

Table of Contents	Page
List of Graphics	6
The Vice-Chancellor's Introduction	7
Section 1: Report of Operations	
1.1 Charter	9
1.2 Strategic Directions	
Vision	9
Mission	9
Commitments	9
Priorities	10
1.3 Performance Reporting	
Key Performance Indicators	11
Benchmarking	12
1.4 Access and Geographic Locations	
Electronic Access	13
Campuses and University Centres	13
1.5 Management and Structure	
Functions and Responsibilities (Diagram 1)	14
Council, Boards and Major Committees (Diagram 2)	15
University Council	16
Boards and Committees of Council	17
Other Committees	20
Principal Officers of the University	20
Senior Staff	21
1.6 Report of the Executive Director and Vice-President (Corporate Services)	
Management and Activities	23
Financial and Resource Management	27
Human Resources	29
1.7 Summary Review of Operations	
Research	33
Student Demand	34
Program Development and Administration	34
Innovative Initiatives	36
International Engagement	37

	Page
Regional Engagement	38
Community Involvement	38
Industry and Professional Links	39
Student Support	40
Links with Other Organisations and Institutions	42
1.8 Guarantee of Service	
Quality Assurance	43
Program Reviews	43
Consumer Response	43
1.9 Promotion	
Documents and Publications	44
International Marketing	44
Overseas Travel	45
Section 2: Financial Report	
Statement by Members of the Council	47
2.1 Southern Cross University	
Independent Audit Report	49
Statement of Financial Performance for the Year Ended 31 December 2003	51
Statement of Financial Position as at 31 December 2003	52
Statement of Cash Flows for the Year Ended 31 December 2003	53
Notes to the Financial Statements for the Financial Year Ended 31 December 2003	54
Controlled Entities	
2.2 Norsesearch Limited	87
2.3 Southern Cross Human Resource Development Pty.Ltd.	113
2.4 Cellulose Valley Technology Park	132
Index	147

TABLE OF CONTENTS

List of Graphics	Page
1.5 Management & Structure	
Diagram 1: Functions and Responsibilities	14
Diagram 2: Council, Boards and Major Committees	15
1.6 Report of the Executive Director and Vice-President (Corporate Services)	
FOI Request tables	24
Graph 1: Revenue from Ordinary Activities 2003	27
Graph 2: 2002 - 2003 Operating Expenses	27
Graph 3: 2003-2004 Budget	28
Table 1: Number and Full-Time Equivalence (FTE) of Staff 1999 - 2003	30
Figure 1: Academic and General Staff (Persons) 1999 - 2003	30
Table 2: Full-time and Fractional Full-time Staff (Persons) by Gender and Level 1994 - 2003	31
Table 3: Full-time and Fractional Full-time Staff (FTE) by Gender and Level 1994 - 2003	31
Graph 4: Number of Workers Compensation Claims, 2003	32
Graph 5: Workers Compensation Claims 2001 - 2003	32
Graph 6: Number of Incidents and Accidents - 2003	32
1.7 Summary Review of Operations	
Table 4 : Student Enrolments 1999 - 2003	33
Graph 7: Actual Enrolment Processing - Comparative Chart 2001 to 2003	34