		
Barraket, J	Associate Professor	New Zealand	Attend conference/seminar/forum/workshop	1442		
Bartlett, J	Senior Lecturer	Canada, USA	Attend conference/seminar/forum/workshop	4484		
Bartlett, J	Senior Lecturer	UK	Attend conference/seminar/forum/workshop	4769		
Basu, A	Senior Lecturer	China (includes Macau & Hong Kong) & India	Deliver a paper(s) at a conference/seminar/forum/workshop	4716	1500	Self-funded
Becker, K	Senior Lecturer	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	4502		
Becker, K	Senior Lecturer	New Zealand	Attend conference/seminar/forum/workshop	995		Self-funded
Berry, A	Program Administrator	China (includes Macau & Hong Kong)	Attend trade fairs/exhibitions/roadshows	9109		
Bessant, J	Adjunct Professor	Denmark (Brisbane)	Formalise relations with international clients	1516	2500	Aarhus University Denmark
Bezemer, P	Research Fellow	Estonia	Attend conference/seminar/forum/workshop	4262		
Bezemer, P	Research Fellow	New Zealand	Attend conference/seminar/forum/workshop	2376		
Bianchi, C	Teaching and Research Fellow	Colombia	Attend conference/seminar/forum/workshop	5446		
Bradley, L	Head of School	Malaysia	Participate in collaborative research/projects/other programs	888	1423	Self-funded
Bradley, L	Head of School	India	Attend trade fairs/exhibitions/roadshows	9106		
Bradley, L	Head of School	New Zealand	Committee representation/meetings/councils/boards	2681		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Browning, V	Corporate Educator	UK	Study tour/cultural exchange	7585		
Browning, V	MBA Director	Singapore	Attend conference/seminar/forum/workshop	4295		
Burgers, H	Lecturer	USA	Attend conference/seminar/forum/workshop	4075		
Cathcart, A	Lecturer	UK	Attend conference/seminar/forum/workshop	3825	2500	Self-funded
Cathcart, A	Lecturer	UK	Attend conference/seminar/forum/workshop	5325		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	6921		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	2050		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	1580		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	771		
Chan, A	Senior Administration Officer	Taiwan	Promotions and marketing	1182		
Chan, A	Senior Administration Officer	Taiwan	Project management/project work/consultancies	4017		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	352		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	352		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	1706		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	672		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong) & Taiwan	Promotions and marketing	3647		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	362		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	737		
Chan, A	Senior Administration Officer	China (includes Macau & Hong Kong)	Promotions and marketing	578		
Chang, A	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	4819		
Chang, A	Senior Lecturer	New Zealand	Attend conference/seminar/forum/workshop	3224		
Chaplin, S	Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	4643		
Charlesworth, S	Associate Professor	East Timor	Attend conference/seminar/forum/workshop	314	1270	University of South Australia
Cheeseman, T	Team Leader	Vietnam	Promotions and marketing	3892		
Cheeseman, T	Team Leader	Indonesia	Promotions and marketing	3685		
Cheeseman, T	Team Leader	Vietnam	Promotions and marketing	3718		
Cheeseman, T	Team Leader	India	Promotions and marketing	10075		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Cheeseman, T	Team Leader	Singapore, Korea & Vietnam	Promotions and marketing	5834		
Cheeseman, T	Team Leader	Vietnam	Promotions and marketing	5580		
Cox, M	Lecturer	Malaysia	Study tour/cultural exchange	2122		
Cox, S	Director of Higher Degree Research Studies	Malaysia	Participate in collaborative research/projects/other programs	2000		
Cuskelly, E	Executive Officer	Singapore	Attend conference/seminar/forum/workshop	4353		
Davidsson, P	Director	USA	Attend conference/seminar/forum/workshop	2302		
Davidsson, P	Director	USA, Sweden	Participate in collaborative research/projects/other programs	6338		
Davidsson, P	Director	USA	Attend conference/seminar/forum/workshop	5061		
Dipanwita, S	Lecturer	Singapore, India	Deliver a paper(s) at a conference/seminar/forum/workshop	2211	948	Self-funded
Drennan, J	Professor	Republic of Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	4809		
Dulleck, U	Professor	Norway	Attend conference/seminar/forum/workshop	6908		
Dulleck, U	Professor	Germany	Attend conference/seminar/forum/workshop	4208		
French, E	Senior Lecturer	Spain	Attend conference/seminar/forum/workshop	4724		
French, E	Associate Professor	Malaysia	Promotions and marketing	4141		
Furneaux, C	Research Fellow	Switzerland, UK	Attend conference/seminar/forum/workshop	6232		
Gabriel, C	Student Services Advisor	Thailand	Attend conference/seminar/forum/workshop	1235		
Gallery, G	Professor	USA	Attend conference/seminar/forum/workshop	4767		
Gallery, N	Professor	USA	Attend conference/seminar/forum/workshop	4739		
Gardiner, C	Director of Undergraduate Studies	USA	Attend conference/seminar/forum/workshop	7716		
Gardiner, C	Director of Undergraduate Studies	Peru, Colombia, Mexico	Agents visits	10605		
Gardiner, E	Research Fellow	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	5809		
Garonne, C	Lecturer	USA	Participate in collaborative research/projects/other programs	2256		
Gudmundsson, A	Director of Graduate Studies	Thailand	Attend conference/seminar/forum/workshop	3071		
Gudmundsson, A	Director of Graduate Studies	UK, Switzerland	Attend conference/seminar/forum/workshop	9621		
Gudmundsson, A	Director of Graduate Studies	New Zealand	Committee representation/meetings/councils/boards	551		
Gudmundsson, A	Director of Graduate Studies	Switzerland	Project management/project work/consultancies	5920		
Gudmundsson, A	Director of Graduate Studies	New Zealand	Attend conference/seminar/forum/workshop	2333		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Gudmundsson, A	Assistant Dean (T&L)	New Zealand	Attend conference/seminar/forum/workshop	2747		
Hatcher, C	Corporate Educator	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	2027		
Hatcher, C	Corporate Educator	Peru	Attend conference/seminar/forum/workshop	1272	1272	Self-funded
Hatcher, C	Corporate Educator	New Zealand	Attend conference/seminar/forum/workshop	2884		
How, J	Professor	Malaysia	Deliver a paper(s) at a conference/seminar/forum/workshop	2564		
How, J	Professor	Malaysia	Attend conference/seminar/forum/workshop	3218	1024	Self-funded
Hurn, A	Professor	USA	Committee representation/meetings/councils/boards	16 646		
Hyland, P	Professor	New Zealand	Attend conference/seminar/forum/workshop	3180		
Irmer, B	Lecturer	Korean Republic	Deliver a paper(s) at a conference/seminar/forum/workshop	2739		
James, R	Academic Advisor	Thailand	Attend conference/seminar/forum/workshop	2086		
Johnston, K	Lecturer	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	4597		
Kabanoff, B	Professor	New Zealand	Attend conference/seminar/forum/workshop	2675		
Keast, R	Associate Professor	Republic of Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	5001		
Keast, R	Associate Professor	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	6298		
Keast, R	Associate Professor	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	2706	1800	University of South Carolina
Kim, J	Research Assistant	New Zealand	Attend conference/seminar/forum/workshop	1391		
Kuhn, K	Lecturer	Denmark	Deliver a paper(s) at a conference/seminar/forum/workshop	6837		
Lahiri, R	Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	1308		
Larkin, I	Associate Professor	Singapore	Study tour/cultural exchange	3792		
Lee, B	Lecturer	Singapore	Fieldwork	460		
Lee, B	Lecturer	Singapore	Attend conference/seminar/forum/workshop	2579		
Lings, I	Associate Professor	China (includes Macau & Hong Kong)	Attend conference/seminar/forum/workshop	4885		
Little, P	Executive Dean	Singapore	Promotions and marketing	5525		
Little, P	Executive Dean	China (includes Macau & Hong Kong), Taiwan		14 066		
Luke, B	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	4160		
Ma, S	Lecturer	China (includes Macau & Hong Kong)	Attend trade fairs/exhibitions/roadshows	3215		
Martin, B	Professor	Germany	Participate in collaborative research/projects/other programs	6726		
Martin, B	Professor	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	3761		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Mathews, S	Lecturer	China (includes Macau & Hong Kong)	Promotions and marketing	3142		
Mathews, S	Lecturer	Taiwan	Project management/project work/consultancies	1927		Self-funded
Mathews, S	Lecturer	Taiwan	Deliver a paper(s) at a conference/seminar/forum/workshop	2464		Self-funded
Matthews, J	Senior Lecturer	Canada, Denmark	Deliver a paper(s) at a conference/seminar/forum/workshop	6668		
McDonald, P	Senior Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	2362		
McDonald, P	Associate Professor	East Timor	Attend conference/seminar/forum/workshop	2246		
McDonald, P	Research Fellow	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	6129		
McGovern, M	Senior Lecturer	Taiwan, Korea Republic	Attend conference/seminar/forum/workshop	6010		
McGregor-Lowndes, M	Director	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	2706		
McGregor-Lowndes, M	Director	Canada	Attend conference/seminar/forum/workshop	4293		
Mehta, A	Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	4258		
Mohannak, K	Lecturer	Germany	Deliver a paper(s) at a conference/seminar/forum/workshop	4755		
Mohannak, K	Lecturer	Turkey	Promotions and marketing	7366		
Mortimer, G	Associate Lecturer	France, UK	Attend conference/seminar/forum/workshop	5298		
Murphy, G	Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	2824		
Neale, L	Senior Lecturer	Netherlands	Participate in collaborative research/projects/other programs	4458		
Neale, L	Senior Lecturer	China (includes Macau & Hong Kong)	Participate in collaborative research/projects/other programs	3687		
Neale, L	Senior Lecturer	China (includes Macau & Hong Kong)	Activities associated with overseas universities and other bilateral relationships	3312		
Neale, L	Senior Lecturer	New Zealand	Study tour/cultural exchange	3527		
Neale, L	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	5860		
Neale, L	Senior Lecturer	China (includes Macau & Hong Kong)	Teaching Offshore	3297		
Nicholson, G	Senior Lecturer	Norway	Attend conference/seminar/forum/workshop	5815		
Nicholson, G	Associate Professor	USA	Attend conference/seminar/forum/workshop	5271		
Nicholson, G	Associate Professor	Canada	Activities associated with overseas universities and other bilateral relationships	4387		
Nicholson, G	Senior Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	2253		
O'Connor, P	Lecturer	UK	Attend conference/seminar/forum/workshop	5592		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
O'Connor, R	Director	UK, Spain	Study tour/cultural exchange	7720		
O'Connor, R	Director	Germany, UK, Spain, Belgium, USA	Attend conference/seminar/forum/workshop	23 643		
Page, L	Postdoctoral Research Fellow	Malaysia	Deliver a paper(s) at a conference/seminar/forum/workshop	3089		
Paltridge, A	Director	Singapore, Malaysia, Taiwan, China	Agents visits	12 104		
Paltridge, A	Director	Malaysia	Promotions and marketing	3563		
Paltridge, A	Director	Canada	Activities associated with overseas universities and other bilateral relationships	8966		
Paltridge, A	Director	Malaysia, Thailand, Finland, Sweden, Norway, Denmark, UK, USA	Attend trade fairs/exhibitions/roadshows	19 423		
Perrons, R	Adjunct Professor	USA	Participate in collaborative research/projects/other programs	8155		
Perrons, R	Associate Professor	New Zealand	Attend conference/seminar/forum/workshop	2788		
Pickernell, D	Adjunct Professor	Brisbane	Participate in collaborative research/projects/other programs	3989		
Pike, S	Senior Lecturer	UK, France	Attend conference/seminar/forum/workshop	9704		
Pisarski, A	Associate Professor	USA, France	Attend conference/seminar/forum/workshop	19 431		
Price, R	Senior Lecturer	UK	Activities associated with overseas universities and other bilateral relationships	2900	1721	Loughborough University
Price, R	Senior Lecturer	UK	Attend conference/seminar/forum/workshop	4915		
Proud, W	Coordinator	Thailand	Promotions and marketing	2780		
Proud, W	Lecturer	Thailand	Promotions and marketing	4783		
Proud, W	Lecturer	Slovenia, France	Attend conference/seminar/forum/workshop	4430		
Proud, W	Lecturer	Singapore	Student Travel/Student Exchange	3612		
Pugliese, A	Lecturer	Italy	Deliver a paper(s) at a conference/seminar/forum/workshop	3160		
Reid, A	Learning and Teaching Consultant	UK	Attend conference/seminar/forum/workshop	1042	936	Self-funded
Russell-Bennett, R	Associate Professor	UK, Republic of Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	10 323		
Russell-Bennett, R	Associate Professor	UK	Activities associated with overseas universities and other bilateral relationships	2150	4000	Strathclyde University
Ryan, C	Head of School	Germany, Netherlands, France	Activities associated with overseas universities and other bilateral relationships	7394		
Ryan, C	Head of School	China (includes Macau & Hong Kong)	Activities associated with overseas universities and other bilateral relationships	3213		
Salunke, S	Research Fellow	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	5287		
Sarkar, J	Senior Lecturer	Singapore, India	Deliver a paper(s) at a conference/seminar/forum/workshop	2611	948	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Sawang, S	Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	3050		
Schaffner, M	Postdoctoral Research Fellow	China – Hong Kong, Xiamen, Shanghai, Nanjing, Hong Kong	Deliver paper(s) at a conference/seminar/forum/workshop	3652	1300	Self-funded
Stanley, T	Senior Lecturer	Spain, USA	Attend conference/seminar/forum/workshop	4122		
Steffens, P	Senior Lecturer	Switzerland, Italy, Denmark, Spain	Attend conference/seminar/forum/workshop	9236		
Steffens, P	Senior Lecturer	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	5036		
Steffens, P	Associate Professor	Canada	Deliver a paper(s) at a conference/seminar/forum/workshop	4342		
Stuetzer, M	Research Fellow	Germany	Participate in collaborative research/projects/other programs	2351		Self-funded
Stuetzer, M	Research Fellow	USA	Attend conference/seminar/forum/workshop	4517		
Stuetzer, M	Research Fellow	USA	Attend conference/seminar/forum/workshop	2341		
Tang, T	Senior Lecturer	UK	Attend conference/seminar/forum/workshop	8041		
Tang, T	Senior Lecturer	Taiwan	Deliver a paper(s) at a conference/seminar/forum/workshop	2855		
Thompson, R	Lecturer	USA	Attend conference/seminar/forum/workshop	5312		
Tonelli, M	Research Fellow	South Africa, UK, Italy, Mozambique	Attend conference/seminar/forum/workshop	7617		
Torgler, B	Professor	Ecuador	Attend conference/seminar/forum/workshop	465		Self-funded
Torgler, B	Professor	Switzerland, Germany	Activities associated with overseas universities and other bilateral relationships	1650	4500	University of Münster
Torgler, B	Professor	Sweden, Germany	Activities associated with overseas universities and other bilateral relationships	1656	4000	Uppsala University
Van Dessel, M	Lecturer	USA	Participate in collaborative research/projects/other programs	5511		
Wickramasekera, R	Senior Lecturer	Japan	Deliver a paper(s) at a conference/seminar/forum/workshop	2825		
Wu, S	Lecturer	China (includes Macau & Hong Kong)	Deliver a paper(s) at a conference/seminar/forum/workshop	6229		
Wu, S	Lecturer	USA	Attend conference/seminar/forum/workshop	4618		
Xavier, R	Head of School	China (includes Macau & Hong Kong)	Promotions and marketing	7851		
Xavier, R	Head of School	Malaysia, Singapore	Overseas Graduations/Alumni events	8724		
Xavier, R	Head of School	China (includes Macau & Hong Kong)	Promotions and marketing	4622		
Xavier, R	Head of School	China (includes Macau & Hong Kong)	Promotions and marketing	3700		
Xavier, R	Head of School	China (includes Macau & Hong Kong)	Promotions and marketing	4948		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Zolin, R	Associate Professor	USA, Canada	Committee representation/meetings/councils/boards	6298		
Zolin, R	Associate Professor	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	4867		
<b>CABOULTURE</b>						
Halpin, P	Technology Support Officer	USA – Orlando	Attend conference/seminar/forum/workshop	5370		
<b>CENTRE FOR TROPICAL CROPS AND BIOCOMMODITIES</b>						
Bakir, H	Research Engineer	Indonesia – Palembang	Fieldwork	2333		
Broadfoot, R	Principal Engineer	Indonesia – Palembang	Fieldwork	2028		
Dale, J	Centre Director	Uganda – Kampala	Participate in collaborative research/projects/other programs	12 440		
Dale, J	Centre Director	South Africa – Johannesburg, Canada – Toronto & USA – Raleigh	Attend conference/seminar/forum/workshop	14 896		
Dale, J	Centre Director	Portugal	Attend conference/seminar/forum/workshop	16 475		
Dale, J	Centre Director	Taiwan	Attend conference/seminar/forum/workshop	4655		
Dale, J	Centre Director	Africa – Johannesburg & Uganda	Attend conference/seminar/forum/workshop	15 855		
Dale, J	Centre Director	USA – Texas	Activities associated with overseas universities and other bilateral relationships	12 718	813	Danforth
Dale, J	Centre Director	Brazil – Salvador	Attend conference/seminar/forum/workshop	14 763	889	International Society for Horticultural Science
Doherty, W	Principal Research Fellow	India – Mumbai	Formalise relations with international clients	1831		
Dugdale, B	Senior Research Fellow	USA – Texas	Activities associated with overseas universities and other bilateral relationships	7086		
Dugdale, B	Senior Research Fellow	Portugal	Attend conference/seminar/forum/workshop	3617		
Dunn, K	Research Fellow	USA – Washington	Activities associated with overseas universities and other bilateral relationships	4069		
Hobson, P	Principal Research Fellow	India – Mumbai	Formalise relations with international clients	1831		
Kent, G	Senior Research Fellow	Papua New Guinea – Lae	Deliver a paper(s) at a conference/seminar/forum/workshop	1523		
Kent, G	Senior Research Fellow	El Salvador – San Salvador	Project management/project work/consultancies	2654		
Khanna, H	Senior Research Fellow	Uganda – Kampala	Participate in collaborative research/projects/other programs	5994		
Khanna, H	Senior Research Fellow	USA – New Hampshire	Attend conference/seminar/forum/workshop	4142		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Khanna, H	Senior Research Fellow	Africa – Johannesburg & Uganda	Attend conference/seminar/forum/workshop	6605		
Kinkema, M	Principal Research Fellow	USA – Minneapolis & Raleigh	Attend conference/seminar/forum/workshop	7352		
Kleidon, J	Research Scientist	Africa – Johannesburg & Uganda	Fieldwork	4755		
Mann, A	Senior Research Fellow	Papua New Guinea – Lae	Deliver a paper(s) at a conference/seminar/forum/workshop	1523		
McKenzie, N	Research Fellow	Indonesia – Palembang	Fieldwork		2928	Sugar Research Limited
Mlalazi, B	Research Scientist	Africa – Johannesburg & Uganda	Attend conference/seminar/forum/workshop	6388		
Mundree, S	Centre Deputy Director	India – Mumbai & New Delhi	Formalise relations with international clients	4135		
Mundree, S	Centre Deputy Director	South Africa – Johannesburg, Canada – Toronto & USA – St Louis	Attend conference/seminar/forum/workshop	3691	5000	National Advisory Council on Innovation (South Africa)
Mundree, S	Centre Deputy Director	USA – Raleigh & Washington DC	Attend conference/seminar/forum/workshop	6023		
Mundree, S	Centre Deputy Director	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop		1510	Centre for Management Technology (CMT) Singapore
O'Rourke, D	Centre Coordinator	Canada – Toronto	Attend conference/seminar/forum/workshop	3214		
O'Rourke, D	Centre Coordinator	Africa – Johannesburg & Uganda	Activities associated with overseas universities and other bilateral relationships	5667		
Parker, J	Research Fellow	USA – Minneapolis & Raleigh	Attend conference/seminar/forum/workshop	4669		
Paul, J	Postdoctoral Research Fellow	Brazil – Salvador	Attend conference/seminar/forum/workshop	6399		
Rainey, T	Research Fellow	Sweden – Stockholm	Attend conference/seminar/forum/workshop	6600		
Steindl, R	Principal Research Fellow	Papua New Guinea – Lae	Deliver a paper(s) at a conference/seminar/forum/workshop	1911		
Williams, B	Research Associate	USA – Texas	Activities associated with overseas universities and other bilateral relationships	4924		
<b>CHANCELLERY</b>						
Bowman, K	Deputy Vice-Chancellor (Academic)	Malaysia – Kuala Lumpur & Singapore	Activities associated with overseas universities and other bilateral relationships	8221		
Coaldrake, P	Vice-Chancellor	Europe – Amsterdam, Paris, UK – Birmingham	Attend conference/seminar/forum/workshop	16 482	981	Higher Education Funding Council for England
Coaldrake, P	Vice-Chancellor	China – Taiwan	Activities associated with overseas universities and other bilateral relationships	13 477		
Coaldrake, P	Vice-Chancellor	China – Beijing, Nanjing, Shanghai	Activities associated with overseas universities and other bilateral relationships	14 020		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Cottman, C	LTD (Academic Staff Development)	New Zealand – Auckland	Attend conference/seminar/forum/workshop	2066		
Lee Hong, A	Associate Professor	USA – New York	Attend conference/seminar/forum/workshop	7219		
Lombard, F	L&T Developer	UK	Attend conference/seminar/forum/workshop	978	1900	Self-funded
McLaughlin, J	Lecturer	UK – London	Deliver a paper(s) at a conference/seminar/forum/workshop	8721		
Ryan, B	Associate Lecturer	Peru – Cuzco	Deliver a paper(s) at a conference/seminar/forum/workshop	8604		
Towers, S	Dean of Studies	USA – Massachusetts	Attend conference/seminar/forum/workshop	11 964		
<b>CREATIVE INDUSTRIES</b>						
Adkins, B	Associate Professor	UK – Oxford, Republic of Ireland – Dublin	Deliver a paper at a conference/seminar/forum/workshop	5181		
Armstrong, K	Senior research fellow	New Zealand – New Plymouth	Project management/project work/consultancies	800		Self-funded
Armstrong, K	Media Artist	India – Cochin	Study tour/cultural exchange	2806		
Armstrong, K	Senior Research Fellow	Germany, Spain & UK	Fieldwork		4637	ZKM Centre for Arts and Media, Self-funded
Banks, J	Lecturer	USA – New York	Deliver a paper(s) at a conference/seminar/forum/workshop	3271		
Banks, J	Lecturer	Taiwan – Taipei	Deliver a paper(s) at a conference/seminar/forum/workshop		2500	Tamkang University
Banks, J	Lecturer	New Zealand – Auckland	Deliver a paper at a conference/seminar/forum/workshop		4000	Auckland Uni of Technology
Bawden, B	International and Development Manager	China – Chengdu, Taiwan – Taipei, Singapore	Attend trade fairs/exhibitions/roadshows	4000		
Bawden, B	International and Development Manager	Singapore & Taiwan – Taipei	Promotions and Marketing	3947		
Bawden, B	International and Development Manager	Finland – Helsinki, Denmark – Oslo, Germany – Frankfurt	Promotions and Marketing	6936		
Bawden, B	International & Development Manager	Singapore, Korea – Seoul	Promotions and marketing	3155		
Bawden, B	International & Development Manager	China and Hong Kong	Promotions and marketing	5594		
Bridgstock, R	Research Fellow	USA – Milwaukee and Dallas	Attend conference/seminar/forum/workshop	5080		
Brough, D	Lecturer	New Zealand – Auckland	Deliver a paper(s) at a conference/seminar/forum/workshop	1791		
Bruns, A	Associate Professor	Austria – Krems & Vienna	Deliver a paper(s) at a conference/seminar/forum/workshop	800	3500	University of Amsterdam
Bruns, A	Associate Professor	Iceland – Reykjavik, UK – London, Austria – Vienna, Germany – Munster	Deliver a paper at a conference/seminar/forum/workshop	10 409		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Bruns, A	Associate Professor	Taiwan – Taipei, USA – Seattle	Attend conference/seminar/forum/workshop	5443	1490	National Cheng Chi University
Bruns, A	Associate Professor	Brazil – Rio de Janeiro, Germany – Berlin	Attend conference/seminar/forum/workshop		4500	Brazilian Association of Researchers
Burgess, J	Senior Research Fellow	Germany – Munster, Iceland – Reykjavik, UK – Cardiff,	Deliver a paper at a conference/seminar/forum/workshop	11 012		
Burgess, J	Deputy Director	USA – Seattle, Taiwan – Taipei	Attend conference/seminar/forum/workshop	5197	1490	National Cheng Chi University
Carter, C	Lecturer	USA – LA	Study tour/cultural exchange	5071		
Choi, J	ARC Postdoctoral Fellow	USA – Seattle	Deliver a paper(s) at a conference/seminar/forum/workshop	3325		
Choi, J	ARC Postdoctoral Fellow	UK – London	Participate in collaborative research/projects/other programs	15 556		
Cunningham, S	CCI – Centre Director	Korea – Seoul	Deliver a paper at a conference/seminar/forum/workshop	6345		
Eden, D	Lecturer	Germany – Frankfurt	Deliver a paper at a conference/seminar/forum/workshop	2096	4000	Self-funded
Ferrero-Regis, T	Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	1914		
Flew, T	Portfolio Director	China – Beijing & Ningbo, USA – Boston	Deliver a paper(s) at a conference/seminar/forum/workshop	7450		
Foth, M	Associate Professor	New Zealand – New Plymouth	Participate in collaborative research/projects/other programs	1000		
Foth, M	Associate Professor	Seoul – South Korea	Deliver a paper at a conference/seminar/forum/workshop		3500	Korea Advanced Institute of Science and Technology (KAIST)
Foth, M	Principle Research Fellow	UK – London, Portugal – Lisbon, Sweden – Stockholm	Deliver a paper at a conference/seminar/forum/workshop	8489		
Gattenhof, S	Discipline Leader	Sweden – Malmoe, Norway – Copenhagen, UK – London	Deliver a paper(s) at a conference/seminar/forum/workshop	7474		
Gislason, K	Lecturer	Zambia – Ndola	Fieldwork	3700		
Gu, X	Senior Research Associate	China – Shanghai, USA – Seattle	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
Gu, X	Senior Research Associate	China – Shanghai	Participate in collaborative research/projects/other programs	1625		
Hadley, B	Senior Lecturer	Netherlands – Utrecht	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
Hamilton, J	Senior Lecturer	Hong Kong – Hong Kong	Attend conference/seminar/forum/workshop	2623		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Hamilton, J	Senior Lecturer	New Zealand – Auckland	Deliver a paper(s) at a conference/seminar/forum/workshop	998		
Harrington, S	Lecturer	USA – Boston	Deliver a paper(s) at a conference/seminar/forum/workshop	4663		
Harrington, S	Lecturer	Germany – Munster, Iceland – Reykjavik, UK – Cardiff,	Deliver a paper at a conference/seminar/forum/workshop	5145		
Hartley, J	ARC Federation Fellow	USA – Boston	Deliver a paper(s) at a conference/seminar/forum/workshop	12222		
Hartley, J	Distinguish Professor	Germany – Berlin	Deliver a paper(s) at a conference/seminar/forum/workshop	12171		
Hartley, J	Distinguish Professor	China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	6016		
Haseman, B	Assistant Dean – Research	UK – London	Deliver a paper(s) at a conference/seminar/forum/workshop		2805	Centre for Creative and Cultural Research
Hearn, G	Professor	Tanzania – Dodoma	Participate in collaborative research/projects/other programs	2871	325	Self-funded
Hewitt, D	Lecturer	UK – London	Attend conference/seminar/forum/workshop	3000		
Hewitt, D	Lecturer	Canada – Toronto	Deliver a paper at a conference/seminar/forum/workshop	3000	590	Self-funded
Hong-Joe, C	Assistant Dean T&L	USA – LA & Texas	Attend conference/seminar/forum/workshop	5294		
Hong-Joe, C	Assistant Dean T&L	Hong Kong – Hong Kong	Activities associated with overseas universities and other bilateral relationships		3000	Hong Kong Academy of Performing Arts
Hong-Joe, C	Assistant Dean T&L	Singapore	Promotions and Marketing	3030		
Hong-Joe, C	Assistant Dean T&L	Malaysia – Kuala Lumpur	Deliver a paper at a conference/seminar/forum/workshop	2119		
Howlett, M	Lecturer	USA – San Francisco	Attend conference/seminar/forum/workshop	3000	800	Self-funded
Jaaniste, L	Research Fellow	UK – Leeds	Attend conference/seminar/forum/workshop	4487		
Keane, M	ARC Centre Fellow	China – Shanghai, Beijing	Participate in collaborative research/projects/other programs	4905		
Keane, M	ARC Centre Fellow	China (Chengdu and Shanghai), Hong Kong	Attend conference/seminar/forum/workshop	3378		
Klaebe, H	Head of Postgraduate coursework	Taiwan – Taipei	Fieldwork		4000	StoryCorps
Klaebe, H	Head of Postgraduate coursework	USA – New York and Boston	Deliver a paper(s) at a conference/seminar/forum/workshop	11632		
Klaebe, H	Head of Postgraduate coursework	USA – Washington	Participate in collaborative research/projects/other programs	21000		
Knowles, J	Portfolio Director	UK – London	Attend conference/seminar/forum/workshop		2600	British Council
Knowles, J	Portfolio Director	USA – San Francisco and San Diego	Attend conference/seminar/forum/workshop	3286		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Leclercq, S	Associate Lecturer	China – Guangdong	Study Tour/Cultural Exchange	2298	3000	Guangdong Modern Dance Festival
Leong, S	Lecturer	India – Ahmedabad	Attend conference/seminar/forum/workshop	923		Self-funded
Lyle, P	Research Assistance	USA – San Francisco	Attend conference/seminar/forum/workshop	3618		
Mafe, D	Senior Lecturer	Canada – Vancouver	Activities associated with overseas universities and other bilateral relationships	1170		
McKee, A	Lecturer	UK – London	Deliver a paper(s) at a conference/seminar/forum/workshop	1072	2000	Self-funded
McMahon, K	Lecturer	UK – London, France – Paris	Deliver a paper(s) at a conference/seminar/forum/workshop	4700		
McMahon, K	Lecturer	Japan – Tokyo	Deliver a paper(s) at a conference/seminar/forum/workshop		2400	Meiji University
McNair, B	Portfolio Director	New Zealand – Hamilton	Deliver a paper at a conference/seminar/forum/workshop	2003		
McNamara, A	Discipline Leader	China – Shanghai	Deliver a paper at a conference/seminar/forum/workshop	1832	1000	Jiao Tong University Shanghai
Megarrity, D	Lecturer	New Zealand – Auckland	Attend conference/seminar/forum/workshop	850		
Molloy, M	Lectuer	Taiwan – Taipei	Attend trade fairs/exhibitions/roadshows	1584		
Montgomery, A	VC Research Fellow	UK – London	Activities associated with overseas universities and other bilateral relationships	7324		
Morley, J	Associate Lecturer	UK – London, France – Paris	Deliver a paper(s) at a conference/seminar/forum/workshop	4700		
Nitins, T	Lecturer	New Zealand – Auckland	Deliver a paper(s) at a conference/seminar/forum/workshop	2071		
Nitins, T	Lecturer	Germany – Munster, Iceland – Reykjavik,	Attend conference/seminar/forum/workshop	4745		
O'Connor, M	Professor	Morocco – Rabat	Attend conference/seminar/forum/workshop		7000	UNESCO
O'Connor, M	Professor	China – Shanghai, USA – Seattle	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
O'Connor, M	Professor	UK – London, China – Shanghai	Study tour/cultural exchange	1179		
O'Connor, M	Professor	China – Shanghai	Participate in collaborative research/projects/other programs	1625		
Pennings, M	Senior Lecturer	USA – New York	Study tour/cultural exchange		5000	Student contribution
Sade, G	Lecturer	Turkey – Istanbul	Promotions and Marketing	3000	2683	Self-funded
Satchell, C	Senior research fellow	China – Hangzhou	Deliver a paper(s) at a conference/seminar/forum/workshop	3130		
Stevens, G	Lecturer	China – Beijing	Participate in collaborative research/projects/other programs		2300	National Library of China
Stevens, G	Lecturer	UK – London	Attend conference/seminar/forum/workshop		12 500	Australian Council

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Stock, C	Associate Professor	Hong Kong – Hong Kong	Deliver a paper(s) at a conference/seminar/forum/workshop	1455		
Street, S	Executive Dean	China – Beijing & Hong Kong	Activities associated with overseas universities and other bilateral relationships	12 000		
Swift, A	Research Associate	Malaysia – Kuala Lumpur	Attend conference/seminar/forum/workshop	2310		
Ware, A	Technical Specialist	USA – San Francisco	PDP/PDL	4000		
Watson, A	Casual Academic	UK – Glasgow	Deliver a paper(s) at a conference/seminar/forum/workshop	5003		
Willsteed, T	Lecturer	Spain – Barcelona	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
Wissler, R	Executive Dean	Singapore, China, South Korea	Committee representation/meetings/councils/boards	8888		
<b>EDUCATION</b>						
Adie, L	Lecturer	Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	9788	177	National Council for Curriculum and Assessment (NCCA)
Bahr, N	Assistant Dean (T&L)	USA	Committee representation/meetings/councils/boards	4783		
Bellocchi, A	Lecturer	France	Attend conference/seminar/forum/workshop	4541		
Berthelsen, D	Professor	Canada	Participate in collaborative research/projects/other programs		5708	Self-funded
Berthelsen, D	Professor	UK & Switzerland	Deliver a paper(s) at a conference/seminar/forum/workshop		3961	Self-funded
Beutel, D	Senior Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	6761		
Beutel, D	Senior Lecturer	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	6094		
Beutel, D	Senior Lecturer	Malaysia	Deliver a paper(s) at a conference/seminar/forum/workshop	3831		
Bland, D	Lecturer	UK	PDP/PDL	7093		
Boman, P	Senior Lecturer	Singapore	Attend conference/seminar/forum/workshop	5222		
Brownlee, J	Associate Professor	Papua New Guinea	Attend conference/seminar/forum/workshop	2494		
Brownlee, J	Associate Professor	UK & Sweden	Deliver a paper(s) at a conference/seminar/forum/workshop	5294		
Campbell, M	Associate Professor	Turkey & Dubai	Attend conference/seminar/forum/workshop		8150	Near East University
Campbell, M	Associate Professor	Romania & Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop		3200	COST & Romanian Academy, Self-funded
Carrington, S	Head of School	UK	Attend conference/seminar/forum/workshop	6869		
Chalmers, C	Lecturer	China	Activities associated with overseas universities and other bilateral relationships	4610		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Chandra, V	Senior Lecturer	China	Activities associated with overseas universities and other bilateral relationships	4610		
Chandra, V	Senior Lecturer	Fiji	Participate in collaborative research/projects/other programs	7397		
Comber, B	Research Professor	UK, USA	Attend conference/seminar/forum/workshop		8624	The UK Literacy Association
Comber, B	Research Professor	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	770	2191	University of Auckland
Comber, B	Research Professor	Germany	Attend conference/seminar/forum/workshop	9715	3540	
Crosswell, L	Lecturer	New Zealand	Participate in collaborative research/projects/other programs	1215		
Danby, S	Professor	New Zealand	Participate in collaborative research/projects/other programs		3856	Otago University, New Zealand
Danby, S	Professor	Sweden	Participate in collaborative research/projects/other programs	2506		
Danby, S	Professor	Sweden	Teaching offshore		5916	Gothenburg University
Davis, J	Senior Lecturer	Papua New Guinea	Attend conference/seminar/forum/workshop	2239		
Davis, J	Senior Lecturer	New Zealand	Attend conference/seminar/forum/workshop		2686	Tauranga Regional Kindergarten Association
Davis, J	Associate Professor	Germany	Deliver a paper(s) at a conference/seminar/forum/workshop	5249		
Diezmann, C	Assistant Dean Research	China	Attend conference/seminar/forum/workshop	5475		
Diezmann, C	Assistant Dean Research	Canada	Activities associated with overseas universities and other bilateral relationships	9299		
Diezmann, C	Assistant Dean Research	Papua New Guinea	Overseas Graduations/Alumni events	1556		
Diezmann, C	Assistant Dean Research	Hong Kong	Attend conference/seminar/forum/workshop	3667		
Diezmann, C	Assistant Dean Research	Canada	Activities associated with overseas universities and other bilateral relationships	4345		
Diezmann, C	Assistant Dean Research	China	Committee representation/meetings/councils/boards	4031		
Doherty, C	Senior Research Fellow	Taiwan	Participate in collaborative research/projects/other programs	4420		
Doherty, C	Senior Research Fellow	UK & Switzerland	Participate in collaborative research/projects/other programs	7572		
Ehrich, L	Associate Professor	USA	PDP/PDL	12 142		
Ehrich, L	Associate Professor	New Zealand	Project management/project work/consultancies		1925	Unitec & Self-funded
Elliott, B	Director	Malaysia	Overseas Graduations/Alumni events	7679		
Elliott, B	Professor	Malaysia	Overseas Graduations/Alumni events	8686		
Elliott, B	Professor	Papua New Guinea	Committee representation/meetings/councils/boards	2601	700	Divine Word University



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Elliott, B	Director	Malaysia	Committee representation/meetings/councils/boards	9015		
English, L	Professor	USA	Attend conference/seminar/forum/workshop	6250		
Ewing, B	Senior Lecturer	South Africa	Attend conference/seminar/forum/workshop	1800	4185	Self-funded
Exley, B	Senior Lecturer	New Zealand	Committee representation/meetings/councils/boards	1353		
Exley, B	Lecturer	South Korea	Attend conference/seminar/forum/workshop	3006	2525	Self-funded
Farrell, A	Head of School	Hong Kong	Activities associated with overseas universities and other bilateral relationships	2874		
Farrell, A	Head of School	South Africa	Attend conference/seminar/forum/workshop	3859		
Farrell, A	Head of School	UK	Project management/project work/consultancies	9646		
Fox, J	Lecturer	China	Committee representation/meetings/councils/boards	4031		
Gilmore, L	Associate Professor	Bangladesh	Participate in collaborative research/projects/other programs	2354		
Gilmore, L	Associate Professor	UK & Latvia	Deliver a paper(s) at a conference/seminar/forum/workshop	2953	2737	Self-funded
Grieshaber, S	Professor	USA	Committee representation/meetings/councils/boards	5105		
Grieshaber, S	Professor	UK – London & Norway – Oslo	Attend conference/seminar/forum/workshop	3773	4165	Self-funded
Grose, S	Program Manager	UK & Switzerland	Activities associated with overseas universities and other bilateral relationships	10665		
Hateley, E	Lecturer	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	1000	2864	Self-funded
Henderson, D	Associate Professor	Malaysia	Deliver a paper(s) at a conference/seminar/forum/workshop	3674		
Hudson, A	Associate Professor	PNG	Project management/project work/consultancies	3600		
Hudson, A	Associate Professor	South Africa	Activities associated with overseas universities and other bilateral relationships		4678	Nelson Mandela University
Hudson, A	Associate Professor	Papua New Guinea	Participate in collaborative research/projects/other programs	2256		
Hudson, S	Lecturer	USA	Activities associated with overseas universities and other bilateral relationships	9328		
Hughes, H	Senior Lecturer	USA	PDP/PDL		2789	University of Colorado; Self-funded
Hurwood, M	Manager (International & Engagement Operations)	Canada&USA	Attend conference/seminar/forum/workshop	10666		
Hurwood, M	Manager (International & Engagement Operations)	Sweden & UK	Activities associated with overseas universities and other bilateral relationships	7697		
Hurwood, M	International Promotions and Programs Coordinator	Papua New Guinea	Committee representation/meetings/councils/boards	1200		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Iloyd, M	Associate Professor	Hong Kong	Project management/project work/consultancies	2896		
Irons, C	Senior Lecturer	USA	Attend conference/seminar/forum/workshop		14 570	Self-funded
Irons, R	Senior Lecturer	USA	Attend conference/seminar/forum/workshop		11 410	Self-funded
Irvine, S	Senior Lecturer	Greece	Attend conference/seminar/forum/workshop	5169		
Iyer, R	Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	1000	2218	Self-funded
Kettle, M	Lecturer	UK	PDP/PDL	6781	11 825	Self-funded
Kidman, G	Senior Lecturer	USA	Participate in collaborative research/projects/other programs	5244		
Kidman, G	Senior Lecturer	Malaysia	Attend conference/seminar/forum/workshop	1376	620	Australian High Commission; Self-funded
King, D	Lecturer	France	Attend conference/seminar/forum/workshop	4555		
Klenowski, V	Professor	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop		1858	Victoria University of Wellington
Klenowski, V	Professor	Ireland	Deliver a paper(s) at a conference/seminar/forum/workshop	8891		
Lee, K	Head of School	Denmark	Attend conference/seminar/forum/workshop	7801	3224	LEGO Denmark A/c; Self-funded
Lee, K	Head of School	China	Activities associated with overseas universities and other bilateral relationships	8318		
Lergessner, D	Lecturer	Kenya, Tanzania, Egypt, Singapore	Fieldwork		15 500	Self-funded
Lidstone, J	Professor	Hong Kong/UK	Activities associated with overseas universities and other bilateral relationships	5282	2233	Univeristy of HK, Self-funded
Lockett, M	Project Team Member	China	Activities associated with overseas universities and other bilateral relationships	4610		
Luke, A	Professor	Canada	Attend conference/seminar/forum/workshop	10 772		
Mallan, K	Professor	France	Attend conference/seminar/forum/workshop	2030	1030	Self-funded
May, L	Lecturer	China	Attend conference/seminar/forum/workshop	2006	2240	Beijing Normal University; Self-funded
McGraw, K	Lecturer	Auckland	Deliver a paper(s) at a conference/seminar/forum/workshop	500	1794	Self-funded
Mills, K	Lecturer	USA	Committee representation/meetings/councils/boards	1000	3564	ECARD Grant
Moore, K	Senior Lecturer	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	1000	1350	Self-funded
Moreton-Robinson, A	Professor	USA	Attend conference/seminar/forum/workshop	2273	1512	University of California
Mukherjee, M	Lecturer	Portugal&USA	Deliver a paper(s) at a conference/seminar/forum/workshop		13 676	University of QLD – ARC Funding; Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Neilsen, R	Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	5077	4345	ECARD GRANT 2010 – NEILSON, RODERICK
Neilsen, R	Lecturer	Malaysia	Deliver a paper(s) at a conference/seminar/forum/workshop	2500		
Nimmo, M	International Promotions and Programs Coordinator	China/Taiwan	Attend conference/seminar/forum/workshop	7243		
Nixon, H	Associate Professor	UK and Norway	Activities associated with overseas universities and other bilateral relationships	3000	9612	Self-funded
Nykvist, S	Senior Lectuer	USA	Attend conference/seminar/forum/workshop		4844	Next Day Video, Self-funded
Nykvist, S	Senior Lecturer	Malaysia & Thailand	Deliver a paper(s) at a conference/seminar/forum/workshop	4890		
Patterson, A	Head of School	USA	Activities associated with overseas universities and other bilateral relationships		5622	Self-funded
Patton, W	Executive Dean	Malaysia	Overseas Graduations/Alumni events	7679		
Patton, W	Executive Dean	Malaysia	Overseas Graduations/Alumni events	6685		
Patton, W	Executive Dean	China	Activities associated with overseas universities and other bilateral relationships	10951		
Pescott, M	Research Assistant	UK	Deliver a paper(s) at a conference/seminar/forum/workshop		7074	Sisters of Mercy, Brisbane
Pillay, H	Professor	Samoa	Project management/project work/consultancies		4138	Asian Development Bank – Pacific Operation Division
Pillay, H	Professor	Samoa	Participate in collaborative research/projects/other programs		3990	Samoa Schoolnet Project
Pillay, H	Professor	Samoa	Activities associated with overseas universities and other bilateral relationships		2730	Samoa Schoolnet Project
Pillay, H	Professor	Samoa	Participate in collaborative research/projects/other programs		3499	Samoa Schoolnet Project
Purcell, M	Senior Community Relations Officer	USA	Participate in collaborative research/projects/other programs	9287		
Ritchie, S	Professor	USA	Committee representation/meetings/councils/boards	4965		
Ritchie, S	Professor	France	Deliver a paper(s) at a conference/seminar/forum/workshop	7029		
Ryan, M	Senior Lecturer	UK	Attend conference/seminar/forum/workshop	4767	2025	Self-funded
Sarra, C	Executive Director	UK & Switzerland	Activities associated with overseas universities and other bilateral relationships	7017		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Theobald, M	Lecturer	UK	Attend conference/seminar/forum/workshop	4429	1350	Self-funded
Villegas, M	Senior Research Associate	USA	Committee representation/meetings/councils/boards	4274	2179	Indigenous Education Leadership Institute (IELI) Research
Walker, S	Senior Lecturer	Canada	Participate in collaborative research/projects/other programs	2593	1862	Self-funded
Walker, S	Research Fellow	UK	Attend conference/seminar/forum/workshop	3500	5700	Self-funded
Walsh, K	Senior Research Fellow	USA	Promotions and Marketing	10933		
Willis, J	Lecturer	Norway	Attend conference/seminar/forum/workshop	3863	2159	University of Bergen
Willis, J	Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	6117		
Wilson, S	Senior Research Fellow	Brazil	Attend conference/seminar/forum/workshop	5427		
Wilson, S	Senior Research Fellow	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	4567		
Woodman, K	Senior Lecturer	USA	Participate in collaborative research/projects/other programs	3998	4600	Self-funded
Woodman, K	Senior Lecturer	Spain & Argentina	Deliver a paper(s) at a conference/seminar/forum/workshop	3000	2643	Self-funded
Woods, A	Acting Head of School	New Zealand	Attend conference/seminar/forum/workshop	3467		
Yeh, A	Lecturer	China	Activities associated with overseas universities and other bilateral relationships	4610		
Yeh, A	Lecturer	Taiwan	Deliver a paper(s) at a conference/seminar/forum/workshop	1050	1576	Self-funded

#### FINANCE AND RESOURCE PLANNING

#### HEALTH

Aaskov, J	Associate Professor	Indonesia – Jakarta	Deliver paper(s) at a conference/seminar/forum/workshop	1912	1500	Eijkman Institute
Adams, M	Research Fellow – Public Health	New Zealand – Whakatane	Attend conference/seminar/forum/workshop	1267		
Alonso-Caneiro, D	Postdoctoral Research Fellow – Optometry	New Zealand – Auckland	Deliver a paper(s) at a conference/seminar/forum/workshop		1667	University of Auckland
Alonso-Caneiro, D	Postdoctoral Research Fellow – Optometry	USA – Fort Lauderdale, Florida	Deliver a paper(s) at a conference/seminar/forum/workshop	5213		
Armstrong, K	Senior Research Fellow – Psychology & Counselling	New Zealand – Wellington	Participate in collaborative research/projects/other programs	1602		
Armstrong, K	Senior Research Fellow – Psychology & Counselling	Oman – Muscat	Participate in collaborative research/projects/other programs	5205		
Armstrong, K	Senior Research Fellow – Psychology & Counselling	Greece – Hersonissos	Deliver a paper(s) at a conference/seminar/forum/workshop	5145		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Ash, S	Professor – Public Health	Vietnam – Hanoi, HCMC	Attend conference/seminar/forum/workshop	2390	800	Self-funded
Ash, S	Professor – Public Health	Vietnam – Hanoi, Can Tho & HCMC	Activities associated with overseas universities and other bilateral relationships	3199		
Atchison, D	Professor – Optometry	Canada – Vancouver	Attend conference/seminar/forum/workshop	4245		
Atchison, D	Professor – Optometry	Greece, Germany, UK & USA	Deliver a paper(s) at a conference/seminar/forum/workshop	2244	5500	University of Crete, Carl Zeiss Vision & American Academy of Optometry
Banks, T	Post-Doctoral Fellow – Psychology & Counsellin	UK – Bedfordshire	Activities associated with overseas universities and other bilateral relationships	1562	3000	Self-funded
Barnard, A	Senior Lecturer – Nursing & Midwifery	Taiwan	PDP/PDL	796	3000	Chang Gung Institute of Technology
Barnard, A	Senior Lecturer – Nursing & Midwifery	Taiwan	PDP/PDL	3196		
Barnett, A	Associate Professor – Public Health	Germany, UK, Sweden & Spain	PDP/PDL	6192		
Beattie, E	Professor – Nursing & Midwifery	USA – Chicago	Activities associated with overseas universities and other bilateral relationships	4439	1726	Self-funded
Beattie, E	Professor – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	3757		
Bennett, P	Senior Lecturer – Public Health	Singapore	Attend conference/seminar/forum/workshop	3625		
Best, O	Senior Lecturer – Nursing & Midwifery	New Zealand – Whangaerei	Attend conference/seminar/forum/workshop	592	2205	Self-funded
Bielenberg, G	Lecturer – Nursing & Midwifery	Italy – Florence	Attend conference/seminar/forum/workshop	4275		
Biggs, H	Associate Professor – Psychology & Counselling	Hong Kong	Participate in collaborative research/projects/other programs	1500	2000	Hong Kong Polytechnic University
Biggs, H	Associate Professor – Psychology & Counselling	Cyprus – Nicosia, Hong Kong	Deliver a paper(s) at a conference/seminar/forum/workshop	5766		
Biggs, H	Associate Professor – Psychology & Counselling	New Zealand – Auckland & Wellington	Participate in collaborative research/projects/other programs	2035		
Black, A	Postdoctoral Research Fellow – School of Optometry	USA – Fort Lauderdale, Florida	Deliver a paper(s) at a conference/seminar/forum/workshop	3786		
Bonner, A	Professor – Nursing & Midwifery	Slovenia – Ljubljana	Deliver a paper(s) at a conference/seminar/forum/workshop	3000	2080	Self-funded
Bonner, A	Professor – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	3097		
Bowman, P	Senior Lecturer – Public Health	New Zealand – Rotorua	Attend conference/seminar/forum/workshop	3918	465	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Bowman, P	Senior Lecturer – Public Health	United Arab Emirates – Dubai	Committee representation/meetings/councils/boards	4430		
Brough, M	Senior Lecturer	England & Hong Kong	PDP/PDL	4332	4600	Self-funded
Brown, D	Professor – Nursing & Midwifery	Vietnam – HCMC, Hanoi, Can Tho	Activities associated with overseas universities and other bilateral relationships	4694		
Brown Ash, M	Lecturer	USA – Mexico	Attend conference/seminar/forum/workshop	800	2751	Self-funded
Brownlow, D	Senior Research Assistant – Psychology & Counselling	Indonesia	Committee representation/meetings/councils/boards	7211		
Brownlow, D	Associate Lecturer – Psychology & Counselling	Indonesia – Denpasar	Participate in collaborative research/projects/other programs	3133		
Brownlow, D	Senior Research Officer – Psychology & Counselling	Indonesia – Denpasar	Activities associated with overseas universities and other bilateral relationships	7463		
Buckley, L	Post-Doctoral Fellow – Psychology & Counselling	New Zealand – Wellington	Participate in collaborative research/projects/other programs	1602		
Burton, J	Senior Lecturer – SWHS	USA – Indianapolis, Indiana	Deliver a paper(s) at a conference/seminar/forum/workshop	2021	1952	Sunshine Coast Family Contact Centres Inc
Byrne, N	Associate Professor – Human Movement Studies	Belgium, Switzerland and Turkey	Deliver a paper(s) at a conference/seminar/forum/workshop	9242		
Calleja, P	Lecturer – Nursing & Midwifery	Spain – Barcelona	Deliver a paper(s) at a conference/seminar/forum/workshop	5538		
Chang, A	Professor – Nursing & Midwifery	Vietnam – HCMC	Attend conference/seminar/forum/workshop	3328		
Chang, A	Professor – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	3359		
Chang, A	Professor – Nursing & Midwifery	Hong Kong	Activities associated with overseas universities and other bilateral relationships		3250	Hong Kong Council of Academic Accreditation
Chatterjee, P	Research Assistant – Optometry	USA – Florida	Deliver a paper(s) at a conference/seminar/forum/workshop	4429		
Clark, R	Associate Professor – Nursing & Midwifery	France – Paris	Committee representation/meetings/councils/boards	4744		
Clark, R	Associate Professor – Nursing & Midwifery	USA – San Francisco & Boston	Activities associated with overseas universities and other bilateral relationships	6888		
Clark, R	Professor – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	3081		
Cliff, C	Director (Project Development) – Faculty Office	China – Beijing	Activities associated with overseas universities and other bilateral relationships	2635		
Collins, M	Professor – School of Optometry	USA – Fort Lauderdale and Jacksonville, Florida	Participate in collaborative research/projects/other programs	2904	13 184	Vistakon

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Collins, M	Professor – School of Optometry	USA – Jacksonville, Florida	Project management/project work/consultancies		5000	Vistakon
Collins, M	Professor – School of Optometry	USA – Florida	Activities associated with overseas universities and other bilateral relationships	17 267	961	Vistakon
Collins, M	Professor – School of Optometry	USA – Jacksonville, Florida	Committee representation/meetings/councils/boards		12 832	Vistakon
Daly, C	Senior Lecturer – Human Movement Studies	Republic of Ireland – Limerick	Deliver a paper(s) at a conference/seminar/forum/workshop	2308	5745	Self-funded
Daly, C	Senior Lecturer – Human Movement Studies	Nauru	Activities associated with overseas universities and other bilateral relationships		4000	Nauru Dept of Education
Daniels, L	Professor – Public Health	New Zealand – Dunedin	Committee representation/meetings/councils/boards	174	2646	Self-funded, NZ Dieticians Board
Daniels, L	Professor – Public Health	Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	1440	2630	EASO (European Association for the Study of Obesity)
Davey, J	Professor – Psychology & Counselling	Oman – Muscat	Project management/project work/consultancies	9605		
Davey, J	Professor – Psychology & Counselling	New Zealand – Wellington	Participate in collaborative research/projects/other programs	1667		
Davey, J	Professor – Psychology & Counselling	Oman – Muscat	Participate in collaborative research/projects/other programs	12 413		
Davids, K	Professor – Human Movement Studies	Taiwan	Attend conference/seminar/forum/workshop	2145		
Davis, B	Senior Research Officer – Optometry	USA – Fort Lauderdale and Jacksonville, Florida	Participate in collaborative research/projects/other programs	2032	11 049	Vistakon
Dovan, N	Research Officer – Psychology & Counselling	New Zealand – Auckland & Wellington	Participate in collaborative research/projects/other programs	1971		
Dunne, M	Professor – Public Health	Germany – Berlin, Dresden, Munich, Freiburg, Frankfurt	Activities associated with overseas universities and other bilateral relationships	6034		
Dunne, M	Professor – Public Health	Switzerland – Geneva	Deliver a paper(s) at a conference/seminar/forum/workshop		5828	World Health Organisation
Dunne, M	Professor – Public Health	Vietnam – Ho Chi Minh City, Hue & Hanoi	Activities associated with overseas universities and other bilateral relationships	5261		
Dunne, M	Professor – Public Health	Vietnam – Ho Chi Minh City, Hue	Activities associated with overseas universities and other bilateral relationships	3925		
Dunne, M	Professor – Public Health	India – Pudicherry	Deliver a paper(s) at a conference/seminar/forum/workshop	2311	435	Pondicherry University
Dunne, M	Professor – Public Health	South Africa – Cape Town, Vietnam – HCMC & Hue	Deliver a paper(s) at a conference/seminar/forum/workshop	7701		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Dunne, M	Professor – Public Health	Vietnam – HCMC & Hue	Activities associated with overseas universities and other bilateral relationships	5100		
Duthie, D	Lecturer – Social Work & Human Services	New Zealand – Whakatane	Attend conference/seminar/forum/workshop	265	1470	Self-funded, Indigenous Studies Research Network
Edwards, H	Professor – Nursing & Midwifery	South Africa – Cape Town	Attend conference/seminar/forum/workshop	1663	3244	Wound International
Edwards, H	Professor – Nursing & Midwifery	Vietnam – Ho Chi Minh City	Activities associated with overseas universities and other bilateral relationships	2894		
Edwards, H	Professor – Nursing & Midwifery	South Africa – Johannesburg, China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	10 424		
Edwards, H	Professor – Nursing & Midwifery	Taiwan – Taipei	Committee representation/meetings/councils/boards	3301	6934	Taiwan Nursing Accreditation
Efron, N	Professor – School of Optometry	UK – Manchester	Participate in collaborative research/projects/other programs	2565	1924	British Contact Lens Association
Efron, N	Professor – School of Optometry	USA – Napa Valley, California	Committee representation/meetings/councils/boards	5021		
Efron, N	Professor – School of Optometry	Portugal – Porto	Committee representation/meetings/councils/boards	7398		
Finlayson, K	Research Fellow – School of Nursing & Midwifery	South Africa – Cape Town	Attend conference/seminar/forum/workshop	3925		
Finlayson, K	Research Fellow – School of Nursing & Midwifery	Malta – La Valeta	Deliver a paper(s) at a conference/seminar/forum/workshop	3937	1140	Self-funded
Finlayson, K	Research Fellow – School of Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	2709		
Fitzgerald, G	Professor – School of Public Health	China – Beijing	Deliver a paper(s) at a conference/seminar/forum/workshop	3293		
Fitzgerald, G	Professor – School of Public Health	Turkish Republic of Northern Cyprus	Deliver a paper(s) at a conference/seminar/forum/workshop		3866	Girne American University
Fitzgerald, G	Professor – School of Public Health	United Arab Emirates – Abu Dhabi and Dubai	Attend trade fairs/exhibitions/roadshows		4500	Self-funded, NCDEMA
Fleiter, J	Senior Research Officer – Psychology & Counselling	China – Chongqing	Deliver a paper(s) at a conference/seminar/forum/workshop	3433		
Fleming, M	Professor – Public Health	Vietnam – Ho Chi Minh City & Hue	Committee representation/meetings/councils/boards	3016		
Fleming, M	Professor – Public Health	China – Beijing	Activities associated with overseas universities and other bilateral relationships	3404		
Forster, E	Lecturer – School of Nursing	Hong Kong	Deliver a paper(s) at a conference/seminar/forum/workshop	2598	611	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Fredericks, B	Senior Research Fellow – Faculty of Health	Canada – Toronto & Ottawa	Deliver a paper(s) at a conference/seminar/forum/workshop		7000	Monash University
Fredericks, B	Senior Research Fellow – Faculty of Health Office	New Zealand – Whakatane	Attend conference/seminar/forum/workshop	1428		
Gallegos, D	Senior Lecturer – Public Health	Vietnam – Hanoi, Can Tho & HCMC	Activities associated with overseas universities and other bilateral relationships	2959		
Graves, N	Professor – Public Health	Germany & UK	Activities associated with overseas universities and other bilateral relationships	12287	1184	Self-funded
Graves, N	Professor – Public Health	UK – London, Canada – Toronto	Deliver a paper(s) at a conference/seminar/forum/workshop	19136		
Gray, G	Professor – Nursing & Midwifery	Vietnam	Project management/project work/consultancies	7836		
Gray, G	Professor – Nursing & Midwifery	Vietnam – Hanoi, HCMC	Activities associated with overseas universities and other bilateral relationships	9676		
Gray, G	Professor – Nursing & Midwifery	Vietnam	Activities associated with overseas universities and other bilateral relationships	8225		
Gray, G	Professor – Nursing & Midwifery	Vietnam – Ho Chi Minh City, Hanoi & Can Tho	Participate in collaborative research/projects/other programs	6770		
Gray, G	Professor – Nursing & Midwifery	Vietnam – Hanoi & HCMC	Activities associated with overseas universities and other bilateral relationships	6906		
Gray, G	Professor – Nursing & Midwifery	Vietnam – Hanoi, Danang, Hue & HCMC	Activities associated with overseas universities and other bilateral relationships	7883		
Hacker, E	NHMRC Postdoctoral Research Fellow – AusSun	Switzerland – Geneva, Italy – Milan, France – Bordeaux	Deliver a paper(s) at a conference/seminar/forum/workshop	4992	2899	European Society for Photobiology Fellowship, Self-funded
Harvey, T	Lecturer – Nursing	Spain – Barcelona	Deliver a paper(s) at a conference/seminar/forum/workshop	5378		
Haworth, N	Professor	USA – Washington DC	Attend conference/seminar/forum/workshop	5410		
Hayes, S	Senior Research Fellow – Public Health	Sweden – Malmo	Deliver a paper(s) at a conference/seminar/forum/workshop	8219		
Hendicott, P	Associate Professor – Optometry	India – Chennai	Deliver a paper(s) at a conference/seminar/forum/workshop	920	2950	Self-funded, Assoc of Schools & Colleges of Optometry
Hides, L	Senior Research Fellow – Psychology & Counselling	Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	5813		
Horrocks, J	Senior Corporate Programs Officer – Public Health	New Zealand – Rotorua	Attend conference/seminar/forum/workshop	1725		
Hou, J	Senior Lecturer – Public Health	Taiwan	Committee representation/meetings/councils/boards	5141		
Hou, J	Senior Lecturer – Public Health	China – Kaikou & Tianjin	Participate in collaborative research/projects/other programs	4584		

<b>Name</b>	<b>Position</b>	<b>Destination</b>	<b>Reason for Travel</b>	<b>Agency Cost Estimate \$</b>	<b>External Funding Cost Estimate \$</b>	<b>External Funding Source</b>
Hurst, C	Senior Lecturer – Public Health	Thailand – Hat Yai	PDP/PDL	2200	600	Self-funded
Hurst, C	Senior Lecturer – Public Health	Vietnam & Thailand	PDP/PDL	5690		
Janda, M	Associate Professor – Public Health	New Zealand – Queenstown	Committee representation/meetings/councils/boards	3115	700	Self-funded
Janda, M	Associate Professor – Public Health	Italy – Milano	Committee representation/meetings/councils/boards	4858	1000	Self-funded
Kavanagh, D	Professor – Psychology & Counselling	USA – Washington DC, Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	10940		
Khawaja, N	Senior Lecturer – Psychology & Counselling	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	3517		
Kimlin, M	Professor – School of Public Health	USA – Georgia & Washington DC	Participate in collaborative research/projects/other programs	14246		
Kimlin, M	Professor – School of Public Health	Denmark – Copenhagen	Deliver a paper(s) at a conference/seminar/forum/workshop	13998		
Kimlin, M	Professor – School of Public Health	USA – Athens, Georgia and Washington DC	Participate in collaborative research/projects/other programs	14275		
Kimlin, M	Professor – School of Public Health	Germany – Munich	Attend conference/seminar/forum/workshop	11893		
King, M	Senior Lecturer	Indonesia	Committee representation/meetings/councils/boards	7211		
King, N	Associate Professor – Human Movement Studies	UK – Sheffield & Leeds	Deliver a paper(s) at a conference/seminar/forum/workshop	5408		
King, N	Associate Professor – Human Movement Studies	Japan – Tokyo	Deliver a paper(s) at a conference/seminar/forum/workshop	280	3593	Waseda University Tokyo
King, N	Associate Professor – Human Movement Studies	Philippines – Manila	Deliver a paper(s) at a conference/seminar/forum/workshop	314	1751	AOCO Organising Committee
King, R	Professor – Psychology & Counselling	Switzerland, Germany & Sweden	Deliver a paper(s) at a conference/seminar/forum/workshop	5000		
Larue, G	Post Doctoral Research Fellow – Psychology & Counselling	Italy – Pisa	Deliver a paper(s) at a conference/seminar/forum/workshop	5691		
Lewis, P	Senior Lecturer	Vietnam	Project management/project work/consultancies	4934	220	Self-funded
Lightfoot, L	Lecturer – Nursing & Midwifery	Vietnam – Ho Chi Minh City & Binh Duong	Activities associated with overseas universities and other bilateral relationships	2645		
Lightfoot, L	Lecturer – Nursing & Midwifery	Vietnam – Binh Duong	Participate in collaborative research/projects/other programs	4143		
Lightfoot, L	Lecturer – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	4267		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Lonne, R	Professor – Social Work & Human Services	Singapore, Galway, Manchester, Oslo, Trondheim, Halden, Frankfurt	Deliver a paper(s) at a conference/seminar/forum/workshop	8407	2600	University of Galway
Lonne, R	Professor – Social Work & Human Services	Japan – Tokyo	Deliver a paper(s) at a conference/seminar/forum/workshop	1496	2301	Self-funded
Lonne, R	Professor – Social Work & Human Services	Canada – Edmonton & Calgary	Committee representation/meetings/councils/boards	960	5500	Alberta Association of Services for Children and Families
Mathur, A	Postdoctoral Research Fellow – Optometry	Greece, Germany & USA	Deliver a paper(s) at a conference/seminar/forum/workshop	3207	4050	Carl Zeiss Vision
Mays, J	Lecturer – Social Work & Human Services	USA – Honolulu, Hawaii	Deliver a paper(s) at a conference/seminar/forum/workshop	4666		
Meuter, R	Associate Professor – School of Psychology and Counselling	Norway – Oslo	Deliver a paper(s) at a conference/seminar/forum/workshop	5508		
Mihrshahi, S	Postdoctoral Research Fellow – School of Public Health	Bangladesh, India & Nepal	Participate in collaborative research/projects/other programs	1044	4038	University of Sydney
Muthalib, M	Post-Doctoral Fellow – Human Movement Studies	UK – Liverpool, Germany – Kiel, France – Marseille	Deliver a paper(s) at a conference/seminar/forum/workshop	3500	2350	Self-funded
Nalder, J	Project Administration Officer – Vietnam Project – Public Health	Vietnam – Ho Chi Minh City & Hue	Activities associated with overseas universities and other bilateral relationships	3107		
O'Brien, J	Senior Researcher – School of Nursing	South Africa – Cape Town	Attend conference/seminar/forum/workshop	1500	1865	Self-funded
O'Donoghue, L	Project Coordinator – Nursing & Midwifery	Vietnam – Hanoi	Activities associated with overseas universities and other bilateral relationships	3864		
Osborne, Y	Senior Lecturer – Nursing & Midwifery	Vietnam	Activities associated with overseas universities and other bilateral relationships	6213		
Osborne, Y	Senior Lecturer – Nursing & Midwifery	Vietnam	Project management/project work/consultancies	5686		
Osborne, Y	Senior Lecturer – Nursing & Midwifery	Vietnam – Ho Chi Minh City & Hanoi	Activities associated with overseas universities and other bilateral relationships	5879		
Osborne, Y	Senior Lecturer – Nursing & Midwifery	Vietnam – Hanoi, HCMC	Activities associated with overseas universities and other bilateral relationships	5343		
Osborne, Y	Senior Lecturer – Nursing & Midwifery	Vietnam – Hanoi	Activities associated with overseas universities and other bilateral relationships	3261		
Parker, C	Senior Researcher – School of Nursing & Midwifery	Malta – La Valeta	Deliver a paper(s) at a conference/seminar/forum/workshop	1500	4055	Smith & Nephew, Self-funded
Parker, T	Professor – Human Movement Studies	China – Nanchang & Hong Kong	Attend conference/seminar/forum/workshop		5560	China Sports Science Society and Chinese University of Hong Kong

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Pearse, W	Associate Professor – Health Safety & Environment – Public Health	Finland – Espoo	Deliver a paper(s) at a conference/seminar/forum/workshop	1654	2250	Self-funded
Pemberton, G	Administration Officer – Nursing & Midwifery	Vietnam – HCMC & Hanoi	Activities associated with overseas universities and other bilateral relationships	5341		
Proctor, D	Postdoctoral Research Fellow – Psychology & Counselling	Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	4575		
Rakotonirainy, A	Professor – Psychology & Counselling	France & Italy	Deliver a paper(s) at a conference/seminar/forum/workshop	11 197		
Renshaw, I	Senior Lecturer – Human Movement Studies	Republic of Ireland – Limerick	Deliver a paper(s) at a conference/seminar/forum/workshop	6027		
Robinson, C	Lecturer – Nursing	Spain – Barcelona	Deliver a paper(s) at a conference/seminar/forum/workshop	4700		
Schweitzer, R	Associate Professor – Psychology & Counselling	Switzerland – Berne, UK – Oxford	Deliver a paper(s) at a conference/seminar/forum/workshop	6416		
Shakespeare-Finch, J	Senior Lecturer – Psychology & Counselling	England – London & Nottingham	Activities associated with overseas universities and other bilateral relationships	5270		
Sheehan, M	Professor	USA – Washington DC	Committee representation/meetings/councils/boards	5385		
Sheehan, M	Emeritus Professor – Psychology & Counselling	Canada – Edmonton	Participate in collaborative research/projects/other programs		8094	City of Edmonton
Shochet, I	Professor – Psychology & Counselling	Canada	PDP/PDL	3184	3000	QUT, Self-funded
Shochet, I	Professor – Psychology & Counselling	South Africa – Johannesburg	Attend conference/seminar/forum/workshop	1558	1333	Self-funded
Skerman, H	Senior Research Fellow – Nursing & Midwifery	USA – Los Angeles, San Francisco	Attend conference/seminar/forum/workshop	3947		
Smith, J	Corporate Programs Officer	New Zealand – Rotorua	Deliver a paper(s) at a conference/seminar/forum/workshop	1743		
Strodl, E	Clinic Coordinator – Psychology & Counselling	New Zealand – Christchurch	Attend conference/seminar/forum/workshop	2249		
Strodl, E	Clinic Coordinator – Psychology & Counselling	South Korea – Seoul	Deliver a paper(s) at a conference/seminar/forum/workshop	3018		
Sullivan, K	Associate Professor – Psychology & Counselling	USA – Florida	PDP/PDL	4109		
Tenkate, T	Senior Lecturer	USA & Denmark	PDP/PDL	8032		
Theobald, K	Senior Lecturer – School of Nursing & Midwifery	Japan – Kyoto	Deliver a paper(s) at a conference/seminar/forum/workshop	4689		
Thorpe, K	Professor – Psychology & Counselling	Canada – Montreal	Attend conference/seminar/forum/workshop	5352		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Thorpe, K	Professor – Psychology & Counselling	Norway – Bergen	Attend conference/seminar/forum/workshop	9195		
Tong, S	Professor – Public Health	China – Shanghai	Deliver a paper(s) at a conference/seminar/forum/workshop	2730	3917	Shanghai Center for Urban Environmental Meteorology
Tong, S	Professor/NHMRC Senior Research Fellow – Public Health	Spain – Barcelona	Deliver a paper(s) at a conference/seminar/forum/workshop	4617		
Turner, L	Postdoctoral Research Fellow – Public Health	Scotland – Edinburgh	Deliver a paper(s) at a conference/seminar/forum/workshop	4200		
Upton, Z	Professor – Faculty Office	UK – London	Participate in collaborative research/projects/other programs		11 306	Tissue Therapies Ltd
Upton, Z	Professor – Faculty Office	China – Xi'an	Attend conference/seminar/forum/workshop		3100	Xijing Hospital, Fourth Military Medical University, Self-funded
Upton, Z	Professor – Faculty Office	UK – London, Harrogate & Wales – Cardiff	Attend conference/seminar/forum/workshop		8700	Tissue Therapies, Self-funded
Vine, D	Lecturer	USA – Florida	Attend conference/seminar/forum/workshop	4248	176	QUT, Self-funded
Wagner, I	Associate Professor	Belgium	Attend conference/seminar/forum/workshop	4407		
Walker, S	Director – NCHIRT – School of Public Health	Vietnam – Hanoi	QUT-Vietnam Public Health Program	2271		
Walker, S	Director – NCHIRT – School of Public Health	Hungary – Budapest	Committee representation/meetings/councils/boards	6179		
Walker, S	Director – NCHIRT – School of Public Health	Fiji – Suva	Project management/project work/consultancies	2779		
Waller, G	Classification and Training Coordinator – School of Public Health	Brunei Darussalam	Attend conference/seminar/forum/workshop		7480	Brunei Darussalam Ministry of Health
Waller, G	Classification and Training Coordinator – School of Public Health	Vietnam – Hanoi	Activities associated with overseas universities and other bilateral relationships	2271		
Walsh, A	Lecturer – Nursing & Midwifery	Vietnam – Hanoi & HCMC	Attend conference/seminar/forum/workshop	4599		
Watson, B	Professor – Psychology & Counselling	USA – Washington DC	Committee representation/meetings/councils/boards	5635		
Watson, B	Professor – Psychology & Counselling	Canada – Edmonton	Participate in collaborative research/projects/other programs		5562	City of Edmonton
Watson, B	Professor – Psychology & Counselling	USA – Massachusetts	Committee representation/meetings/councils/boards	4326		
Wharton, L	Lecturer – Human Movement Studies	Republic of Ireland – Limerick	Deliver a paper(s) at a conference/seminar/forum/workshop	6766		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Wheeler, M	Lecturer – Nursing & Midwifery	UK – Newcastle & Cambridge	PDP/PDL	4081		
Wilson, D	Professor – Faculty Office	Saudi Arabia	Committee representation/meetings/councils/boards	11 702		
Windsor, C	Senior Lecturer – School of Nursing & Midwifery	Japan – Kyoto	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
Wirihana, L	Academic Coordinator – Nursing & Midwifery	Italy – Florence	Attend conference/seminar/forum/workshop	3273		
Wishart, D	Research Fellow – CARRSQ	Indonesia – Denpasar	Participate in collaborative research/projects/other programs	3133		
Wishart, D	Research Fellow – Psychology & Counselling	Indonesia – Denpasar	Activities associated with overseas universities and other bilateral relationships	7463		
Wood, J	Professor – Optometry	USA – Fort Lauderdale, Florida	Deliver a paper(s) at a conference/seminar/forum/workshop	5318		
Wood, J	Professor – Optometry	USA – Detroit, Waterloo & New York	Attend conference/seminar/forum/workshop	1223	7000	University of Waterloo, TEATA
Wood, M	Lecturer – Public Health	Nauru	Project management/project work/consultancies		6168	AusAid/ Government of Nauru
Wood, M	Lecturer – Public Health	Nauru	Project management/project work/consultancies		3370	Government of Nauru/AUSAID
Wood, M	Lecturer – Public Health	Nauru	Project management/project work/consultancies		3227	Nauru Government
Wood, M	Lecturer – Public Health	Fiji – Suva	Activities associated with overseas universities and other bilateral relationships	2861		
Wood, M	Lecturer – Public Health	Nauru	Activities associated with overseas universities and other bilateral relationships		4800	Nauru Government
Wood, R	Postdoctoral Fellow – Human Movement Studies	Turkey – Istanbul	Deliver a paper(s) at a conference/seminar/forum/workshop	4783		
Wu, J	Research Fellow – Nursing & Midwifery	Malta – La Valeta	Deliver a paper(s) at a conference/seminar/forum/workshop	5315		
Wu, J	Research Fellow – Nursing & Midwifery	Vietnam – Hanoi	Attend conference/seminar/forum/workshop	2925		
Yates, P	Professor – Nursing & Midwifery	USA – Los Angeles, San Francisco	Attend conference/seminar/forum/workshop	7743		
Yates, P	Professor – Nursing & Midwifery	China – Hangzhou	Activities associated with overseas universities and other bilateral relationships	2935	1000	Hangzhou Normal University, Self-funded
Yu, W	Postdoctoral Fellow – Public Health	China – Shanghai	Attend conference/seminar/forum/workshop	2844		
Zelev, A	Senior Lecturer – School of Optometry	Norway – Kongsberg	Deliver a paper(s) at a conference/seminar/forum/workshop	4075		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
<b>INSTITUTE FOR SUSTAINABLE RESOURCES</b>						
Conant, R	Professor	Italy – Rome	Participate in collaborative research/projects/other programs		5427	Food & Agricultural Organisation
Conant, R	Professor	Germany – Potsdam	Attend conference/seminar/forum/workshop		8645	Institute for Advanced Sustainability Status
Conant, R	Professor	USA – San Francisco, Sacramento	Attend conference/seminar/forum/workshop	2346	508	Coalition on Agricultural Greenhouse Gases & Colorado State University
Conant, R	Professor	China – Changchun	Participate in collaborative research/projects/other programs	207	5000	Northeast Institute of Geography & Agroecology
Fahmi, H	Research Data Manager	USA – Durham	Deliver a paper(s) at a conference/seminar/forum/workshop		2930	National Center for Ecological Analysis & Synthesis, Santa Barbara
Gane, M	Project Manager	USA – Baltimore	Deliver a paper(s) at a conference/seminar/forum/workshop	5172		
Grace, P	Director	Belgium – Brussels	Participate in collaborative research/projects/other programs	8347	2400	German Marshall Fund of US
Grace, P	Director	New Zealand – Christchurch	Participate in collaborative research/projects/other programs	498	600	New Zealand Agricultural Greenhouse Gas Research Centre
Grace, P	Director	New Zealand – Auckland	Project management/project work/consultancies		1100	New Zealand Foundation for Research, Science & Technology
Grace, P	Director	USA – San Antonio	Attend conference/seminar/forum/workshop	6507	1094	American Society of Agronomy
Miller, E	Senior Lecturer	Malaysia, Netherland & Scotland	Deliver a paper(s) at a conference/seminar/forum/workshop	10863		
Rowlings, D	Associate Lecturer	USA – San Antonio	Attend conference/seminar/forum/workshop	4585		
Rowlings, D	Research Associate	USA – Delaware	Attend conference/seminar/forum/workshop	5426	3000	University of Queensland TERN
Scheer, C	Associate Lecturer	UK – Crewe, Germany – Garmisch, Freising	Activities associated with overseas universities and other bilateral relationships	5866		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
<b>INSTITUTE OF HEALTH AND BIOMEDICAL INNOVATION</b>						
Adam, C	Principal Research Fellow	Germany, UK & Austria	Attend conference/seminar/forum/workshop	7693		
Adam, C	Principal Research Fellow	UK	Activities associated with overseas universities and other bilateral relationships	4544	2500	Australian Academy of Science
Epari, D	Lecturer	USA – Los Angeles	Attend conference/seminar/forum/workshop	5406		
Epari, D	Senior Research Fellow	Switzerland	Attend conference/seminar/forum/workshop	5201		
Goss, B	Senior Research Fellow	Spain – Barcelona	Attend conference/seminar/forum/workshop	7256		
Goss, B	Senior Research Fellow	Canada	Attend conference/seminar/forum/workshop	7865		
Hutmacher, D	Professor	Germany – Berlin, Dresden, Munich and Freiburg Im Breisgau	Activities associated with overseas universities and other bilateral relationships	6014		
Hutmacher, D	Professor	USA, Belgium & UK	Attend conference/seminar/forum/workshop	6535	16 670	European Commission
Hutmacher, D	Chair in Regenerative Medicine	Singapore	Attend conference/seminar/forum/workshop	4627		
Hutmacher, D	Chair in Regenerative Medicine	Singapore	Attend conference/seminar/forum/workshop	3027		
Hutmacher, D	Chair in Regenerative Medicine	Germany	Attend conference/seminar/forum/workshop	6945		
Klein, T	Research Fellow	USA	Attend conference/seminar/forum/workshop	8072		
Lord, R	Project Officer	Germany – Berlin, Dresden, Munich and Freiburg Im Breisgau	Activities associated with overseas universities and other bilateral relationships	4056		Self-funded
Schmutz, B	Senior Research Fellow	Switzerland	Attend conference/seminar/forum/workshop	2962	6580	AO Foundation
Schuetz, M	Chair of Trauma	Japan, Germany – Berlin, Dresden, Munich and Freiburg Im Breisgau	Activities associated with overseas universities and other bilateral relationships	2089	6100	AO Foundation
Schuetz, M	Chair of Trauma	New Zealand – Auckland	Attend conference/seminar/forum/workshop	4369		
Steck, R	Senior Research Fellow	Switzerland	Attend conference/seminar/forum/workshop	4564		
Woodruff, M	Senior Research Fellow	UK – Nottingham	Participate in collaborative research/projects/other programs	3400		Self-funded
Woodruff, M	Senior Research Fellow	USA	Attend conference/seminar/forum/workshop	8072		
Woodruff, M	Senior Research Fellow	UK	Activities associated with overseas universities and other bilateral relationships	2808		Self-funded
Wu, C	Vice-Chancellor's Research Fellow	New Zealand – Christchurch	Attend conference/seminar/forum/workshop	2940		
Xiao, Y	Associate Professor	New Zealand – Christchurch	Attend conference/seminar/forum/workshop	4378		
Xiao, Y	Professor	Singapore	Attend conference/seminar/forum/workshop	5682		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Xiao, Y	Professor	USA	Attend conference/seminar/forum/workshop	6011		
Xiao, Y	Associate Professor	Hong Kong & China	Participate in collaborative research/projects/other programs	4202		
Xiao, Y	Associate Professor	China	Attend conference/seminar/forum/workshop	7068		
Young, R	Professor	Germany – Frankfurt, Berlin and Munich	Activities associated with overseas universities and other bilateral relationships	14 262		
Young, R	Executive Director	USA – Washington DC	Attend conference/seminar/forum/workshop	13 124		
<b>INTERNATIONAL AND DEVELOPMENT</b>						
Amankwah-Toa, A	Client Services Coordinator (Int'l), Admin Services	South Africa, Ghana	Promotions and marketing	7457		
Baguley, G	Manager, ISS	Malaysia	Promotions and marketing	4623		
Brown, L	Senior Alumni Relations Officer	Malaysia, Singapore	Overseas Graduations/Alumni events	3286		
Buabarn, K	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	India	Promotions and marketing	12 420		
Buabarn, K	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	Sri Lanka & Thailand	Promotions and marketing	11 683		
Chang, N	Marketing & Projects Officer	China, Taiwan	Promotions and marketing	5197		
Chang, N	Marketing & Projects Officer	China	Attend trade fairs/exhibitions/roadshows	5968		
Chang, N	Marketing & Projects Officer	Chile, Brazil & Peru	Attend trade fairs/exhibitions/roadshows	8519		
Chang, N	Marketing & Projects Officer	China	Attend trade fairs/exhibitions/roadshows	7561		
Chen, L	Associate Professor in Mandarin	Beijing	Attend conference/seminar/forum/workshop		1850	Confucius Institute Hanban
Chen, L	Associate Professor in Mandarin	China – Beijing	Deliver a paper(s) at a conference/seminar/forum/workshop		2060	Confucius Institute Hanban
Chung, S	Regional Manager (Nth Asia/Australasia)	Taiwan – Taipei	Attend conference/seminar/forum/workshop	5397		
Chung, S	Regional Manager (Nth Asia/Australasia)	Taiwan & China	Activities associated with overseas universities and other bilateral relationships	7866		
Chung, S	Regional Manager (Nth Asia/Australasia)	Hong Kong	Promotions and marketing	8565		
Chung, S	Regional Manager (Nth Asia/Australasia)	China	Activities associated with overseas universities and other bilateral relationships	7677		
Edmondson, G	Director, International & Student Mobility	Taiwan – Taipei	Attend conference/seminar/forum/workshop	5743		
Edmondson, G	Director, International & Student Mobility	Taiwan	Activities associated with overseas universities and other bilateral relationships	3007		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Edmondson, G	Director, International & Student Mobility	China	Activities associated with overseas universities and other bilateral relationships	6170		
Elliott, R	Director, Confucius Institute	China	Deliver a paper(s) at a conference/seminar/forum/workshop	3882		
Elliott, R	Director, Confucius Institute	China – Nanjing, Beijing	Formalise relations with international clients	10 079	2700	Confucius Institute Hanban
Elliott, R	Director, Confucius Institute	China	Attend conference/seminar/forum/workshop		7202	Confucius Institute Hanban
Gomez, T	Int'l Student Exchange Officer	Taiwan, Hong Kong	Promotions and marketing	3321		
Hii, W	Business Coordinator	China	PDP/PDL	3446	800	Confucius Institute Hanban
Kelly, E	International Marketing Officer	Indonesia	Attend trade fairs/exhibitions/roadshows	6003		
Kelly, E	International Marketing Officer	Thailand, Korea	Promotions and marketing	8200		
Kelly, E	International Marketing Officer	Indonesia	Promotions and marketing	4008		
Kelly, E	International Marketing Officer	India	Attend trade fairs/exhibitions/roadshows	5413		
Kelly, E	International Marketing Officer	Korea & Indonesia	Attend trade fairs/exhibitions/roadshows	7688		
Kelly, R	Executive Director	Germany	Activities associated with overseas universities and other bilateral relationships	2828		Self-funded
Kelly, R	Executive Director	China & Taiwan	Activities associated with overseas universities and other bilateral relationships	5658		
Kelly, R	Executive Director	Canada	Attend conference/seminar/forum/workshop	5282		
Kelly, R	Executive Director	Norway, Sweden, Denmark & South Korea	Promotions and marketing	11 123		
Kelly, R	Executive Director, QUT International	Indonesia	Activities associated with overseas universities and other bilateral relationships	4289		
Laurenceson, A	Int'l Promotions Co-ord (S/SEAsia, Pacific, M/East)	Sri Lanka	Agents visits	8462		
Lawson, L	Language & Learning Advisor (Student Support Services)	South Africa & Kenya	Activities associated with overseas universities and other bilateral relationships	7156		
Leggatt, J	Business Systems Manager	UAE, Turkey, Saudi Arabia & Iran	Promotions and marketing	16 845		
Leggatt, J	Business Systems Manager	Malaysia	Promotions and marketing	10 567		
Leggatt, J	Regional Manager, S/SE Asia/Pacific/Middle East	Malaysia, Singapore, Brunei	Promotions and marketing	16 113		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Leggatt, J	Regional Manager, S/SE Asia/Pacific/Middle East	Malaysia	Attend trade fairs/exhibitions/roadshows	11 878		
Leisemann, S	Director of Studies (UEP)	Japan – Tokyo; South Korea – Seoul	Activities associated with overseas universities and other bilateral relationships	6419		
Li, X	Deputy Director	Beijing	Attend conference/seminar/forum/workshop		1850	Confucius Institute Hanban
Li, X	Deputy Director	China	Study tour/cultural exchange		4143	Confucius Institute Hanban
Li, X	Deputy Director	China	Attend conference/seminar/forum/workshop		4774	Confucius Institute Hanban
Mannion, J	Alumni Relations Manager	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	2630		
Mannion, J	Alumni Relations Manager	Malaysia, Singapore	Overseas Graduations/Alumni events	2818		
Mannion, J	Alumni Relations Manager	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	926	2981	Council for Advancement and Support of Education (CASE)
Maskell, S	Director, International & Marketing Services	Vietnam	Promotions and marketing	12 848		
McDade, E	Director, QUT International College	Malaysia – Kota Kinabalu	Attend trade fairs/exhibitions/roadshows	2574		
McDade, E	Director, QUT International College	Hong Kong, Macau	Promotions and marketing	5052		
McDade, E	Director, QUT International College	Denmark & Norway	Attend conference/seminar/forum/workshop	13 471		
McLeod, K	Int'l Promotions Coordinator (Europe/Americas)	Colombia, Peru	Promotions and marketing	12 563		
McLeod, K	Int'l Promotions Coordinator (Europe/Americas)	Mexico, Canada & USA	Promotions and marketing	9725		
McLeod, K	Int'l Promotions Coordinator (Europe/Americas)	Chile & Brazil	Promotions and marketing	13 702		
McLeod, K	Int'l Promotions Coordinator (Europe/Americas)	UK & USA	Promotions and marketing	9370		
Meakin, C	Senior Policy Advisor	Taiwan – Taipei	Deliver a paper(s) at a conference/seminar/forum/workshop	4274		
Meakin, C	Senior Policy Advisor	China	Promotions and marketing	9142		
Meakin, C	International Policy & Research Coordinator	China	Promotions and marketing	9689		
Mether, D	Manager, International Marketing Services	Papua New Guinea	Promotions and marketing	10 071		

<b>Name</b>	<b>Position</b>	<b>Destination</b>	<b>Reason for Travel</b>	<b>Agency Cost Estimate \$</b>	<b>External Funding Cost Estimate \$</b>	<b>External Funding Source</b>
Miller, M	English Language Educator	Japan – Tokyo	Promotions and marketing	6270		
Nair, M	Manager, International Higher Degrees Research	Thailand & Sri Lanka	Activities associated with overseas universities and other bilateral relationships	4840		
Nair, M	Manager, International Higher Degrees Research	Vietnam	Activities associated with overseas universities and other bilateral relationships	8352		
Ong, J	Int'l Promotions Coordinator (North Asia/ Australasia)	Korea, Japan	Agents visits	13 545		
Ong, J	Int'l Promotions Coordinator (North Asia/ Australasia)	Japan	Promotions and marketing	7279		
Ong, J	Int'l Promotions Coordinator (North Asia/ Australasia)	Republic of Korea	Promotions and marketing	7150		
Patterson, N	Manager, International & Student Mobility	Sweden, Denmark & Norway	Promotions and marketing	10 578		
Paul, S	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	Iran, UAE, Kuwait, Saudi Arabia & Libya Bahrain	Attend trade fairs/exhibitions/roadshows	26 335		
Paul, S	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	India	Promotions and marketing	6880		
Paul, S	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	Indonesia & Philippines	Promotions and marketing	5503		
Paul, S	Int'l Promotions Coordinator (S/SE Asia, Pacific/Middle East)	United Arab Emirates, Saudi Arabia, Oman, Kuwait, Bahrain, Turkey	Promotions and marketing	17 673		
Sheppard, S	Deputy Vice-Chancellor (International & Development)	Thailand, Bhutan	Signing of contracts/agreements	8592		
Sheppard, S	Deputy Vice-Chancellor (International & Development)	China – Beijing, Nanjing, Shanghai	Activities associated with overseas universities and other bilateral relationships	15 022		
Sheppard, S	Deputy Vice-Chancellor (International & Development)	China – Beijing, Nanjing	Attend conference/seminar/forum/workshop	11 953		
Street, S	Executive Director, Precincts	China – Shanghai	Attend conference/seminar/forum/workshop	6556		
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Malaysia, Singapore	Agents visits	9086		
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Malaysia	Attend trade fairs/exhibitions/roadshows	11 442		
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Vietnam & Malaysia	Activities associated with overseas universities and other bilateral relationships	6135		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Laos & Thailand	Promotions and marketing	4944		
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Vietnam	Promotions and marketing	10700		
Thean, S	Regional Manager (S/SE Asia, Pacific, M/East)	Malaysia	Promotions and marketing	10567		
Thomas, L	Curator (Creative Industries Precinct)	USA – San Francisco, New York City	Activities associated with overseas universities and other bilateral relationships	5565	1500	Self-funded
Tickle, S	Director, International and Marketing Services	Singapore	Overseas Graduations/Alumni events	1944		
Venturato, J	Senior Alumni Relations Officer	Singapore	Attend conference/seminar/forum/workshop	4720		
Walker, S	Regional Manager (Europe/Americas)	France, Germany, Denmark	Promotions and marketing	13724		
Walker, S	Regional Manager (Europe/Americas)	France, Germany & Italy	Promotions and marketing	7447	1211	Self-funded
Walker, S	Regional Manager (Europe/Americas)	Sweden, Denmark, Finland & Norway	Promotions and marketing	28255		
Walker, S	Regional Manager (Europe/Americas)	Germany	Promotions and marketing	7126		
Yeo, S	Int'l Promotions Officer (North Asia/Australasia)	Taiwan	Promotions and marketing	10751		
Zhang, Y	Lecturer, Confucius Institute	Beijing	Attend conference/seminar/forum/workshop		1700	Confucius Institute Hanban
<b>LAW</b>						
Anderson, C	Associate Professor	Singapore	Attend conference/seminar/forum/workshop		2871	Self-funded
Ball, M	Lecturer	Wales, UK	Attend conference/seminar/forum/workshop	4513	520	Self-funded
Ball, M	Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	7028	1335	Self-funded
Bell, P	Senior Lecturer	New Zealand	Attend conference/seminar/forum/workshop	3813		
Burns, M	Lecturer	USA	PDP/PDL	4225		
Carpenter, B	Associate Professor	UK	Participate in collaborative research/projects/other programs	24850		
Carrington, K	Professor	UK – York, Newcastle	Deliver a paper(s) at a conference/seminar/forum/workshop	6770		
Cooper, D	Senior Lecturer	UK	Deliver a paper(s) at a conference/seminar/forum/workshop	4234	2500	Self-funded
Dean, G	Associate Professor	Singapore	Teaching Offshore	6229		
Dean, G	Associate Professor	Singapore	Overseas Graduations/Alumni events	2485		
Dean, G	Associate Professor	Singapore	Teaching Offshore	5966		
Dean, G	Associate Professor	Singapore	Teaching Offshore	6493		
Death, J	Lecturer	UK	Attend conference/seminar/forum/workshop	4355		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Duffy, J	Associate Lecturer	UK – Oxford	Participate in collaborative research/projects/other programs	2900		
Duffy, J	Lecturer	Bhutan	Deliver a paper(s) at a conference/seminar/forum/workshop	6200		
Dwyer, A	Lecturer	UK	Attend conference/seminar/forum/workshop	4397		
Field, R	Senior Lecturer	China	Attend conference/seminar/forum/workshop		5000	AHRC & All-China Women Federation
Fisher, D	Professor	South Africa	Deliver a paper(s) at a conference/seminar/forum/workshop	3716		
Fitzgerald, A	Professor	New Zealand	Attend conference/seminar/forum/workshop	3102		
Fitzgerald, A	Professor	Poland	Deliver a paper(s) at a conference/seminar/forum/workshop	200	3200	Creative Commons Australia
Fitzgerald, A	Professor	Nairobi, Kenya	Deliver a paper(s) at a conference/seminar/forum/workshop	4000		
Fitzgerald, A	Professor	UK, Poland	Attend conference/seminar/forum/workshop	4200		
Fitzgerald, B	Professor	Poland	Deliver a paper(s) at a conference/seminar/forum/workshop	200	3200	Creative Commons Australia
Fitzgerald, B	Professor	USA, Germany	Attend conference/seminar/forum/workshop	7200		
Francis, A	Senior Lecturer	Malaysia – Manila, Kuala Lumpur, Jakarta	Deliver a paper(s) at a conference/seminar/forum/workshop	2855		
Hocking, B	Associate Professor	Europe	Attend conference/seminar/forum/workshop	3072	1600	Self-funded
Holmes, P	Moot Coach	Singapore	Attend conference/seminar/forum/workshop	3452		
Howell, N	Lecturer	New Zealand – Wellington	Attend conference/seminar/forum/workshop	1701		
Hutchinson, T	Senior Lecturer	UK – Warwick	Attend conference/seminar/forum/workshop	1126	2125	Self-funded
Kift, S	Professor	Hong Kong	Deliver a paper(s) at a conference/seminar/forum/workshop	600	2070	University of Hong Kong
Lane, W	Professor	Japan	Attend conference/seminar/forum/workshop	2875		
Lane, W	Professor	UK – London, Cyprus	Deliver a paper(s) at a conference/seminar/forum/workshop	8056		
Lauchs, M	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	5434		
Lauchs, M	Lecturer	UK, Hong Kong, Europe	PDP/PDL	15057		
Lauchs, M	Senior Lecturer	Singapore	Teaching Offshore	6100		
Lauchs, M	Senior Lecturer	USA – Washington	Attend conference/seminar/forum/workshop	5120		
Maguire, R	Lecturer	South Africa, Kenya	Deliver a paper(s) at a conference/seminar/forum/workshop	5194		
Maguire, R	Lecturer	China	Participate in collaborative research/projects/other programs	8000		
Mason, R	Head, School of Law	Singapore	Attend conference/seminar/forum/workshop	3397		
Mason, R	Head, School of Law	UK, Norway	Deliver a paper(s) at a conference/seminar/forum/workshop	9725		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
McCowan, C	Project Manager	Bhutan	Attend conference/seminar/forum/workshop	5735		
McCowan, C	Project Manager	Bhutan	Deliver a paper(s) at a conference/seminar/forum/workshop	7970		
McCowan, C	Project Manager	Bhutan, Thailand	Attend conference/seminar/forum/workshop	6550		
McDonald, F	Lecturer	UK, Canada	Fieldwork	2280	5500	Self-funded
O'Brien, E	Associate Lecturer	UK – York, Newcastle	Attend conference/seminar/forum/workshop	6538		
Puri, K	Professor	France – Paris, Delhi	Attend conference/seminar/forum/workshop	4619	1050	Centre National de la Recherche Scientifique (CNRS)
Puri, K	Professor	India	Deliver a paper(s) at a conference/seminar/forum/workshop	1782	2200	International Association for the Protection of Intellectual Property (AIPPI), Switzerland
Puri, K	Professor	Samoa	Deliver a paper(s) at a conference/seminar/forum/workshop		3730	World Intellectual Property Organization (WIPO)
Rowena, M	Lecturer	New York, USA	Deliver a paper(s) at a conference/seminar/forum/workshop	3937		
Sampford, C	Professor, IEGL Dir	Malaysia – Manila, Kuala Lumpur, Jakarta	Deliver a paper(s) at a conference/seminar/forum/workshop	4200	2513	Griffith University
Shirley, M	Associate Professor	Bhutan	Attend conference/seminar/forum/workshop	6095		
Shirley, M	Associate Professor	Italy	Attend conference/seminar/forum/workshop	9490		
Shirley, M	A/Dean T&L	Bhutan	Deliver a paper(s) at a conference/seminar/forum/workshop	5835		
Shirley, M	Professor	Malaysia	Activities associated with overseas universities and other bilateral relationships	2150		
Suzor, N	Lecturer	Germany	Deliver a paper(s) at a conference/seminar/forum/workshop	450	3750	Institute for Internet and Society
Tauri, J	Lecturer	Canada	Attend conference/seminar/forum/workshop	2400		
Tauri, J	Lecturer	New Zealand – Wellington	Deliver a paper(s) at a conference/seminar/forum/workshop	1190	300	Self-funded
Then, S	Lecturer	USA	Attend conference/seminar/forum/workshop	7250		
Thomas, M	Lecturer	Czech Republic – Prague, Brussels	Participate in collaborative research/projects/other programs	3607		
Thomas, M	Lecturer	Belgium	Attend conference/seminar/forum/workshop	1998	1437	Self-funded
Thomas, M	Lecturer	Brussels – The Hague, Czech Republic – Prague	Attend conference/seminar/forum/workshop	3607		
Tsui, M	Associate Lecturer	China – Beijing	Attend conference/seminar/forum/workshop		1720	Self-funded



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Tsui, M	Associate Lecturer	Vanuatu	Activities associated with overseas universities and other bilateral relationships	5800		
Unwin, M	Liaison Librarian	Bhutan	Deliver a paper(s) at a conference/seminar/forum/workshop	5835		
Voight, M	Bar Warden	Bhutan	Attend conference/seminar/forum/workshop	5020		
Von Nessen, P	Professor	Hong Kong, Europe, Middle East	Attend conference/seminar/forum/workshop	8000	1970	Self-funded
White, B	Associate Professor	New Zealand	PDP/PDL	2148		
<b>RESEARCH AND COMMERCIALISATION</b>						
Burnett, P	Dean of Research and Research Training	USA – Ohio	Attend conference/seminar/forum/workshop	5938		
Burnett, P	Dean of Research and Research Training	Taiwan	Activities associated with overseas universities and other bilateral relationships	10088		
Burnett, P	Dean of Research & Research Training	New Zealand – Dunedin	Committee representation/meetings/councils/boards	1741		
Giuliani, G	Manager Commercial Research and Consultancy Projects, Office of Commercial Services	France – Paris	Attend conference/seminar/forum/workshop	5053		
Heron, L	Executive Officer	USA – Washington	Attend conference/seminar/forum/workshop	11036		
Kozar, D	International Development Officer	Sri Lanka	Project management/project work/consultancies	9470		
Lawrence, K	International Project Coordinator, International Projects Unit	Maldives	Project management/project work/consultancies	2915		
Mackinnon, I	Interim Executive Director, IFE	USA	Attend conference/seminar/forum/workshop	8510		
Mackinnon, I	Interim Executive Director, IFE	China	Activities associated with overseas universities and other bilateral relationships	5777		
McArdle, M	Director, Office of Research	USA – Washington	Attend conference/seminar/forum/workshop	11856		
Melvin, C	Director, Office of Commercial Services	Nigeria	Project management/project work/consultancies	11752		
Melvin, C	Director, Office of Commercial Services	China	Activities associated with overseas universities and other bilateral relationships	6331		
Melvin, C	Director, Office of Commercial Services	Maldives	Project management/project work/consultancies	6891		
Sacriz, V	International Development Officer	South Africa	Project management/project work/consultancies	8421		
Sacriz, V	International Development Officer – Aid Programs	Nepal	Project management/project work/consultancies	6454		
Sacriz, V	International Development Officer	Maldives	Project management/project work/consultancies	6969		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Salangsang, N	Business Manager, International Projects Unit	Nigeria	Project management/project work/consultancies	16 417		
Salangsang, N	Business Manager, International Projects Unit	Nepal	Project management/project work/consultancies	4 039		
Salangsang, N	Business Manager, International Projects Unit	Bhutan, India	Project management/project work/consultancies	8 466		
Salangsang, N	Business Manager, International Projects Unit	Maldives	Project management/project work/consultancies	6 603		
Salangsang, N	Business Manager, International Projects Unit	Maldives	Project management/project work/consultancies	3 074		
Salangsang, N	Business Manager, International Projects Unit	Maldives	Project management/project work/consultancies	7 129		
Sharma, A	Deputy Vice-Chancellor, R & C	China – Beijing, USA – Washington, UK & Europe	Attend conference/seminar/forum/workshop	33 601		
Taji, A	Director (International HDR), Research Students Centre	Bhutan, Middle East	Promotions and marketing	17 420		
Wissler, R	former Dean of Research and Research Training	Taiwan	Participate in collaborative research/projects/other programs	6 142		
<b>SCIENCE AND TECHNOLOGY</b>						
Aaskov, J , G	Associate Professor	Vietnam – Ho Chi Minh City	Attend conference/seminar/forum/workshop	3 085		
Alston, C	Research Fellow	USA	Attend conference/seminar/forum/workshop	5 000		
Anderson, B	Senior Lecturer	Canada	Attend conference/seminar/forum/workshop	905	3 000	Self-funded
Anh, V	Professor	USA	Attend conference/seminar/forum/workshop	4 302		
Armstrong, E	Industry Engagement Director	China	Attend trade fairs/exhibitions/roadshows	5 297		
Ayoko, G	Discipline Head	New Zealand	Attend conference/seminar/forum/workshop	1 902		
Bandara, W	Senior Lecturer	Finland, Germany	Attend conference/seminar/forum/workshop	7 160		
Bandara, W	Senior Lecturer	Canada	Committee representation/meetings/councils/boards	1 080	5 600	Process Knowledge Initiative (organisers in Canada)
Barros, A	Professor	Greece, Germany	Activities associated with overseas universities and other bilateral relationships	5 500		
Barros, A	Professor	Austria	Attend conference/seminar/forum/workshop	5 750		
Bartlett, P	Professor	USA	Activities associated with overseas universities and other bilateral relationships	11 781		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Bartlett, P	Professor	USA	Activities associated with overseas universities and other bilateral relationships	10 479		
Bartlett, P	Professor	France, USA	Participate in collaborative research/projects/other programs	18 349		
Bartlett, P	Professor	USA	Attend conference/seminar/forum/workshop	13 400		
Bartlett, P	Professor	Germany	Attend conference/seminar/forum/workshop	8 026		
Bartlett, P	Professor	USA, Switzerland, Germany	Attend conference/seminar/forum/workshop	21 395		
Bartlett, P	Professor	USA, Spain	Attend conference/seminar/forum/workshop	14 107		
Becker, K	Lecturer	Germany, UK	Activities associated with overseas universities and other bilateral relationships	4 491		
Bottle, S	Professor	UK	Attend conference/seminar/forum/workshop	11 270		
Boyd, C	Director of Research	Germany, Canada, UK	PDP/PDL	2 150	7 000	Australia-Germany Mobility, University of Calgary
Brown, D	International Liason Officer	Latin America	Agents visits	8 109		
Brown, R	Senior Lecturer	France	Attend conference/seminar/forum/workshop	6 107		
Bruce, C	Professor	USA	Attend conference/seminar/forum/workshop		4 420	San Jose State University – School of Library and Information Science
Bruce, C	Professor	New Zealand	Attend conference/seminar/forum/workshop		1 980	New Zealand Open Polytechnic
Bruce, C	Professor	Sweden	Attend conference/seminar/forum/workshop	300	3 820	University of Boras
Bruza, P	Professor	UK	Attend conference/seminar/forum/workshop	5 904		
Bruza, P	Professor	China	Attend conference/seminar/forum/workshop	3 152		
Bruza, P	Professor	USA	Deliver a paper(s) at a conference/seminar/forum/workshop	3 789		
Burrage, K	Professor	USA, Canada, UK	Attend conference/seminar/forum/workshop	8 000		
Burrage, P	Senior Research Fellow	UK, Canada	Attend conference/seminar/forum/workshop	6 615		
Cameron, S	Research Fellow	USA	Participate in collaborative research/projects/other programs		4 000	National Science Foundation Grants
Carmichael, M	Lecturer	UK	Attend conference/seminar/forum/workshop	7 465		
Chakraborty, A	Post Doctoral Research Fellow	Singapore	Deliver a paper(s) at a conference/seminar/forum/workshop	2 953		
Chopin, L	Associate Professor	USA	Attend conference/seminar/forum/workshop	3 405		
Chopin, L	Associate Professor	Japan, Denmark, Norway	Activities associated with overseas universities and other bilateral relationships		4 700	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Chou, A	Research Associate	New Zealand	Attend trade fairs/exhibitions/roadshows	2000		
Clarke, A	Associate Professor	Austria	PDP/PDL	11 852		
Clarke, A	Associate Professor	USA	Attend conference/seminar/forum/workshop	3055		
Cowling, I	Associate Professor	Hong Kong	Activities associated with overseas universities and other bilateral relationships	2103		
Cowling, I	Associate Professor	Hong Kong	Activities associated with overseas universities and other bilateral relationships	1978		
Cowling, I	Associate Professor	China, South Africa	Teaching Offshore	8129		
Cowling, I	Professor	China	Attend conference/seminar/forum/workshop		2500	CIE Hong Kong Limited
Cowling, I	Professor	USA	Attend conference/seminar/forum/workshop		3642	Illuminating Engineering Society of North America
Davis, K	Associate Lecturer	UK	Attend conference/seminar/forum/workshop	1315	3000	Self-funded
Dey, S	Lecturer	Finland	Attend conference/seminar/forum/workshop	4330		
Duddy, K	Senior Research Associate	Switzerland, Germany	Participate in collaborative research/projects/other programs	7290		
Duddy, K	Senior Research Associate	Singapore	Attend conference/seminar/forum/workshop	2797		
Duddy, K	Senior Research Associate	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	3000		
Edwards, S	Assistant Dean Teaching and Learning	Indonesia	Attend conference/seminar/forum/workshop	3526		
Edye, L	Principal Research Fellow	Brazil	Committee representation/meetings/councils/boards		7500	Bioenergy Australia
Farrell, T	Associate Professor	USA	Attend conference/seminar/forum/workshop	4502		
Feng, Y	Professor	China	Attend conference/seminar/forum/workshop	1160	2000	China Satellite Navigation Committee
Fielding, A	Senior Lecturer	Chile	Deliver a paper(s) at a conference/seminar/forum/workshop	200	4595	DAAD/DKFZ/ University of Heidelberg, Self-funded
Fielt, E	Postdoctoral Research Fellow	Germany	Attend conference/seminar/forum/workshop	1355		
Firn, J	Lecturer	USA	Committee representation/meetings/councils/boards	3256		
Fredericks, P	Associate Professor	New Zealand	Attend conference/seminar/forum/workshop	1700		
Gable, G	Professor	New Zealand	Participate in collaborative research/projects/other programs	2095		
Gable, G	Professor	China	Participate in collaborative research/projects/other programs	6850		
George, G	Emeritus Professor	Germany, Portugal	Activities associated with overseas universities and other bilateral relationships	11 138		
George, M	Basis Administrator	USA	Attend conference/seminar/forum/workshop	4090		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Estimate \$	External Funding Source
Geva, S	Head of Discipline	China	Attend conference/seminar/forum/workshop	5100		
Geva, S	Head of Discipline	UK	Attend conference/seminar/forum/workshop	6536		
Geva, S	Head of Discipline	Japan, Germany	Attend conference/seminar/forum/workshop	9232		
Gonzalez Pena, C	Research Associate	Fiji	Fieldwork	1770		
Gonzalez Pena, C	Research Associate	Fiji	Fieldwork	1541		
Gonzalez Pena, C	Research Associate	Fiji	Attend conference/seminar/forum/workshop	1250		
Gonzalez Pena, C	Research Associate	Fiji	Fieldwork	1719		
Gonzalez Pena, C	Research Associate	Fiji	Fieldwork	1607		
Gough, K	Emeritus Professor	Switzerland	Attend conference/seminar/forum/workshop	2285	1245	Self-funded
Gough, K	Emeritus Professor	USA	Attend conference/seminar/forum/workshop	4756		
Gust, D	Portfolio Director	China, Taiwan	Promotions and marketing	9000		
Hargreaves, M	Associate Professor	Canada	Committee representation/meetings/ councils/boards	10 000		
Hartfield, P	Professor	Malaysia	Attend conference/seminar/forum/workshop	2500		
Hauxwell, C	Associate Professor	USA	Attend conference/seminar/forum/workshop	3149		
Herington, A	Portfolio Director	China, Iran, Saudi Arabia	Activities associated with overseas universities and other bilateral relationships	7847		
Herington, A	Deputy Executive Dean	Germany, UK	Attend conference/seminar/forum/workshop	5032		
Himawan, I	Postdoctoral Research Fellow	USA	Attend conference/seminar/forum/workshop	4092		
Hogan, J	Associate Professor	USA	Attend conference/seminar/forum/workshop	6195		
Hogan, J	Associate Professor	UK, USA	PDP/PDL	11 860		
Howard, K	Associate Lecturer	New Zealand	Attend conference/seminar/forum/workshop	1333		
Hurwood, D	Lecturer	India	Attend conference/seminar/forum/workshop	5263		
Hurwood, D	Lecturer	Fiji	Attend conference/seminar/forum/workshop	1260		
Hurwood, D	Lecturer	Malaysia	Attend conference/seminar/forum/workshop		2500	Ministry of Science Technology and Innovation Malaysia
Hurwood, D	Lecturer	Vietnam	Fieldwork	3527		
Huygens, F	Associate Professor	USA	PDP/PDL	3233		
Huygens, F	Research Associate	Belgium	Participate in collaborative research/ projects/other programs	2800	9393	ImmuneXpress
Islam, N	Lecturer	Germany	Attend conference/seminar/forum/workshop	5596		
Isoardi, G	Associate Lecturer	India	Activities associated with overseas universities and other bilateral relationships	3665		
Itakura, K	Research Fellow	Ireland	Attend conference/seminar/forum/workshop		2657	University of Waterloo
Johnson, D	Senior Lecturer	USA	Attend conference/seminar/forum/workshop		4400	The Binary Mill
Johnson, D	Senior Lecturer	USA	Attend conference/seminar/forum/workshop		2500	Self-funded

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Johnson, D	Senior Lecturer	UK, Germany	Attend conference/seminar/forum/workshop	1040	3400	QUT, British Telecom, Self-funded
Johnson, S	Lecturer	Malaysia	Committee representation/meetings/councils/boards	2858		
Johnson, S	Research Associate	Vietnam	Fieldwork	2800		
Johnson, S	Research Associate	New Zealand	Attend conference/seminar/forum/workshop	2265		
Kelly, W	Senior Lecturer	USA	Activities associated with overseas universities and other bilateral relationships	3869		
Kelly, W	Senior Lecturer	USA	Attend conference/seminar/forum/workshop		3375	Microsoft Corporation
Kelly, W	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	4156		
Kelly, W	Senior Lecturer	Germany	Participate in collaborative research/projects/other programs	5595		
Kigeland, J	Research Fellow	New Zealand	Deliver a paper(s) at a conference/seminar/forum/workshop	3227		
Kitto, K	Postdoctoral Research Fellow	Sweden, UK, Denmark	Attend conference/seminar/forum/workshop	7820		
Knibbs, L	Research Associate	USA	Attend conference/seminar/forum/workshop	5951		
Kozan, E	Professor	China	Attend conference/seminar/forum/workshop	9091		
Krosch, M	Research Assistant	New Zealand	Attend conference/seminar/forum/workshop	1758		
La Rosa, M	Senior Lecturer	France	Attend conference/seminar/forum/workshop	3643		
Langton, C	Head of Discipline	USA, Canada, Germany	Committee representation/meetings/councils/boards	11 711		
Langton, C	Head of Discipline	UK, Germany	Participate in collaborative research/projects/other programs	9490		
Langton, C	Head of Discipline	China	Attend conference/seminar/forum/workshop	6824		
Langton, C	Head of Discipline	UK, Germany, Finland	Committee representation/meetings/councils/boards	16 042		
Li, Y	Professor	China	Attend conference/seminar/forum/workshop	4262		
Liu, A	Director of Int Engagement and Development	Taiwan, China	Attend conference/seminar/forum/workshop	8181		
Liu, A	International Development Manager	China, Taiwan	Promotions and marketing	9000		
Liu, A	International Development Manager	China	Formalise relations with international clients	6854		
Liu, A	International Development Manager	Denmark	Attend conference/seminar/forum/workshop	9655		
Liu, A	International Engagement Director	China	Committee representation/meetings/councils/boards	4955		
Liu, A	International Engagement Director	China	Attend trade fairs/exhibitions/roadshows	4922		
Liu, F	Adjunct Professor	USA	Attend conference/seminar/forum/workshop	5700		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Liu, S	Research Associate	China	Attend conference/seminar/forum/workshop	4000		
Macgillivray, H	Professor	New Zealand	Attend conference/seminar/forum/workshop		3340	New Zealand Statistical Association
MacGillivray, H	Professor	UK	Attend conference/seminar/forum/workshop		4559	Self-funded, International Statistical Institute
MacGillivray, H	Professor	The Netherlands	Attend conference/seminar/forum/workshop	2896	3361	Intercollegiate Studies Institute
Maire, F	Senior Lecturer	Germany, France	Attend conference/seminar/forum/workshop	4825		
Mallet, D	Associate Professor	Canada, USA	Attend conference/seminar/forum/workshop	11 930		
Mallet, D	Associate Professor	USA	Attend conference/seminar/forum/workshop	3454		
Mallet, D	Associate Professor	Switzerland, Norway	Attend conference/seminar/forum/workshop	8071		
Manton, K	Lecturer	Japan	Deliver a paper(s) at a conference/seminar/forum/workshop		7050	Hokkiko University – IFCD Conference Organisers, Self-funded
Martens, W	Senior Lecturer	Thailand	Agents visits	2500		
Mather, P	Professor	India	Attend conference/seminar/forum/workshop	5263		
Mather, P	Head of Discipline	Fiji	Attend conference/seminar/forum/workshop	1260		
Mather, P	Head of Discipline	Malaysia	Attend conference/seminar/forum/workshop		2500	Ministry of Science Technology and Innovation Malaysia
Mather, P	Head of Discipline	Vietnam	Fieldwork	3527		
Mather, P	Head of Discipline	Vietnam	Formalise relations with international clients	7200		
McCue, S	Senior Lecturer	UK	Attend conference/seminar/forum/workshop	4190		
McGree, J	Lecturer	UK	Attend conference/seminar/forum/workshop	6253		
McGrory, C	Research Fellow	USA	Attend conference/seminar/forum/workshop	5000		
McGrory, C	Research Fellow	UK	Participate in collaborative research/projects/other programs	1174	1174	University of Glasgow
Mc Murtrie, J	Senior Lecturer	New Zealand	Attend conference/seminar/forum/workshop	1299		
McMurtrie, J	Senior Lecturer	Italy, UK	PDP/PDL	7115		
Mengersen, K	Professor	Malaysia	Committee representation/meetings/councils/boards	551	2000	University of Putra Malaysia
Mengersen, K	Professor	New Zealand	Attend conference/seminar/forum/workshop	2369		
Mengersen, K	Professor	Malaysia	Committee representation/meetings/councils/boards	2609		
Momot, K	Senior Lecturer	Germany	Attend conference/seminar/forum/workshop	4590		
Momot, K	Senior Lecturer	China	Attend conference/seminar/forum/workshop	4520		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Morawska, L	Professor	Germany, USA	Committee representation/meetings/councils/boards	7207		
Morawska, L	Professor	Germany, USA	Activities associated with overseas universities and other bilateral relationships	3533		
Morawska, L	Professor	Poland, Germany	Committee representation/meetings/councils/boards		5600	World Health Organisation & University of Salzburg
Morawska, L	Professor	Korea	Attend conference/seminar/forum/workshop	1968	2000	Woolcock Institute of Medical Research, Korea Association of Clean Air
Moroney, T	Lecturer	UK	Participate in collaborative research/projects/other programs	4835		
Murphy, D	Associate Lecturer	USA	Committee representation/meetings/councils/boards		2500	Australian and New Zealand IOFP Consortium
Murphy, D	Lecturer	Czech Republic	Attend conference/seminar/forum/workshop	4245	5000	Self-funded
Murphy, D	Lecturer	USA	Attend conference/seminar/forum/workshop	5160		
Nandlal, S	Research Fellow	India	Attend conference/seminar/forum/workshop	5740		
Nandlal, S	Research Fellow	Fiji	Participate in collaborative research/projects/other programs	3950		
Nandlal, S	Research Fellow	Fiji	Fieldwork	1407		
Nandlal, S	Research Fellow	Fiji	Attend conference/seminar/forum/workshop	1623		
Nandlal, S	Research Fellow	Malaysia	Attend conference/seminar/forum/workshop		2500	Ministry of Science Technology and Innovation Malaysia
Nandlal, S	Research Fellow	Fiji	Attend conference/seminar/forum/workshop	2800		
Nandlal, S	Research Fellow	Singapore	Participate in collaborative research/projects/other programs	1450	2000	Leisure Village Ptd
Nandlal, S	Research Fellow	Vanuatu	Teaching Offshore		2000	Vanuatu Fisheries Department
Nayak, R	Senior Research Fellow	Sweden	Attend conference/seminar/forum/workshop	5041		
Nayak, R	Senior Research Fellow	China	Attend conference/seminar/forum/workshop	3422		
Nayak, R	Lecturer	Canada	Attend conference/seminar/forum/workshop	5350		
Ng, K	International Liaison Officer	Singapore, Indonesia, Thailand	Activities associated with overseas universities and other bilateral relationships	8445		
Ng, K	International Liaison Officer	Singapore, Taiwan	Activities associated with overseas universities and other bilateral relationships	5936		
Ng, N	International Liaison Officer	Indonesia	Promotions and marketing	7004		



Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Ng, N	International Liaison Officer	Vietnam, Malaysia	Activities associated with overseas universities and other bilateral relationships	4788		
Ng, N	International Liaison Officer	Singapore	Activities associated with overseas universities and other bilateral relationships	10 000		
Nothdurft, L	Postdoctoral Research Fellow	Belgium	Attend conference/seminar/forum/workshop	5512		
Ouyang, C	Senior Lecturer	China	Attend conference/seminar/forum/workshop	1763		
Pettet, G	Professor	Thailand	Attend conference/seminar/forum/workshop	1500		
Pettitt, T	Professor	Greece, UK	Attend conference/seminar/forum/workshop	11 720		
Pettitt, T	Professor	Italy, UK	Attend conference/seminar/forum/workshop	7050		
Phillips, M	Lecturer	New Zealand	Participate in collaborative research/projects/other programs		2000	Massey University, NZ
Pope, J	Adjunct Professor	China	Attend conference/seminar/forum/workshop	4735		
Raiber, M	Post Doctoral Research Fellow	New Zealand	Attend conference/seminar/forum/workshop	1734		
Recker, J	Associate Professor	Liechtenstein	Participate in collaborative research/projects/other programs		8400	University of Lichtenstein
Recker, J	Associate Professor	Spain, Austria, Netherlands	Attend conference/seminar/forum/workshop	3440		
Ristovski, Z	Associate Professor	New Zealand	Fieldwork	985		
Ristovski, Z	Associate Professor	UK	Attend conference/seminar/forum/workshop	6111		
Ristovski, Z	Associate Professor	Finland, Serbia	Deliver a paper(s) at a conference/seminar/forum/workshop	4830		
Roe, P	Professor	Sweden	Attend conference/seminar/forum/workshop	5844		
Roggenkamp, M	Senior Lecturer	Bahrain, Kuwait, Oman, Saudi Arabia, United Arab Emirates	Attend trade fairs/exhibitions/roadshows	4155		
Roggenkamp, M	Senior Lecturer	Singapore	Promotions and marketing	5395		
Rosemann, M	Head of Discipline	Germany	Committee representation/meetings/councils/boards		3400	TU Hamburg
Rosemann, M	Head of Discipline	Sweden, USA	Project management/project work/consultancies	720	5121	Accenture
Rosemann, M	Head of Discipline	Finland, Germany, UK	Attend conference/seminar/forum/workshop		6900	Accenture United States of America and University of Mannheim Germany
Rosemann, M	Head of Discipline	France, Sweden	Attend conference/seminar/forum/workshop	5719		
Rosemann, M	MIPS Portfolio Director	Brazil	Attend conference/seminar/forum/workshop		4180	BPM Brazil
Rosemann, M	MIPS Portfolio Director	China	Deliver a paper(s) at a conference/seminar/forum/workshop	3009		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Rowntree, P	Discipline Head	Taiwan	Committee representation/meetings/ councils/boards		3500	Australian Institute of Radiography, Asia Australasia Conference of Radiologic Technologists
Rowntree, P	Discipline Head	New Zealand	Signing of contracts/agreements	2930		
Sahama, T	Senior Lecturer	India	Attend conference/seminar/forum/workshop	3324		
Sargent, J	Systems Administrator	USA	Activities associated with overseas universities and other bilateral relationships	4710		
Scharaschkin, T	Lecturer	Bhutan	Fieldwork		2900	Royal Civil Service of Bhutan
Schultz, M	Research Fellow	Austria	Participate in collaborative research/ projects/other programs	9862		
Sedera, D	Senior Lecturer	Singapore	Activities associated with overseas universities and other bilateral relationships	255	3000	University of Singapore
Sedera, D	Senior Lecturer	USA	Attend conference/seminar/forum/workshop	5148		
Sedera, D	Senior Lecturer	Finland	Attend conference/seminar/forum/workshop	3780		
Sedera, D	Senior Lecturer	India	Attend conference/seminar/forum/workshop	2990		
Sedera, D	Senior Lecturer	China	Deliver a paper(s) at a conference/seminar/ forum/workshop	4875		
Selm, I	Postdoctoral Research Fellow	Japan	Committee representation/meetings/ councils/boards	1330	2000	Self-funded
Simpson, M	Lecturer	Poland	Attend conference/seminar/forum/workshop	6065		
Sloss, C	Lecturer	Singapore	Committee representation/meetings/ councils/boards	650	650	Earth Observatory of Singapore
Sloss, C	Lecturer	Vietnam	Participate in collaborative research/ projects/other programs	870	1500	Earth Observatory Singapore, Self-funded
Sloss, C	Senior Lecturer	Switzerland	Committee representation/meetings/ councils/boards	7578		
Smith, L	CISCO Academy Manager	USA – Mississippi	Attend conference/seminar/forum/workshop	9310		
Starkey, D	Lecturer	Canada	Attend conference/seminar/forum/workshop	4160		
Starkey, D	Lecturer	New Zealand	Signing of contracts/agreements	1598		
Stebila, D	Lecturer	Korea	Attend conference/seminar/forum/workshop	2948		
Stewart, G	Professor	USA	Activities associated with overseas universities and other bilateral relationships	5120		
Stewart, G	Professor	Singapore	Attend conference/seminar/forum/workshop	3250		
Stewart, G	Professor	USA	Attend conference/seminar/forum/workshop	8500		
Tang, M	Senior Lecturer	China	Attend conference/seminar/forum/workshop	4137		

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Taylor, D	Manager SAP UCC APJ	Germany	Attend conference/seminar/forum/workshop	5679		
Ter Hofstede, A	Professor	China	Participate in collaborative research/projects/other programs		4000	Tsinghua University
Ter Hofstede, A	Professor	Netherlands	Participate in collaborative research/projects/other programs		5000	Eindhoven University of Technology
Ter Hofstede, A	Professor	China	Attend conference/seminar/forum/workshop		6865	Tsinghua University, Beijing China
Thompson, H	Lecturer	UK	Attend conference/seminar/forum/workshop	9143		
Tian, Y	Associate Professor	Germany	Deliver a paper(s) at a conference/seminar/forum/workshop	5117		
Timbrell, G	Senior Lecturer	Czech Republic	Attend conference/seminar/forum/workshop	4465		
Timms, P	Professor	Switzerland-Geneva	Attend conference/seminar/forum/workshop	12 700	740	Federation of European Microbiological Societies
Tjondronegoro, D	Associate Professor	China, Singapore	PDP/PDL	7397		
Trapp, J	Senior Lecturer	Belgium	PDP/PDL	4338		
Upton, Z	Discipline Head	USA	Fieldwork		9145	Tissue Therapies Australia
Vo, A	Professor	USA	Participate in collaborative research/projects/other programs	3540		
Waclawik, E	Senior Lecturer	Taiwan	Activities associated with overseas universities and other bilateral relationships	3667		
Wellard, M	Magnetic Resonance Facility Coordinator	France	Attend conference/seminar/forum/workshop	4365		
Whittle, P	Principal Research Fellow	Malaysia	Committee representation/meetings/councils/boards	2413		
Whittle, P	Principal Research Fellow	Vietnam	Committee representation/meetings/councils/boards	1385		
Whittle, P	Principal Research Fellow	Malaysia, Sweden	PDP/PDL	7342		
Will, G	Associate Professor	USA	Attend conference/seminar/forum/workshop	3128		
Will, G	Senior Lecturer	USA	PDP/PDL	9530		
Wolff, R	Professor	Samoa	Fieldwork	5180		
Wolff, R	Professor	Samoa	Project management/project work/consultancies	5110		
Wolff, R	Professor	France	Activities associated with overseas universities and other bilateral relationships	5009		
Wyeth, P	Senior Lecturer	UK	PDP/PDL	8399		
Wynn, M	Senior Lecturer	China	Participate in collaborative research/projects/other programs	2001	1700	Tsinghua University

Name	Position	Destination	Reason for Travel	Agency Cost Estimate \$	External Funding Cost Estimate \$	External Funding Source
Xi, Y	Research Associate	China	Attend conference/seminar/forum/workshop		3500	Self-funded
Xu, Y	Senior Lecturer	China	Attend conference/seminar/forum/workshop	4104		
Xu, Y	Associate Professor	France	Attend conference/seminar/forum/workshop	5143		
Xu, Y	Associate Professor	China, Japan	PDP/PDL	6177		
Yang, Q	Lecturer	UK	Participate in collaborative research/projects/other programs	6380		
Zhang, J	Senior Lecturer	Korea	Attend conference/seminar/forum/workshop	3129		
Zhu, H	Professor	China	Participate in collaborative research/projects/other programs	9330		
<b>TECHNOLOGY, INFORMATION AND LEARNING SUPPORT</b>						
Beddoes, B	Technical Architect	UK – Warwick	Attend conference/seminar/forum/workshop		3294	Australian Access Federation Inc
Bridge, C	Director, IT Services	USA – Philadelphia, Seattle, San Jose	Attend conference/seminar/forum/workshop	9271		
Cochrane, T	Deputy Vice-Chancellor, TILS	Republic of Ireland – Dublin; Switzerland – Geneva; Scotland – Edinburgh, Glasgow	Deliver a paper(s) at a conference/seminar/forum/workshop	16631	932	EUNIS Conference, OAI7 Conference
Cochrane, T	Deputy Vice-Chancellor	South Africa – Pretoria	Activities associated with overseas universities and other bilateral relationships		11 507	University of Pretoria
De Vine, L	Research Support Specialist, ITS	USA – Washington, Indianapolis	Attend conference/seminar/forum/workshop	5380		
Fraser, W	Associate Director, Infrastructure Services, ITS	Singapore	Attend trade fairs/exhibitions/roadshows	1056	2920	Integ Group
Greener, E	Learning Design Manager	New Zealand – Auckland	Attend conference/seminar/forum/workshop		1131	Aust Society for Computers in Learning in Tertiary Education (ASCILITE)
Harper, W	Director – eLearning Services	USA – New York, UK – Plymouth, Manchester	Attend conference/seminar/forum/workshop	13 095		
Howell, G	Manager, LETS	USA – Boulder	Attend conference/seminar/forum/workshop	7041		
McCormack, M	Manager, Tech Support, LETS	New Zealand – Wellington	Attend conference/seminar/forum/workshop	2580		
McDonald, V	Associate Director, Client Services & Learning Support, Library Services	Sweden – Linkoping	Deliver a paper(s) at a conference/seminar/forum/workshop	600	3159	Medical Librarians' Conference Committee

<b>Name</b>	<b>Position</b>	<b>Destination</b>	<b>Reason for Travel</b>	<b>Agency Cost Estimate \$</b>	<b>External Funding Cost Estimate \$</b>	<b>External Funding Source</b>
McDonald, V	Associate Director, Client Services & Learning Support, Library	USA – Atlanta & New York, Puerto Rico – San Juan	Deliver a paper(s) at a conference/seminar/ forum/workshop	7212		
Newman, C	Learning Designer, eLS	UK – Manchester	Attend conference/seminar/forum/workshop	1957		Self-funded
Plaisted, T	Learning Designer	Switzerland – Geneva, UK – London	PDP/PDL	8921	10 333	ALTC, Self- funded
Stokker, J	Director, Library Services	Poland – Warsaw, UK – Cardiff	Deliver a paper(s) at a conference/seminar/ forum/workshop	8279		
Swile, R	Manager, Network Ops, ITS	USA – Boulder	Attend conference/seminar/forum/workshop	7041		
Yarrow, A	Manager, ESS, ITS	USA – Las Vegas	Attend trade fairs/exhibitions/roadshows	300	4790	Hewlett Packard

# Council committees

## Membership and attendance in 2011

### ACADEMIC POLICY PROCEDURES COMMITTEE

Name	Position	Meeting Attendance
Ms R Nash	Nominee of Chair of University Academic Board (Chair)	2 out of 2 meetings
Ms C Jackson	Dean of Studies or nominee	2 out of 2 meetings
Mr R Morley	Student Ombudsman [ex officio]	2 out of 2 meetings
Mr B McCallum/Ms Paltridge	Director, Student Business Services Department or nominee	2 out of 2 meetings
Ms K Petherick	A Faculty Administration Manager, nominated by the Faculty Administration Managers	2 out of 2 meetings
Associate Professor D Henderson	Two Academic Staff members nominated by and from University Academic Board	2 out of 2 meetings
Associate Professor D Mallet	Two Academic Staff members nominated by and from University Academic Board	1 out of 2 meetings
Mr D Stone	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	1 out of 2 meetings

### ALUMNI BOARD

Name	Position	Meeting Attendance
Ms M Vecchio	President of Alumni [ex officio] (Chair)	5 out of 5 meetings
Dr T Baker	One member of QUT Council elected to Council by and from Alumni [ex officio]	2 out of 5 meetings
Ms K Perry	Four members elected by and from Alumni	2 out of 5 meetings
Mr M D'Onofrio	Four members elected by and from Alumni	4 out of 5 meetings
Ms J Robertson	Four members elected by and from Alumni	5 out of 5 meetings
Mrs M Grady	Four members elected by and from Alumni	4 out of 5 meetings
Ms M Hocknull	Three members of Alumni nominated by the Vice-Chancellor	5 out of 5 meetings
Vacant/Mr G Mitchell (21/10/11)	Three members of Alumni nominated by the Vice-Chancellor	0 out of 5 meetings
Mr M Bonning	Three members of Alumni nominated by the Vice-Chancellor	3 out of 5 meetings
Mr S Sheppard	Deputy Vice-Chancellor (International and Development) or nominee	5 out of 5 meetings

### APPEALS COMMITTEE

Name	Position	Meeting Attendance
Mr M Roggenkamp	One member of University Academic Board, nominated by the Chair of University Academic Board, as Chair	8 out of 8 meetings
Mr B McCallum/ Ms J Paltridge	Registrar or nominee	7 out of 8 meetings
Mr R Daniels/ Professor J Lidstone	One member nominated by and from Council	7 out of 8 meetings
Dr V Muller	Two members of academic staff from different faculties, who are members of University Academic Board, nominated by University Academic Board	8 out of 8 meetings
Associate Professor J Watters	Two members of academic staff from different faculties, who are members of University Academic Board, nominated by University Academic Board	7 out of 8 meetings

*Continues over*

## APPEALS COMMITTEE

Name	Position	Meeting Attendance
Mr R Morley	Student Ombudsman [ex officio]	8 out of 8 meetings
Ms N Scott	One member nominated by and from QUT Student Guild	6 out of 8 meetings
Ms D Ward/Mr K Radke	A postgraduate student nominated by Postgraduate Students Association, who is only a member when the Committee is considering higher degree research student appeals	2 out of 8 meetings
Professor D Kavanagh	A member of academic staff with research supervisory experience nominated by University Academic Board, who is only a member when the Committee is considering higher degree research student appeals	2 out of 8 meetings

## AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Position	Meeting Attendance
Mrs R Vilgan	Four 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)	5 out of 5 meetings
Major General P Arnison	Chancellor or external Council member nominated by the Chancellor	5 out of 5 meetings
Ms M Vecchio	Four 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]	3 out of 5 meetings
Ms H Gluer	Four 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]	5 out of 5 meetings
Mr S Maitland 20/04/11	Four 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]	4 out of 5 meetings
Professor P Coaldrake/ Professor K Bowman	Vice-Chancellor [rights of audience and debate]	5 out of 5 meetings
Mr S Pincus	Executive Director, Finance and Resource Planning [rights of audience and debate]	5 out of 5 meetings
Ms S Patel	Director, Assurance and Risk Management Services [rights of audience and debate]	5 out of 5 meetings

## CHANCELLOR'S COMMITTEE

Name	Position	Meeting Attendance
Major General P Arnison	Chancellor [ex officio] (Chair)	3 out of 3 meetings
Professor P Coaldrake	Vice-Chancellor [ex officio]	3 out of 3 meetings
Mr H Nalder	Deputy Chancellor [ex officio]	3 out of 3 meetings
Ms R Vilgan	One external member of Council appointed by Council	3 out of 3 meetings
Mr S Keim/Ms H Gluer	Two additional members of Council appointed by Council, who are only members when the Committee is considering nominations of prospective members of Council	0 out of 3 meetings
Ms M Vecchio	Two additional members of Council appointed by Council, who are only members when the Committee is considering nominations of prospective members of Council	1 out of 3 meetings

## PLANNING AND RESOURCES COMMITTEE

Name	Position	Meeting Attendance
Mr H Nalder	Chancellor, or Council member nominated by the Chancellor, (Chair)	7 out of 7 meetings
Professor P Coaldrake	Vice-Chancellor [ex officio]	5 out of 7 meetings
Professor K Bowman	Deputy Vice-Chancellor (Academic) [ex officio]	7 out of 7 meetings
Mr S Pincus Mr C Cartwright	Executive Director, Finance and Resource Planning [ex officio]	7 out of 7 meetings
Dr C Dickenson/ Mr B McCallum	Registrar [ex officio]	7 out of 7 meetings
Associate Professor M Fleming	One member of academic staff nominated by and from University Academic Board	6 out of 7 meetings
Professor M Lavarch	One executive dean of faculty nominated by the executive deans of faculty	6 out of 7 meetings
Vacant/Ms P Francini- O'Hagan 9/12/10	Six Council members nominated by Council	2 out of 7 meetings
Dr L Perry	Six Council members nominated by Council	6 out of 7 meetings
Mr J Puttick	Six Council members nominated by Council	5 out of 7 meetings
Mr D Fishel	Six Council members nominated by Council	6 out of 7 meetings
Major General P Arnison	Six Council members nominated by Council	7 out of 7 meetings
Ms W Harper	Six Council members nominated by Council, one of whom shall be elected professional staff member	5 out of 7 meetings

## RESEARCH DEGREES COMMITTEE

Name	Position	Meeting Attendance
	Dean of Research and Research Training [ex officio] (Chair)	
Professor R Wissler	Rod Wissler Chair from 31/1/11 and 28/2/11	2 out of 2 meetings
Professor P Burnett	Paul Burnett Chair from 28/3/11	7 out of 9 meetings
Ms S Gasson	Manager, Research Students Centre	9 out of 11 meetings
Professor B Duncan	A nominee of each executive dean with faculty-wide responsibility for higher degree research programs (Faculty of Law) Bill Duncan from 31/1/11 to 30/5/11	2 out of 5 meetings
Professor B Mathews	Ben Mathews from 4/7/11	6 out of 6 meetings
Professor K Oloyede	A nominee of each executive dean with faculty-wide responsibility for higher degree research programs (BEE)	11 out of 11 meetings

*Continues over*



## RESEARCH DEGREES COMMITTEE

Name	Position	Meeting Attendance
Professor G Kendall/ Professor C Bean	Three associate professors/professors nominated by the Deputy Vice-Chancellor (Research and Commercialisation) where membership is constituted with due regard for breadth of disciplinary representation. Gavin Kendall from 31/1/11 to 4/7/11 Clive Bean from 1/8/11	5 out of 6 meetings 4 out of 5 meetings
Professor M Clark	A nominee of each executive dean with faculty wide responsibility for higher degree research programs (Health)	11 out of 11 meetings
Dr S Carson	A nominee of each executive dean with faculty wide responsibility for higher degree research programs (CI)	9 out of 11 meetings
Associate Professor J Brownlee Dr J Lampert	A nominee of each executive dean with faculty wide responsibility for higher degree research programs (Education) Joanne Brownlee from 31/1/11 to 4/7/11 Jo Lampert from 1/8/11	6 out of 6 meetings 5 out of 5 meetings
Dr S Cox	A nominee of each executive dean with faculty wide responsibility for higher degree research programs (Business)	11 out of 11 meetings
Associate Professor T Walsh	A nominee of each executive dean with faculty wide responsibility for higher degree research programs (Science and Technology)	10 out of 11 meetings
Professor A Taji	Director, International Graduate Research [ex officio]	11 out of 11 meetings
Ms M Camastral	A postgraduate student nominated by QUT's research higher degree community	8 out of 11 meetings

## UNIVERSITY ACADEMIC BOARD

Name	Position	Meeting Attendance
Professor K Bowman	Deputy Vice-Chancellor (Academic) [ex officio] as Chair	5 out of 5 meetings
Professor P Coaldrake	Vice-Chancellor [ex officio]	2 out of 5 meetings
Professor S Vaughan/ Mr S Towers	Deputy Vice-Chancellor (Learning and Teaching) [ex officio]	5 out of 5 meetings
Professor T Cochrane/ Dr G Mitchell	Deputy Vice-Chancellor (Technology, Information and Learning Support) [ex officio]	5 out of 5 meetings
Professor A Sharma/ Professor P Burnett	Deputy Vice-Chancellor (Research and Commercialisation) [ex officio]	5 out of 5 meetings
Mr S Sheppard	Deputy Vice-Chancellor (International and Development) [ex officio]	4 out of 5 meetings
Mr S Pincus	Executive Director, Finance and Resource Planning [ex officio]	5 out of 5 meetings
Dr C Dickenson	Registrar [ex officio]	5 out of 5 meetings
Professor M Betts/ Professor D Hargreaves	Executive Deans of Faculty (Built Environment and Engineering) [ex officio]	3 out of 5 meetings
Professor P Little/ Dr A Gudmundsson	Executive Deans of Faculty (Business) [ex officio]	3 out of 5 meetings
Professor R Wissler	Executive Deans of Faculty (Creative Industries) [ex officio]	5 out of 5 meetings
Professor W Patton	Executive Deans of Faculty (Education) [ex officio]	3 out of 5 meetings
Professor A Wilson	Executive Deans of Faculty (Health) [ex officio]	5 out of 5 meetings
Professor S Kaplan	Executive Deans of Faculty (Science and Technology) [ex officio]	3 out of 5 meetings
Professor M Lavarch/ Professor R Mason	Executive Deans of Faculty (Law) [ex officio]	5 out of 5 meetings

*Continues over*

**UNIVERSITY ACADEMIC BOARD**

<b>Name</b>	<b>Position</b>	<b>Meeting Attendance</b>
Professor P Burnett 7/03/11	Dean of Research and Research Training [ex officio]	3 out of 5 meetings
Professor S Towers	Dean of Studies [ex officio]	4 out of 5 meetings
Mr T Baker	Chancellor or Council member nominated by Chancellor	0 out of 5 meetings
Mr J Phillpot 9/03/11	One Council member nominated by Council	2 out of 5 meetings
Dr V Muller	One academic staff member from each faculty, elected by and from academic staff of each faculty (Creative Industries)	4 out of 5 meetings
Professor P Yarlagadda	One academic staff member from each faculty, elected by and from academic staff of each faculty (Built Environment & Engineering)	3 out of 5 meetings
Dr K Becker	One academic staff member from each faculty, elected by and from academic staff of each faculty (Business)	4 out of 5 meetings
Associate Professor J Watters	One academic staff member from each faculty, elected by and from academic staff of each faculty (Education)	5 out of 5 meetings
Professor M Fleming	One academic staff member from each faculty, elected by and from academic staff of each faculty (Health)	5 out of 5 meetings
Ms T Carver	One academic staff member from each faculty, elected by and from academic staff of each faculty (Law)	5 out of 5 meetings
Associate Professor D Mallet	One academic staff member from each faculty, elected by and from academic staff of each faculty (Science and Technology)	4 out of 5 meetings
Professor P Rowntree	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	3 out of 5 meetings
Mr A MacAdam/ Mr D Brough	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	5 out of 5 meetings
Associate Professor D Henderson	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	3 out of 5 meetings
Associate Professor P Heywood	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	4 out of 5 meetings
Mr M Roggenkamp	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	5 out of 5 meetings
Dr R Price	Six members of academic staff elected by and from all academic staff of the University, with no more than two elected from each faculty	2 out of 5 meetings
Mr K Radke	Two postgraduate students, nominated by QUT Postgraduate Students Association	5 out of 5 meetings
Ms Paul Newbury	Two postgraduate students, nominated by QUT Postgraduate Students Association	5 out of 5 meetings
Mr L Swetman	Six undergraduate students, nominated by QUT Student Guild Council	4 out of 5 meetings
Ms G Harvey	Six undergraduate students, nominated by QUT Student Guild Council	3 out of 5 meetings
Ms A Crotty	Six undergraduate students, nominated by QUT Student Guild Council	3 out of 5 meetings
Mr D Stone	Six undergraduate students, nominated by QUT Student Guild Council	3 out of 5 meetings
Ms A Ackerly	Six undergraduate students, nominated by QUT Student Guild Council	2 out of 5 meetings
Mr I Cavanagh	Six undergraduate students, nominated by QUT Student Guild Council	2 out of 5 meetings

## UNIVERSITY COUNCIL

Name	Position	Meeting Attendance
Major General P Arnison	Chancellor (Chair)	5 out of 6 meetings
Professor P Coaldrake	Vice-Chancellor	6 out of 6 meetings
Professor K Bowman	Deputy Vice-Chancellor (Academic), as Chair, University Academic Board	6 out of 6 meetings
Mr H Nalder	Eight persons appointed by the Governor in Council	6 out of 6 meetings
Dr L Perry	Eight persons appointed by the Governor in Council	6 out of 6 meetings
Ms P Francini-O'Hagan	Eight persons appointed by the Governor in Council	3 out of 6 meetings
Dr J Puttick	Eight persons appointed by the Governor in Council	6 out of 6 meetings
Ms H Gluer	Eight persons appointed by the Governor in Council	4 out of 6 meetings
Mr N Jarro	Eight persons appointed by the Governor in Council	4 out of 6 meetings
Mrs R Vilgan	Eight persons appointed by the Governor in Council	5 out of 6 meetings
Professor A Kelso	Eight persons appointed by the Governor in Council	5 out of 6 meetings
Professor J Clements	Three elected members of the full-time and part-time academic staff	4 out of 6 meetings
Professor J Lidstone	Three elected members of the full-time and part-time academic staff	5 out of 6 meetings
Mr R Daniels	Three elected members of the full-time and part-time academic staff	5 out of 6 meetings
Mrs S Eastman	Two elected members of the full-time and part-time professional staff	4 out of 6 meetings
Ms W Harper	Two elected members of the full-time and part-time professional staff	4 out of 6 meetings
Ms K Henderson	Two students elected by and from the Student Body	4 out of 6 meetings
Mr J Phillpot	Two students elected by and from the Student Body	6 out of 6 meetings
Ms M Vecchio	Two members elected by and from the QUT Alumni	4 out of 6 meetings
Dr T Baker	Two members elected by and from the QUT Alumni	3 out of 6 meetings
Mr D Fishel	Up to two additional members appointed by the Council	4 out of 6 meetings
Professor M Wainwright	Up to two additional members appointed by the Council	5 out of 6 meetings
Dr C Dickenson	Registrar as Secretary	6 out of 6 meetings

## UNIVERSITY RESEARCH AND INNOVATION COMMITTEE

Name	Position	Meeting Attendance
Professor A Sharma	Deputy Vice-Chancellor (Research and Commercialisation) [ex officio] (Chair)	4 out of 4 meetings
Professor K Bowman	Deputy Vice-Chancellor (Academic) [ex officio]	3 out of 4 meetings
Professor P Burnett	Dean of Research and Research Training [ex officio]	4 out of 4 meetings
Mr M McArdle	Director, Office of Research [ex officio]	4 out of 4 meetings
Mr C Melvin/Dr G Giuliani	Director, Office of Commercial Services [ex officio]	4 out of 4 meetings
Professor A Kelso	One nominee of Council – either an external member of Council with research, commercialisation or innovation experience outside of the University, or an external nominee from outside the University with such experience	4 out of 4 meetings
Dr N Durrant	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	3 out of 4 meetings
Professor T Cochrane/ Mr G Mitchell	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	4 out of 4 meetings
Professor R Young	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from each QUT Institute (Health and Biomedical Innovation)	2 out of 4 meetings

*Continues over*

**UNIVERSITY RESEARCH AND INNOVATION COMMITTEE**

<b>Name</b>	<b>Position</b>	<b>Meeting Attendance</b>
Professor P Graham	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from each QUT Institute (Creative Industries and Innovation )	0 out of 4 meetings
Mr E Hall	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from each QUT Institute (Information Security)	2 out of 4 meetings
Mr J Reeves	One nominee of the Deputy Vice-Chancellor (Research and Commercialisation) from each QUT Institute (Sustainable Resources)	4 out of 4 meetings
Professor J Bell	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Built Environment and Engineering)	3 out of 4 meetings
Professor M Sillence	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Science and Technology)	3 out of 4 meetings
Professor B Haseman/ Professor J Hartley	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Creative Industries)	4 out of 4 meetings
Professor C Diezmann/ Associate Professor Brownlee	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Education)	4 out of 4 meetings
Professor M Clark/ Professor Z Upton	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Health)	3 out of 4 meetings
Professor B Duncan	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Law)	2 out of 4 meetings
Professor Parker/ Professor I Lings	Assistant Dean (Research) [ex officio], or equivalent, from each faculty (Business)	4 out of 4 meetings
Dr P Silvey	One nominee of the Vice-Chancellor from outside the University with significant experience in commercialisation.	4 out of 4 meetings
Dr P Silvey	One nominee of the Vice-Chancellor from outside the University with significant experience in commercialisation.	5 meetings from 5 meetings

**UNIVERSITY LEARNING AND TEACHING COMMITTEE**

<b>Name</b>	<b>Position</b>	<b>Meeting Attendance</b>
Professor S Vaughan 7/02/11	Deputy Vice-Chancellor (Learning and Teaching) [ex officio] as Chair	6 out of 6 meetings
Professor K Bowman	Deputy Vice-Chancellor (Academic) [ex officio]	5 out of 6 meetings
Professor T Cochrane/ Mr G Mitchell	Deputy Vice-Chancellor (Technology, Information and Learning Support) or nominee	6 out of 6 meetings
Ms M Kelly	Registrar or nominee	3 out of 6 meetings
Vacant/Ms K Whelan 18/08/11	Manager, Learning and Teaching Development [ex officio]	3 out of 6 meetings
Professor K Nelson	Director, Student Success and Retention [ex officio]	5 out of 6 meetings
Mr C Hepperlin	Director, Student Support Services [ex officio]	5 out of 6 meetings
Professor P Burnett	Dean of Research and Research Training [ex officio]	3 out of 6 meetings
Mr S Towers	Dean of Studies [ex officio]	6 out of 6 meetings
Professor S Savage	The Chair of each faculty teaching and learning committee (Built Environment and Engineering) [ex officio]	6 out of 6 meetings
Dr A Gudmundsson/ Ms L Simpson/Dr C Gardiner	The Chair of each faculty teaching and learning committee (Business) [ex officio]	5 out of 6 meetings
Associate Professor C Hong-Joe/Associate Professor A Thomas	The Chair of each faculty teaching and learning committee (Creative Industries) [ex officio]	5 out of 6 meetings

*Continues over*

**UNIVERSITY LEARNING AND TEACHING COMMITTEE**

<b>Name</b>	<b>Position</b>	<b>Meeting Attendance</b>
Associate Professor N Bahr/Dr D Beutel	The Chair of each faculty teaching and learning committee (Education) [ex officio]	6 out of 6 meetings
Professor R Nash	The Chair of each faculty teaching and learning committee (Health) [ex officio]	5 out of 6 meetings
Dr S Edwards/ Mr M O'Brien	The Chair of each faculty teaching and learning committee (Science and Technology) [ex officio]	6 out of 6 meetings
Associate Professor M Shirley/Ms A Stickley/ Ms R Field/Ms J McNamara	The Chair of each faculty teaching and learning committee (Law) [ex officio]	6 out of 6 meetings
Ms W Harper/ Ms K Hauville	Director, eLearning Services [ex officio]	6 out of 6 meetings
Mrs B Kent	One member nominated by University Teaching and Learning Committee, from persons external to the University or sessional academic staff of the University	3 out of 6 meetings
Ms A Kellaway	One undergraduate student nominated by QUT Student Guild Council	1 out of 6 meetings
Ms G Donoghue	One postgraduate student nominated by QUT Postgraduate Students Association	4 out of 6 meetings

# Additional reporting information

**CORPORATE INFORMATION SYSTEMS**

**The core systems used to administer QUT’s financial and operational performance are:**

Student Information System–Student and Academic Management System (SAMS) Version 4.09 | Supplied by Technology One  
 Financial System–ORACLE eBusiness Suite, version 11.5.10 | Supplied by Oracle Corporation  
 Human Resources System (including payroll) – ALESCO HR System, Version 12 | Supplied by Talent 2.

**CONSULTANCY EXPENDITURE**

	<b>2011</b>	<b>2010</b>
<b>CONSULTANCY EXPENDITURE</b>	<b>\$000</b>	<b>\$000</b>
COMMUNICATIONS	72	31
FINANCE/ACCOUNTING	257	201
HUMAN RESOURCE MANAGEMENT	133	172
INFORMATION TECHNOLOGY	490	516
MANAGEMENT	112	334
PROFESSIONAL/TECHNICAL	4690	4351
	<b>5764</b>	<b>5605</b>

# Additional reporting information

## COMPLIANCE WITH *CARERS (RECOGNITION) ACT 2008*

### Informing and educating staff about the carers charter:

The University provides for sick/carer's leave in its Enterprise Agreements and University policy, and also provides information on sick/carer's leave on the Human Resources website: [www.hrd.qut.edu.au/staff/leave.jsp](http://www.hrd.qut.edu.au/staff/leave.jsp)

There is also a link to this information from QUT's Orientation (Welcome to QUT) website for new staff to the University.

The definition for carer in University policy includes grandparents, as defined by the Act.

### Ensuring staff actively consider and provide for carers when developing policy, programs and services and in the way programs and services are delivered:

The University strongly supports flexible work practices for staff, including staff who are carers, as defined by the Act. The University has implemented a Work Life Balance framework that encompasses a range of policies, programs and support structures:

- Flexible work arrangements including:
  - Flexible hours arrangements for professional staff (see Clause 29 of the Enterprise Agreement [Professional Staff] )
  - Variable working hours scheme for professional staff (see MOPP B/7.1 )
  - Part-time work (see Clause 28 of the Enterprise Agreement [Academic Staff] and Clause 39 of the Enterprise Agreement [Professional Staff] )
  - Pre-retirement employment arrangements (see MOPP B/7.5)
  - Job sharing
  - Working from home arrangements
- Leave provisions (see MOPP B/6) including:
  - Reduced working year scheme
  - Personal/sick/carer's leave
- Supportive structures and programs, including:
  - Health, safety and wellness programs
  - Employee assistance programs.

A website on the University's Work Life Balance framework has been drafted and will go live shortly.

### Having HR policies which take into account the needs of employees who might be carers: See above response

### Ways in which the agency has, where appropriate, sought the views of carers:

The University undertakes internal consultation within the University with relevant organisational units when drafting policies and programs in relation to workplace entitlements/flexibility arrangements such as outlined in previous responses. These units include the Equity Section, Health and Safety Advisory Services, Governance and Legal Services and Human Resources. The University also ensures that policies and procedures adhere to current legislation, as appropriate.

## UNIVERSITY POLICIES AND PROGRAMS TO SUPPORT STUDENTS WITH A DISABILITY OR WHO REQUIRE CARE

The University has a comprehensive suite of policies and support arrangements to assist students with a disability, injury or health condition.

Each semester, some 500 students have an individual service plan which encodes the adjustments and accommodations to their learning and assessment programs to give them a fair chance to succeed in their study programs. These plans are drawn up by Disability Advisers in consultation with the student and relevant faculty. Each faculty has a Disability Contact Officer to receive and implement these plans.

University-wide services around note-taking, adaptive technology, and alternative formatting are used by many of these students, and are a key part of their support services.

Special staff development sessions are held each semester, a comprehensive handbook is available for both staff and students, and awareness-raising activities are conducted in Orientation Week and Disability Week.

Students who use QUT's Disability Services are surveyed every two years regarding their satisfaction, and the success and retention rates of the cohort are tracked annually.

Disability Advisers are actively involved in a state-wide 'community of practice' with disability advisers from other universities to share ideas and solutions.



**Queensland University of Technology**  
Brisbane Australia

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