



Southern Cross University

Annual Report

2010

CRICOS Provider Nos: NSW 01241G, WA 02621K, QLD 03135E



Southern Cross
University
A new way to think

Contents

Letter to the Minister.....	1
Message from the Chancellor	2
Message from the Vice Chancellor.....	3
2010 HIGHLIGHTS.....	4
TEACHING AND LEARNING.....	6
RESEARCH.....	8
FACULTY OF BUSINESS AND LAW	11
FACULTY OF ARTS AND SCIENCES.....	16
INTERNATIONAL.....	22
OUR COMMUNITY	23
Community and Corporate Relations.....	23
Sustainability	26
OUR SERVICES	27
Information Technology Services.....	27
Corporate Services.....	30
EQUITY AND DIVERSITY	38
MANAGEMENT FUNCTIONS AND STRUCTURE	41
REPORT BY MEMBERS OF UNIVERSITY COUNCIL	46
FINANCIAL REPORT	49
APPENDICES.....	111
Appendix 1: Trends in the representation of EEO target groups	111
Appendix 2: Southern Cross University Multicultural Policies and Services Program Report 2010.....	112
Appendix 3: Members of Academic Board	117
TABLES, DIAGRAMS AND GRAPHS	
Graph 1: Revenue by type.....	34
Graph 2: Expenses.....	34
Table 1: Consultancies costing less than \$30,000	35
Table 2: Consultancies costing more than \$30,000 ...	35
Table 3: Income statement	36
Table 4: Statement of financial position.....	36
Diagram 1: Organisation chart	41
Diagram 2: University Council	42
INDEX OF COMPLIANCE	118



23 April 2011

The Hon Adrian Piccoli MP
Minister for Education and Training
Parliament House
SYDNEY NSW 2000

Dear Minister

The Council of Southern Cross University presents the report of proceedings of the University and the audited financial statements for the year ended 31 December 2010.

This report, including the financial statements, have been prepared and approved in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely

The Honourable John Dowd AO QC
Chancellor Southern Cross University

Professor Peter Lee FTSE
Vice Chancellor Southern Cross University

Message from the Chancellor

Southern Cross University continued to play a leading role in providing educational opportunities to people on the Mid North and North Coast of New South Wales and beyond. The University's expansion into the southern Gold Coast and introduction of new programs including the Bachelor of Midwifery, helped realise the University's goal of growing participation in higher education.

The University also supported development across our local communities and further afield in Australia and internationally. Our Regional Futures Institute, spearheaded by Professor Peter Croll, championed the case for the early roll-out of the National Broadband Network on the North Coast and hosted a Think Tank to promote opportunities for regional development. In our research, we are continuing to develop solutions for key challenges facing our society in areas ranging from the environment to health.

The Alumnus of the Year program showcased our outstanding graduates, with environmental scientist Gordon Fraser-Quick the SCU Outstanding Alumnus of the Year and MBA graduate and rugby league great Steve Price the Outstanding Young Alumnus of the Year. The number of alumni worldwide rose to 41,000 following graduation ceremonies and celebrations in Australia and offshore.

We welcomed Dr José Ramos-Horta, the President of the Democratic Republic of Timor-Leste to the University in June, where he was made an Honorary Doctor of Southern Cross University. This award was in recognition of his significant contribution to international human rights.

A highlight for our community and the University Council was the procession through the heart of Lismore, which preceded the graduation ceremony in September. This city procession provided a wonderful opportunity to showcase the achievements of our graduates and to reinforce the value of higher education to our regions.

As our University continues to develop, there is also considerable structural reform within the higher education sector which will have a significant impact on how we operate. Among the proposed reforms, the federal government has published draft legislation to give a body appointed by the government the power to control and deregister universities. This would give more power to that body than any state or federal government would dare exercise. A Bill to repeal an Act of Parliament to effectively wind up any university would cause an outcry, yet the government proposes to give this power to a non-elected body. Anyone concerned about academic freedom in universities, which contribute a major part of Australia's export income, should learn more about this proposal.



The Honourable John Dowd AO QC
Chancellor Southern Cross University





Message from the Vice Chancellor

The opening of the Foundation Building of Southern Cross University's Gold Coast campus was a significant milestone in the history of the University and demonstration of our ongoing commitment to increasing opportunities and aspirations for higher education. Located in one of the fastest growing regions in the country, the Foundation Building is part of a staged development at the campus, situated at the southern end of the Gold Coast. Planning continued during the year for the next stages of the campus, with construction to begin in 2011.

Across all campuses, there was continued strong student demand and the University exceeded the Commonwealth load targets by more than five per cent. The University's student population exceeded 16,000 including international students from more than 80 countries. The Department of Education, Employment and Workplace Relations figures for 2009, released in 2010, show the University increased total enrolments by 6.2% on the previous year. During the same period, enrolments at all public universities increased by 5.6%.

Southern Cross University continued to focus on consolidating and strengthening its research, bringing together leading researchers to further develop capacity in areas including geochemistry, marine science, tourism, health, and children and young people. Southern Cross GeoScience, a Special Research Centre, was formally opened during 2010 and Southern Cross Plant Science was formed – bringing together the Centre for Plant Conservation Genetics and the Centre for Phytochemistry and Pharmacology.

During 2010 there was a 20% increase in Australian Research Council (ARC) Grant applications and researchers were successful in seven ARC funding applications. The University was a partner in 10 Co-operative Research Centres. The University's commitment to teaching excellence was evidenced through Australian Learning and Teaching Council Citations, awarded to three team and individual recipients.

With the current Strategic Plan 2005 to 2010 coming to an end, the University began the review process for the 2011 to 2015 Strategic Plan, involving consultation across the University community. This planning will set the University's path for the next phase of growth and development and enable us to identify key priorities in our teaching and research for the coming years.

Professor Peter Lee FTSE
Vice Chancellor Southern Cross University

Highlights



January: Southern Cross University (SCU) delivered a submission for the early roll-out of the Australian Government's \$43 billion National Broadband Network (NBN) to the NSW North Coast. Professor of Information Technology and Information Systems, Peter Croll, asked the Federal Member for Page, Janelle Saffin, to champion the submission on SCU's behalf.

February: SCU's Foundation Building at the new Gold Coast campus was officially opened by The Honorable Julia Gillard, then Deputy Prime Minister, Minister for Education, Employment and Workplace Relations, and Minister for Social Inclusion.

SCU partnered in the launch of Australia's first regional carpool network, a web-based scheme that links commuters from the Tweed to the Clarence shires. Some 78 staff and student members registered.

Thirty-nine recipients of Rising Stars Scholarships were announced at ceremonies at the Coffs Harbour, Lismore and Gold Coast campuses.

March: SCU's Regional Futures Institute hosted the Northern Rivers Think Tank to discuss issues surrounding climate change and sustainability, creating new business and employment opportunities and

capturing the benefits of population change. The forum was attended by business leaders and local government representatives from Coffs Harbour, Clarence Valley, Ballina, Byron Bay, Lismore, Kyogle, Richmond Valley, Tweed Heads, Gold Coast and Brisbane.

April: The refurbished SCU Gym and the new indoor swimming pool at the University's Lismore campus – a showpiece of environmentally friendly and sustainable design – was officially opened. Celebrations included a multi-cultural food fair and night markets.

May: A total of 1,342 students graduated in five separate ceremonies held at the Lismore campus in May. Their awards were conferred by Southern Cross University Chancellor The Hon John Dowd AO QC. Bachelor of Education (Primary) First Class Honours graduate Alison Moss was awarded the University Medal.

National Sorry Day was marked with a special guest lecture from Florence Onus, a Stolen Generation survivor and chair of the Aboriginal and Torres Strait Islander Healing Foundation Limited.

Leading Australian humanities scholar and co-director of the SCU Centre for Peace and Social Justice,

Dr Baden Offord, was appointed Chair of Australian Studies at the University of Tokyo.

June: Timor-Leste President Dr José Ramos-Horta was made an Honorary Doctor of Southern Cross University in recognition of his significant contribution to international human rights during a five-day State visit to Australia.

Around 1,000 people attended the graduation ceremony held at the Coffs Harbour campus, witnessing 260 students receiving their awards.

July: SCU was awarded three citations from the Australian Learning and Teaching Council for outstanding commitment to student learning.

As part of NAIDOC Week celebrations an art exhibition entitled 'Citizenship Belonging Country' was held in the Lismore campus library. The exhibition featured paintings from Indigenous Aranda artists from Hermannsburg in the MacDonnell Ranges, all family members of renowned artist Albert Namatjira.

August: The \$4.2 million Southern Cross University Health Clinic was officially opened and a new federally-funded \$1.4 million mobile training unit announced.

Leading Lismore environmentalist Gordon Fraser-Quick was named



2010 Outstanding Alumnus of the Year while rugby league legend Steve Price won the Young Alumnus of the Year award.

The Hon Martin Ferguson, Minister for Resources and Energy, and Minister for Tourism, officially opened Southern Cross GeoScience, a Special Research Centre of SCU. Protecting vital wetlands and developing the technology to lock up carbon in crops are among its key objectives.

Co-ordinator of the School of Commerce and Management's Women in Technology program, lecturer Raina Mason, won the Microsoft Australian 'Women in IT Community Contributor of the Year' award. It recognised her work to encourage women to consider careers in the traditionally male-dominated IT industry.

September: A new English Language Centre was officially launched at SCU Riverside, in

Tweed Heads, during annual Fusion Festival celebrations of cultural diversity.

More than 300 graduands and academic staff, resplendent in gowns and mortarboards, proceeded through the heart of Lismore to celebrate their graduation.

October: The University's premiere art exhibition – TRANSIT 2010 – was officially opened. This annual exhibition features the work of final year visual arts students.

SCU received \$1.68 million in research funding for geochemistry research projects and for a world-first health and environmental project involving a personal carbon trading scheme. Southern Cross GeoScience received \$980,000 for two projects that will provide key information on fundamental geochemistry processes and have applications in the remediation of coastal plains and water quality management.

November: SCU signed new articulation agreements with North Coast TAFE and the Gold Coast Institute of TAFE to make the pathways from TAFE to university easier. The agreements built on existing Memorandums of Understanding between the education providers.

December: School of Environmental Science and Management researcher and lecturer Dr Kirsten Benkendorff was awarded the prestigious Dorothy Hill award from the Australian Academy of Science for her research into how marine molluscs can serve as indicators of environmental health and predictors of the effects of climate change.

The Chancellor the Hon John Dowd AO QC and Vice Chancellor Professor Peter Lee attended the Southern Cross University Certificate Presentation at Shanghai TV University.

Teaching and Learning



Southern Cross University strives to deliver a universal experience to students irrespective of their location or mode of enrolment. During 2010 a converged delivery project was undertaken to explore the opportunities and barriers to creating a suite of engaged learning experiences utilising a range of study modes - on campus, online, experiential learning - across all schools. The converged delivery project will form the basis of the University's future approach to academic delivery.

Teaching and Learning at Southern Cross University is led by the Director of Teaching and Learning Professor Janet Taylor. It includes the Teaching and Learning Centre, Academic Skills Development Unit and Flexible Learning Development Services

Professional development

The Teaching and Learning Centre continued to offer Foundations of University Teaching. In 2010, 37 participants across the three campuses participated in a two-day event and completed an action learning project in the teaching workplaces.

The Graduate Certificate in Higher Education (Learning and Teaching), SCU's professional teaching qualification for academic staff, had its sixth intake. Academic professional development for teaching was further supported by a suite of workshops, with the Festival of Teaching attracting

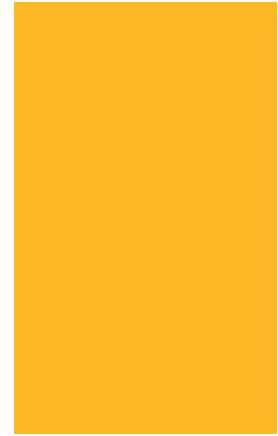
more than 183 staff. National and international visiting scholars supplemented the breadth of professional learning opportunities offered to staff across 2010. Associate Professor Gail Wilson joined the Teaching and Learning Centre team in late 2010.

Staff achievements

The following staff received Australian Learning and Teaching Council (ALTC) recognition for their outstanding contributions to student learning in 2010:

Dr Janie Conway-Herron, Dr Moya Costello, Dr Sacha Gibbons, Nell Cook, Jenny Ledger, Rhonda Ellis, Lainie Jones and Chris Morgan were recognised for the sustained provision of innovative, flexible, research-based creative writing resources to achieve transformative, vocationally-valued, student-centred learning opportunities. Associate Professor Ross Goldingay was recognised for authentic, field-based learning about wildlife conservation that illuminates the nexus between teaching and research for environmental science students. Meredith Kayess was recognised for empowering and encouraging students through the development of student identity and self-aware approaches to learning in the humanities during the transition to university.

Vice Chancellor citations for outstanding contributions to student learning were awarded to:



Dr Anja Morton, Faculty of Business and Law; Dr David Lloyd and Dr Kristin den Exter, School of Environmental Science and Management; Dr Yun-Lok Lee, School of Tourism and Hospitality Management; Dr Erika Kerruish, School of Arts and Social Sciences; and Raina Mason, Joanne Phythian and Tim Comber, School of Commerce and Management.

Four staff were successful in receiving grants under the Teaching and Learning Small Grants Scheme. The recipients were Deana Leahy from the School of Education; Tania von der Heidt and Dr Geoff Lamberton, from the School of Commerce and Management; and Dr Erica Wilson from the School of Tourism and Hospitality Management. Dr Amanda Reichelt-Brushett, from the School of Environmental Science and Management, was the 2010 recipient of the SCU Teaching and Learning Fellowship.

Flexible Learning and Development Services

Flexible Learning and Development Services (FLDS) continued to support the University's provision of quality learning materials including print and electronic text, video, audio and resources for delivery to students in a range of media, including online. FLDS produced materials for the majority of units offered across all sessions and campuses, and played a central role in supporting academic staff in implementing the University's converged delivery vision. Its continued support for the live classroom Elluminate saw

usage increase from 2,663 online sessions in 2009 to 3,084 sessions in 2010.

Academic Skills Development Unit (ASDU)

This unit supported all students in the development of academic skills. In 2010, the unit expanded to incorporate academic support for international students and provided significant online resources for the development of students' mathematical skills. ASDU offered the Preparing for Success Program, which provided access to students who had previously been unable to access university studies. It was increasingly popular with students, with an intake of more than 700 students in 2010.

Major projects

The Excellence in Assessment project undertook a program of national benchmarking in key areas of assessment standards and practice. Three major programs at SCU participated in the project and were benchmarked with like programs in the university sector to investigate assessment load, quality and standards. Benchmarking activities included comparisons of assessment schemes and processes, and blind cross-marking of sample student scripts to ensure that quality and rigour was demonstrable in all areas of SCU's assessment practices. Particular attention was given to recurrent assessment problems and innovations that will inform curriculum and staff development over the next few years.



Research



During 2010, a key focus was the consolidation of the University's new research framework. Under the framework, the University supports two Special Research Centres – Southern Cross GeoScience and Southern Cross Plant Science; six Research Centres – Centre for Coastal Biogeochemistry Research, Marine Ecology Research Centre; Environmental Innovations Research Centre, Centre for Tourism, Leisure and Work, Centre for Gambling, Education and Research, Centre for Children and Young People; and seven research clusters, spanning health, enterprise and regional development and higher education policy and practice.

The Division of Research continued to provide support for the development of the University's research activities in the three key areas of research income, publications and Higher Degree Research (HDR) programs.

In addition, the Division supported services in the areas of ethics compliance, research performance reporting, policy development, development of strategic initiatives, institutional administration of awards and applications, Excellence in Research Australia (ERA), Sustainable Research Excellence (SRE), Co-operative Research Centre (CRC) governance and project management.

Total research income for 2010 was \$10.42 million, up from \$8.29 million in 2009. Income from National Competitive Grant funding was \$2.18 million, up from \$1.61 million in 2009, contributing to the overall increase in research income. During 2010 Australian Research Council (ARC) grant applications increased by 20%.

Successful Southern Cross University National Competitive

Grants announced in 2010 were:

- ❖ ARC Linkage – Professor Bradley Eyre and Dr Dirk Eler – Biogeochemistry of carbonate sands.
- ❖ Australian Marine Mammal Centre – Dr Lyndon Brooks and Dr Liz Hawkins – Abundance and habitat preferences of coastal dolphins on the Gold Coast.
- ❖ Australian Antarctic Division – Professor Peter Harrison and Daniele Cagnazzi – Anthropogenic contaminants in Queensland coastal dolphins.
- ❖ ACIAR – Dr Steve Purcell – Beche-de-mer Scoping Study.
- ❖ ARC Linkage – Professor Richard Bush – Electron flow in iron hyper enriched acidifying coastal environments: reaction paths and kinetics of iron sulphur transformations.
- ❖ ARC Linkage - Professor Garry Egger – The Norfolk Island Carbon and Health Evaluation Program: a case study of personal carbon trading for reducing obesity and greenhouse gas emissions.
- ❖ ARC Discovery – Professor Bradley Eyre and Dr Isaac Santos – Effect of ocean acidification and porewater advection on carbonate sediment dissolution.

Research staff continued to generate and disseminate research and provide training in key areas that have global and regional implications. Central to this was the University's participation in the CRC program, which continued to enable the University to build core capacity. Income from CRCs increased from \$2.81 million (2009) to \$3.08 million (2010).



The University participated in 10 CRCs and this activity supported core development of research capacity across programs that are closely aligned to solving the needs of industry. The themes of the CRCs covered business development and innovation, asset management, environmental remediation and innovative care for wounds. The CRCs that the University was involved in were:

- Rail Innovation
- Integrated Engineering Asset Management
- Wound Management Innovation (started July 2010)
- Remote Economic Participation (started July 2010)
- Contamination Assessment & Remediation of the Environment
- Forestry
- National Plant Biosecurity
- Grain Foods (ended June 2010)
- Sugar Industry Innovation through Biotechnology (ended June 2010)
- Desert Knowledge (ended June 2010 replaced with CRC for Remote Economic Participation).

The University maintained a strong commitment to continued improvement of the higher degree research student programs and processes, and increasing on-time completion rates. A new submission process was introduced to ensure a swift response for applications from international students linked to scholarships. In 2010, mandatory training sessions for all supervisors was

introduced. A total of 149 staff attended five sessions at three campuses.

Professional development workshops for research staff and students were also held during the year. These included Emeritus Professor Myrna Mandell (Adjunct Professor in the Centre for Tourism, Work and Leisure at SCU) who presented two seminars on network governance and on expressing quantitative research in plain language. Dr Suzanne Morris, University of Queensland, addressed issues of authorship between supervisors and students in co-publications.

The strategic focus of research expertise and capability continued to be developed through the Research Centres and Special Research Centres. The major development during 2010 was the formation of the Special Research Centre Southern Cross Plant Science, which resulted from a merger of the Centre for Plant Conservation Genetics (CPCG) and the Centre for Phytochemistry and Pharmacology (CPP).

Southern Cross Plant Science will be under the leadership of Professor Michael Heinrich.

During 2010, the Centre for Plant Conservation Genetics continued research into the molecular genetics of food crops critical domestically and globally, such as rice and sugarcane, and of our native forest species. Additionally, work on the molecular genetics of native grasses, a resource with unknown potential, was furthered.



The commercial services units of the CPCG provided services both internally and externally. These included: Southern Cross Plant Genomics which supplies advanced genomic sequencing services; Australian Plant DNA Bank, which provides a comprehensive archival system for Australian native and important crop plant species; and Southern Cross Plant Improvement, which offers a complete pipeline for the propagation and management of living plant materials.

Publications included two books, one book chapter and 16 journal articles on subjects such as biotechnology, forestry, cereal science and animal and plant taxonomy.

In addition to Professor Michael Heinrich, the CPP welcomed two new staff, Dr Linda Banbury (post doctoral fellow – pharmacology and wound healing) and Dr Ben Liu (post doctoral fellow – seaweed chemistry).

The Centre was a participant in the Wounds CRC; the CRC Remote Economic Participation; and an Australian College of International Agriculture Research (ACIAR) project on improved seaweed culture and post harvest waste utilisation in South East Asia.

Publications included seven scientific journal articles and nine peer-reviewed conference presentations.

Facilities for the Special Research Centre Southern Cross GeoScience, under the leadership of Professors Leigh Sullivan and Richard Bush, were formally opened in 2010.

Southern Cross GeoScience approached 2010 with a keen focus on the conduct of high quality research of world significance. This involved new strategies to improve success in national competitive grant funding through the fostering of strategic links with leading industry and research organisations, publication of research in

ERA ranked A* and A journals and investment in new technologies and infrastructure.

Strong industry collaboration was a key element of the Southern Cross GeoScience research strategy, and the commercial-research consultancy and specialist industry focused training programs, were central activities for developing new industry linkages. During 2010, there was strong growth in both the commercial research and professional short course training during 2010, with the appointment of new technical staff to meet this demand.

In summary, Southern Cross GeoScience published 27 journal papers in 2010, 19 in ERA ranked A*/A journals, and was successful with four major ARC Gants worth \$2.3 million.

Overall, 15 four digit Field of Research codes for ranking in the ERA process were submitted. The fields of research were closely aligned with the capability of the remaining Research Centres – the Research Centre for Tourism, Leisure and Work; the Centre for Children and Young People; the Centre for Gambling Education and Research; the Marine Ecology Research Centre; the Centre for Coastal Biogeochemistry Research; and Environmental Innovations Research Centre. In addition, the School of Health and Human Sciences continued to perform well and significant capability was being developed through small groups of researchers in the areas of neuroscience, nursing and ageing.

Policy and administration were identified as a central theme for collaboration between the Research Centres and will form the basis of involvement in large collaborative projects with the University of Sydney, University of New South Wales and University of Queensland.



Faculty of Business and Law

School of Law and Justice

The School started the year with the official opening of the Gold Coast campus by then Deputy Prime Minister, The Hon Julia Gillard. It was also an informal opportunity for Ms Gillard to see first-hand the work of the school when she dropped into a talk by Dr Jennifer Nielsen to law students.

Staff achievements

Academic staff member Shelley Bielefeld won the SCU heat of the national 3-Minute Thesis competition and went on to represent SCU at the semi-finals at the University of Queensland. Later in the year she was awarded her PhD for her work *The Dehumanising Violence of Racism: The Role of Law*.

Associate Professor Sam Garkawe was a World Society of Victimology delegate to the 12th United Nations Congress on Crime Prevention and Criminal Justice, in Salvador, Brazil, in April. There, he lobbied for the adoption of a Convention on Victims and gave a paper about the scrutiny committee for the proposed Victims' Convention at an ancillary meeting of the World Society of Victimology. In November he was a plenary speaker at the Annual Conference of Victim Support Australasia in Hobart, where he gave a paper titled 'The Advantages Of The Proposed United Nations Victims Convention For Crime Victims, Their Advocates And Support Agencies'.

Senior lecturer Richard Harris was re-elected to the

legal qualifications committee on the Legal Practitioners Admission Board. Dr Jennifer Nielsen was invited to give the plenary presentation at the NSW State Community Legal Centre State Conference in May. Her presentation was titled *Achieving Social Justice: the RRR challenge*.

Lecturer Andy Gibson was the UniJobs Lecturer of the Year 2010 nominee in recognition of his excellence at SCU. Professor Bee Chen Goh was invited by the University of New England's School of Law to present at the Kirby Symposium on Human Rights Conversations in Armidale in March on new trends in human rights, together with The Hon Michael Kirby and Professor Jurgen Brohmer.

Major projects

In April, 11 teams participated in The Honourable John Dowd High School Mooting Competition. The final was held in the Law School's Moot Court and was adjudicated by the Chancellor The Hon John Dowd AO QC, a former Justice of the Supreme Court of New South Wales. The final two teams were Coffs Harbour Christian Community School and Xavier College, Ballina, with the Coffs Harbour students winning.

In May, the School hosted the fourth Kirby Lecture Series and the keynote speaker was The Hon Justice Margaret McMurdo AC. Her address was titled 'An Australian Human Rights Act: Quixotic impossible dream or inevitable natural progression?'



In July, Dr Jennifer Nielsen represented the School at the Legal Education Roundtable in Canberra, hosted by the Federal Attorney General's Office to promote dialogue between the legal profession and academia in India and Australia. The School hosted nine members of the Bar Council, who visited the Lismore and Gold Coast campuses to inspect the School of Law and Justice as part of the approval process for recognition of our Bachelor of Laws as 'an acceptable foreign qualification' in India.

The School hosted a free seminar by the NSW Legal Services Commissioner Steve Mark on ethics and professional responsibility. In September, the School hosted the Year 12 HSC Legal Studies Day in conjunction with the Far North Coast Legal Studies Teachers Association. It attracted 152 students from 16 local high schools. In November, the 13th annual Byron Bay Summer Law School included notable guest lecturers Chancellor The Hon John Dowd AO QC, Member for Page Janelle Saffin MP and The Hon Michael Kirby.

Senior lecturer Anne Schillmoller, with law student Amber Hall, received a grant from Voiceless, Australia's leading animal protection institute, to revise and develop a comprehensive curriculum for the elective unit, LAW10487 Animal Law. The unit was offered over session three, and achieved the highest enrolment of any Animal Law course in Australasia. In conjunction with Northern Rivers Community Legal Centre, the School hosted a free seminar for the public to raise awareness of animal protection laws and issues.

In July, the School sponsored the second Australian Conference on Wild Law and Earth Jurisprudence at the University of Wollongong and the Sandon Point Aboriginal Tent Embassy. Dr Nicole Rogers co-organised the Wild Law conference with colleagues from Wollongong which focused on the intersection between Indigenous and environmental activism. Dr Rogers and Associate Professor Greta Bird delivered papers at the conference.

School of Tourism and Hospitality Management

Staff appointments

Dr Martin Young and Dr Michelle Whitford were appointed senior lecturers and Dr Deborah Che and Dr Pascal Scherrer appointed lecturers. Professor Betty Weiler and Professor Jim McKay were appointed professors.

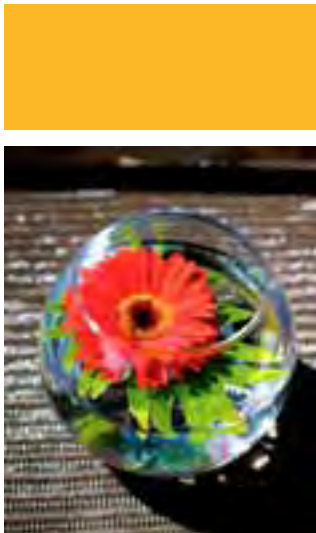
Staff achievements

Dr Helen Breen was promoted to senior lecturer. Associate Professor Kevin Markwell, with Dr Nancy Cushing (University of Newcastle) co-authored *Snake Bitten: Eric Worrell and the Australian Reptile Park*, published by UNSW Press and released in October. Professor Kerry Brown was elected to the Board of the Australian Regional Tourism Network and contributed to *Engineering Asset Management Review*, published in London.

Dr Yun-Lok Lee won a Vice Chancellor's citation for Outstanding Contribution to Teaching and Learning for developing innovative teaching in food service management by forming partnerships with charities, food service providers and the community.

Dr Erica Wilson, Director of Teaching and Learning, with Dr Tania von der Heide and Dr Geoff Lamberton, won a Vice Chancellor's Teaching and Learning Small Grant to explore embedding sustainability across the first year Bachelor of Business programs (including tourism).

The School participated in Festival of Teaching activities in November 2010 including a workshop on assisting Chinese students to transition to Australian tourism and hospitality studies. Paul Weeks and The Hotel School conducted a session on assessments in the cityscape; Professor John Jenkins and John Macpherson took part in a debate over good teaching; and Dr Erica Wilson served as a panellist on the Sustainability Game Show.



Associate Professor Dianne Dredge and her team continued work on their Australian Learning and Teaching Council (ALTC) research project titled Building a Stronger Future: Balancing Professional and Liberal Education Ideals in Tourism and Hospitality Education, with partners from Victoria University, the University of Queensland and UniSA.

Dr Johan Edelheim won the CAUTHE (Council for Australian University Tourism and Hospitality Education) best paper award for 2010 in the tourism and hospitality education category, for his publication on the use of debates as interactive teaching and assessment tools.

A paper by Dr Dianne Dredge, Emma-Jane Ford, Dr Matt Lamont, Giang Phi, Dr Michelle Whitford and Dr Peter Wynn-Moylan on event governance at the World Rally Championship won the Council for Australian University Tourism and Hospitality Education (CAUTHE) best paper award for 2010 in the sport and event tourism stream.

Dr Sally Gainsbury gave the keynote presentation at the Alberta Gaming Research Institute's 9th annual conference. The paper was titled 'Internet-based Treatment Options for Problem Gambling: A review of existing evidence and models'. Professor Nerilee Hing also gave the keynote presentation at Singapore Pools Responsible Gambling Week's closing ceremony in Singapore in May on problem gambling among youth and women.

Major projects

Professor Nerilee Hing, Associate Professor Jeremy Bultjens and Dr Helen Breen will investigate gambling problems, risks and consequences in Indigenous Australian communities over the next four years, thanks to a \$365,000 grant.

A \$361,473 Gambling Research Australia (GRA) grant over the next three years will enable Professor Hing and Dr John Haw to conduct research on gambling and co-morbid disorders. Professor Hing, Dr Haw, Dr Elaine Nuske and

Dr Gainsbury will also study gamblers at risk and their help-seeking behaviour for GRA over the next two years, courtesy of a \$286,479 grant.

A \$100,000 Commercial Research Grant enabled Professor Kerry Brown and others to investigate homeless service integration for the Department of Families, Community Services and Indigenous Affairs (FaCSIA) in collaboration with the Department of Communities Queensland. In 2010, Professor Brown and colleagues also received a \$50,000 Commercial Research Grant to study housing readiness.

SCU was a member of the successful bid that was awarded three-year funding to 2013 for the establishment of a Co-operative Research Centre for Infrastructure and Engineering Asset Management. Professor Brown is the Co-Program Leader, Sustainability and Organisational Performance, and along with Postdoctoral Research Fellow Dr Pascal Sherrer, will conduct a three-year strategic asset management project.

Researchers from the School also received a \$25,000 grant to study internet gambling, \$10,000 to study women's gambling and a \$75,000 APA scholarship over the next three years to inquire into professional gambling.

The Hotel School Sydney, which the University operates in partnership with Mulpha Australia, has its Teaching and Learning activities well established in modern premises in Phillip Street, while maintaining the administrative operations at The InterContinental Hotel Sydney, in Macquarie Street. A number of new academic positions were approved during 2010, paving the way for ongoing appointments of a Professor, Associate Professor/Senior Lecturer and Lecturer in 2011. The Hotel School Sydney ran many successful events during 2010, including the highly successful and innovative 'Live the Life' promotion.

Southern Cross Business School

A key focus of 2010 was preparing for the formation of the Southern Cross Business School, to come into operation on January 1, 2011. The Southern Cross Business School will bring together the Graduate College of Management and the School of Commerce and Management.

Competitive recruitment processes were undertaken for a new Pro Vice Chancellor Business and Law and Head of the new Southern Cross Business School. In December the University welcomed Professor Andrew McAuley to lead the Faculty and Professor Stephen Kelly was appointed Head of the Business School, effective January 1, 2011.

Graduate College of Management

The Graduate College of Management continued to host regular Business Insight events throughout 2010, further strengthening links with the business community in the region. The events featured a number of notable speakers and attracted a wide-ranging audience, including the Queensland Leader of the Opposition John-Paul Langbroek MP.

Craig Phillips, was awarded the Graduate College of Management Alumnus of the Year 2010, for his achievements leading the Australian Olympic Committee.

A total of 14 Doctor of Business Administration candidates were awarded this degree and there were just under 200 Masters degree completions. Dr Fred Stapleburg was awarded the Meredith prize, best DBA thesis in 2010.

Accreditation from the Australian Human Resource Institute was gained for the Graduate Certificate and Graduate Diploma of Human Resources and Organisational Development (HROD). The Master of Human Resources and Organisational Development has already received this accreditation.

Staff Achievements

Professor Ian Eddie published two international refereed scholarly journal articles and presented two conference papers at the 22nd Annual Conference of the Association for Chinese Economic Studies in Australia, La Trobe University, Melbourne, Australia 15-17 July 2010, with Yongqing Li and Jinghui Liu. As a member of the Corporations and Markets Advisory Committee, Professor Eddie advised the Federal Government on development of Australia's corporate law and financial markets regulation.

Professor Eddie was also the chief investigator for an Australian Research Council Linkage Project 'Developing a responsive regulatory system for Australia's small corporations' with industry partners the Federal Treasury and the Council of Small Business of Australia (COSBOA).





The project received ARC funding of \$294,227, with total funding of \$928,012.

Associate Professor Michelle Wallace, as member of a three-university team completed the ALTC funded project, Transnational Moderation for Fair Assessment, resulting in a report, papers and website Toolkit for academics. Associate Professor Michelle Wallace continued to lead the team researching Attraction and Image Strategies for Rail, funded by the CRC for Rail Innovation.

School of Commerce and Management

Staff achievements

A number of staff were recognised for their work in 2010. Special achievements during the year included Melanie Thomas and Professor Steve Kelly receiving a best paper award from the British Academy of Management Conference, Dr Peter Vitartas winning a Vice Chancellor's citation for sustained innovative approaches to teaching curriculum design, and Associate Professor Allan Ellis being appointed an external evaluator for an ALTC project. Steve Rowe and Jill Phillips celebrated 25 and 30 years' service, respectively, while staff members Raina Mason, Steve Mason and Simon Wilde were awarded higher degrees.



Major projects

The School's recently developed research clusters performed well under the Regional Futures Institute (RFI) banner, completing a number of economic and social development and sustainability projects. The RFI also conducted a number of highly successful events, including a national Regional Development Association workshop, a 2020 think tank for the local region, NBN roll-out seminars and the launch of Hugh Mackay's book *'What makes us tick – the ten desires that drive us.'*

The School benefited greatly from visits by a number of international professors, including Visiting Fulbright Senior Scholar Dr Kelvin Bentley, from Northampton Community College in Pennsylvania; Associate Professor Bruce Costa, from the University of Montana, Missoula; Professor Mathew Joseph, from St Mary's University, San Antonio; and Professor Art Shriberg from Xavier University, Cincinnati. Professor Shriberg was also the external reviewer for the School's Bachelor of Business and Bachelor of Business administration course reviews.

Articulation programs with Chinese institutions from Dalian and Changchun saw an increase in the number of international students studying on campus in 2010. A further articulation arrangement was signed with the Guangxi University of Technology and the School hosted a number of delegations from China and Vietnam.





Faculty of Arts and Sciences

School of Arts and Social Sciences

Following a competitive recruitment process undertaken during 2010, Mike Evans was appointed as Professor and Head of the School of Arts and Social Sciences. Professor Evans was formerly Associate Professor and Head of Community, Culture and Global Studies in the Irving K Barber School of Arts and Sciences, University of British Columbia. Professor Evans is an experienced community-based researcher with diverse research interests including urban Aboriginal issues, transnational migration and globalisation, whaling and whale-watching, and tourism.

Associate Professor Rebecca Coyle acted as Head of School while the recruitment process was under way.

Other staff appointments during 2010 included: Associate Professor Mark Hughes, course co-ordinator for the social sciences program based at SCU Riverside, Tweed Heads; Dr Grayson Cooke, course co-ordinator for the media program and senior lecturer based at Lismore; and associate lecturer Dr Erika Kerruish (Lismore), Dr Lisa Milner (Coffs Harbour) and Dr Maarten Rothengatter (Gold Coast and Tweed Heads). Cathy Heath was appointed administrative co-ordinator.

Staff achievements

Several School of Arts and Social Sciences (SASS) staff were awarded ALTC citations in 2010. Dr Erika Kerruish was awarded a Vice Chancellor's citation for empowering and motivating first-year students through the innovative teaching of skills in critical thinking and argument.

Three books by SASS staff were launched in 2010: Mark Hughes' (with Karen Heycox) *Older People, Ageing and Social Work: Knowledge for Practice* (Allen & Unwin), Rebecca Coyle's anthology of essays *Drawn To Sound: Animation Film Music and Sonicity* (London: Equinox) and Janie Conway-Herron's novel *Beneath the Grace of Clouds* (Cockatoo Books). More than 20 journal articles, book chapters, and conference papers were published by SASS researchers in 2010, representing research across a diverse range of topics.

Professor Michael Hannan, as Chair of the Commission for the Education of the Professional Musician, convened the 18th International Seminar of the International Society for Music Education, hosted by the Shanghai Conservatory of Music, and for which he composed and performed a new piano work titled *Birds Calling in Cloud Valley*.

Associate Professor Baden Offord was appointed to a 10-month position as Chair in Australian Studies at the Centre for Pacific and American Studies, Graduate School of Arts and Sciences, at the University of Tokyo. Dr Lisa Milner was awarded a research fellowship at the National Film and Sound Archive in Canberra for a project to build a digitised collection of Australian election campaign advertisements produced for radio, cinema and television over the nation's history.

Major projects

SASS hosted the Joint Richmond River High School and SCU High Schools' Forum titled 'Everybody's Business: Human Rights and Social Justice in the 21st Century'. It was attended by 400 local high school students.

SASS hosted the Cultural Studies Association of Australia conference at Byron Bay. The event attracted around 200 delegates and featured nine keynotes from a variety of countries. A successful postgraduate day included workshops and activities for more than 50 research students from around Australia.

A live performance and seminar event titled Diffuse, supported by a Regional Arts NSW Quick Response Grant, featured SASS researcher and academic Dr Grayson Cooke with visiting audio-visual performance artists Lawrence English, Rafael Anton Irisarri and Jaymis Loveday. In other community engagements, the School expanded its participation in major local cultural events, including the Byron Bay Writers Festival, the East Coast Blues and Roots Festival and Artspan, a secondary school visual arts outreach program.

Several students had work published in daily newspapers and creative writing publications. Undergraduate student



Barney Rocks won the opportunity, after a nationally competitive application process, to undertake a work placement at XYZ Television Studios in Sydney that runs several pay-TV channels. He was subsequently employed by music television channel V. Visual Arts graduates Mark Richards and Louise Irving won ArtStart Australia Council for the Arts awards.

School of Education

Staff achievements

The School and the Centre for Children and Young People (CCYP) celebrated a number of PhD completions in 2010, including Dr Noelene Weatherby-Fell, Dr Melanie McDonald, Dr Airdre Grant and Dr Gary Hampson. Dr Karen Hawkins was awarded her PhD, receiving a University Award for Excellence in Doctoral Research and an Australian College of Education Award for an outstanding research project. Dr Marilyn Chaseling was also awarded her PhD from Deakin University.

Professor Martin Hayden facilitated stronger links with various groups in South East Asia in work focusing on Vietnam, Cambodia, Laos and Indonesia. Dr Renata Phelps completed a project working collaboratively with researchers in Vietnam, which investigated children's conceptions of learning within and beyond schools. Professor Anne Graham supervised 10 CCYP-based projects involving seven partners with funds totalling more than \$700,000. Deana Leahy was successful with an application for a SCU teaching and learning grant to investigate curriculum renewal in the field of health education teacher education.

Major projects

The School of Education continued to build a vibrant, flexible learning environment. A major achievement during the year was the review of all secondary education courses. Changes included the addition of mathematics as a teaching subject and the reconceptualisation of the

combined degrees so that students are able to graduate with one, two or three teaching subjects and so potentially increase their employability. The revised courses received excellent feedback from the NSW Institute of Teachers. The Bachelor of Education (Early Childhood) course was reviewed by the Queensland College of Teachers and now has dual accreditation (NSW and Queensland). A new suite of postgraduate courses in Childhood and Youth Studies was developed, with the first students commencing in session three in 2010. Several leading national and international scholars contributed to these courses – writing briefing papers, developing units, teaching online and providing video presentations. The Master of Education course was also revitalised in 2010, drawing on significant input from the profession to ensure relevant content and 'theory to practice' engagement.

The School and the CCYP hosted a number of well known international scholars in 2010, including Professor Robbie Gilligan from Trinity College, Dublin; Professor Mary Kellett from the Open University, Milton Keynes, UK; Dr Alan Reid from Bath University, UK; Dr Sharon Bessell from the Australian National University; Bartholomeus Budiyo, Arcana INyoman; and Vincentius Luluk Prijambodo from Widya Mandala University, Surabaya, Indonesia. Each visiting scholar provided stimulating public seminars and workshops, and contributed positively to a range of teaching and research activities in the School and Centre.

The number of national and international project collaborations grew steadily throughout 2010, with several colleagues from universities overseas and elsewhere within Australia now actively involved with the School and the CCYP in research and teaching-related projects.

The year also saw a considerable increase in the number of publications from the School in areas including teacher education, critical realism, early childhood, children's rights, children's conceptions of learning, higher education in Vietnam, research ethics and child-inclusive methods, and children's mental health.



School of Health and Human Sciences

Staff appointments

A number of new staff were appointed to the School during 2010. Mrs Marlene Assim was appointed the clinical director for the SCU Health Clinic at the Lismore campus. Dr John Hurley was appointed senior lecturer at the Coffs Harbour campus and Dr Gary Mellor was appointed senior lecturer at SCU Riverside. Other appointments included Nelida Contreras, Duncan Blair, Therese Conlon, Michelle Donnelly and Sue Riordan.

Staff achievements

Three staff members received their PhDs in 2010. They were Dr Kade Davison, Dr Jim Lee and Dr Rudi Meir.

Dr Rosanne Coutts and Dr Kade Davison were involved in the Excellence in Assessment project with Teaching and Learning. The project involved benchmarking the assessment methodology in the Bachelor of Sport and Exercise Science against other nationally-accredited degree programs.

Nellie Buckley was elected as the NSW representative on the National ESSA Rural and Remote Sub-Committee (ESSA being Exercise and Sports Science Australia, the national association for exercise scientists). As a result of the new position, Ms Buckley was involved with ESSA-NSW chapter and was able to initiate a collaborative relationship with ESSA-NSW and SCU in providing Continuing Professional Development courses.

Major projects

The Bachelor of Sport and Exercise Science course received accreditation at exercise science level by ESSA in March 2010, and the Master of Clinical Exercise Physiology course was approved by the Academic Board. It will have its first intake in 2011.

The Research Centre for Tourism, Leisure and Work (CTLW) was launched in March. Most staff members from Sport and Exercise Science joined the CTLW under the research theme Sport and Human Performance.

The Bachelor of Occupational Therapy, which was introduced at SCU Lakeside in 2009, received interim accreditation in 2010. Unlike many other health professions, occupational therapy programs in Australia are only able to apply for full accreditation in the final year of the program, so for SCU this will be in 2012.

The first year of the new Bachelor of Midwifery program was completed. It included the official opening of the midwifery simulation lab at SCU Lakeside in Tweed Heads, and very positive feedback on the clinical placements of SCU students. Teaching facilities at Lakeside were converted to reflect a university teaching environment and interstate placement opportunities for midwifery students (ACT and SA) were developed.

The SCU Health Clinic opened its doors in March, complementing the activity of the Natural Medicine Clinic. The purpose-built premises will enhance all student practical experiences and provide a nurturing and professional environment. Processes and procedures have been implemented to provide the clinic with a professional



structured environment that adheres to SCU policy. The facility will enable the introduction of Exercise Physiology in 2011.

The School hosted three groups of international visiting scholars from China and Japan, who gave six research presentations in research seminars in the area of sport and exercise science.

As one of 29 Talent Assessment Centres approved by the Australian Sports Commission under the National Talent Identification and Development (NTID) program, staff and undergraduate internship students conducted three athlete testing days at the Lismore campus in May, June and September. The aim of the NTID program is to help identify and prepare the nation's sporting talent for the London 2012 Olympic Games and beyond. The team also ran fitness tests for the Kokoda Challenge Youth Program at the Gold Coast in May, as part of the University's continuing sponsorship of the program.

The School developed its strong links with the surfing industry via the Diploma of Sport Management (Surfing Studies). Program coordinator Jak Carroll was elected to the boards of two surfing organisations, Surf World Gold Coast and the Australian Surf Craft Industry Association. He was invited by Gold Coast City Council to be part of the delegation that attended the Surf Expo in Orlando, Florida. School staff, led by Professor Shi Zhou, were involved in putting together an ARC linkage grant submission with Surfing Australia. Surfing Studies students organised the King of the Campuses surfing event and were heavily involved in International Student Day on the SCU Riverside Campus.

An International Society for the Advancement in Kinanthropometry (ISAK) anthropometry accreditation course was run in October as a trial component of the school's CPD program.

Dr Rudi Meir, Associate Professor Wendy Gilleard, Professor Shi Zhou, and Dr Roseanne Coutts, received \$16,415 to investigate surf participation and injury prevalence among Australian surfers. Associate Professor Allan Davie, Professor Shi Zou, Toni Pacey (SCU) and Yong Zhang and Li Wen (Tianjin University of Sport) received \$98,684 to investigate the polymorphisms of mtDNA in relation to racing performance in thoroughbred horses.

Professor Trevor Parmenter, Associate Professor Roger Stancliffe, Dr Marie Knox, and Dr Michelle Donnelly continued to investigate the future for people with disabilities living with ageing parents as part of a four-year, \$440,000 ARC Discovery Grant.

Dr Michelle Donnelly, Dr Paul Rhodes, Lucinda Mora, Lesley Whatson, Jack Dikian, and Anders Hansson continued to study clinicians' experiences of the state-wide Behaviour Intervention Service.

Dr Michelle Donnelly, Associate Professor Toni Schofield, Associate Professor Susan Page, and John Gilroy continued to participate in the Indigenous Higher Degree Research Students Learning Circle and Symposia, and Sheila Keane, Associate Professor Ev Innes and Richard Christensen investigated the effect of supervision and delegation training on the utilisation of allied health assistants.



School of Environmental Science and Management

Staff appointments

The School made four appointments in 2010 to improve delivery of the undergraduate program, especially in the first year of the course. New staff Dr Kirsten Benkendorff, Dr David Newell, Dr Debra Stokes and Dr Lachlan Yee will also help to boost the School's research performance.

Staff achievements

Professor Jerry Vanclay received a Scientific Achievement Award from the International Union of Forest Research Organizations at their 2010 World Congress in Seoul.

During 2010, the School had 16 PhD completions and School staff published or co-authored 91 scientific papers in Scopus-listed journals.

Major projects

The University took full control of the National Marine Science Centre in Coffs Harbour, which was previously a shared facility with the University of New England. This followed an agreement in 2009 to take over the University of New England's share of the Centre.

Staff continued to serve on a variety of international, national, state and regional advisory bodies, including the Australian Threatened Species Scientific Committee and the IUCN Commission on Education and Communication.

Regional engagement activities included the Northern

Rivers Science and Engineering Challenge, Science in the Bush, and leadership of community consultations in the Upper Clarence following the collapse of forestry managed investment schemes in the region.

The School shared in a successful \$500,000 grant to fund a flexible architecture high-performance computing facility for the intersect consortium of NSW, which will create an important addition to the nation's research infrastructure and enable world-leading NSW researchers to continue their ground-breaking work in increasingly competitive environments. Much of the research to be undertaken at the facility lies in areas of national priority, including frontier technologies and environmental sustainability.



Gnibi College of Indigenous Australian Peoples

2010 saw the retirement of Professor Judy Atkinson, who during nine years at Southern Cross University made a significant contribution to the growth and development of Gnibi in teaching and learning, research and community engagement.

2010 foreshadowed a number of significant changes to Gnibi's structure, leadership and management as a result of a review led by Professor Sandra Speedy. A key appointment was the recruitment of Professor Adrian Miller as Head of College to commence in 2011. Professor Miller's previous role was as a senior academic with the Anton Breinl Centre, School of Public Health, Tropical Medicine and Rehabilitation Services at James Cook University. Prior to JCU Adrian was the Foundation Head of Warawa, Department of Indigenous Studies at Macquarie University.

Staff achievements

Rachel Lynwood became Acting Head of School and Professor Phil Haywood as Executive Officer during the review period in 2010. A number of staff published both nationally and internationally in peer reviewed journals and book chapters. Academic staff also undertook research degrees and training while professional staff continued professional development activities. National and international conference presentations were also undertaken by staff as well as participation in Indigenous specific professional networking events. Dr Caroline Atkinson was appointed in 2010 to undertake curriculum development and coordinating duties.

Major projects

There were numerous community events that included supporting an exhibition of a local Indigenous artist, workshops in Tasmania, Western Australia and Papua New Guinea and participating in an Indigenous community event the 'Cherbourg Walk' in Queensland. There were significant activities around curriculum development and alignment in undergraduate and postgraduate courses; pre university transitional programs involving schools in Queensland and New South Wales; and supporting students in their academic programs across the University.

A significant consultancy was undertaken between Gnibi and the Tasmanian Aboriginal Community and Colony 47 with delivery of the Diploma and Community Recovery. This project totalled \$45,000 to support students studying units from this course.





International

Southern Cross University's International Office celebrated the opening of the new English Language Centre at SCU Riverside, in Tweed Heads in September.

The Centre, which is similar to centres at the Coffs Harbour and Lismore campuses was opened by the Vice Chancellor Professor Peter Lee. The opening coincided with festivities for Southern Cross University's annual Fusion Festival, which celebrated cultural diversity at the University and in the wider community with a food festival and photographic competition.

The new English Language Centre comprises five classrooms and computer lab access and provides support for study tours and students who come to Australia purely to study English, as well as students who are improving their language skills in preparation for undergraduate and postgraduate study.

The students study at the Centre for anywhere between two and 50 weeks and live with local families in the Tweed Heads and Gold Coast area.

Following the opening of the University's Gold Coast campus, a total of 65 international students began their studies at the campus in areas including business, tourism and law.

The European market was the focus of a strategy developed by the International Office and the School of Commerce and Management. As part of that strategy a representative in France was appointed to engage with that

market. A review of International administrative business processes was also undertaken, for implementation in 2011.

Staff appointments

Six new staff joined the office in 2010. They were Judy Whiteaker, Manager, International Marketing and Admissions; Jacky Zhang, International Student Advisor (Gold Coast); Heather Parris-Kidd, Director of Studies – Coffs Harbour English Language Centre; Suzie Neeson, Director of Studies – Tweed Gold Coast English Language Centre; Karly Murray, Student Support/Administrative Assistant (Gold Coast and Tweed Heads); and Lara Townsend, Administrative Support (Coffs Harbour).

Staff achievements

Jo Asquith, Director International Office, was elected Chair of the Australian Universities International Directors' Forum (AUIDF). Lisa Bartholomew, International Admissions and Student Support Officer, graduated with a Bachelor Social Science, supported by the SCU study assistance program.

Our community



Community and Corporate Relations

Following a review of the Office of Regional Engagement in 2009, a new Directorate of Community and Corporate Relations was established in February 2010, comprising four work units – Community Engagement, Development and Alumni Relations, Communications and Publications, and Marketing and Recruitment. Helen Hughes was appointed Executive Director, giving these functions a voice at Executive and strengthening engagement across the University.

Community Engagement

SCU commenced hosting the Executive and Secretariat of the Australian Universities Community Engagement Alliance (AUCEA). Following Ros Derrett's retirement, Ben Roche was recruited to the position of Head Community Engagement.

The Community Engagement team was responsible for continuing the series of professorial lectures introduced in 2009. Professor Peter Croll gave a lecture on the risks and benefits of electronic health records in May at the Coffs Harbour campus; Professor Anne Graham spoke about the status of children and young people in contemporary social life in July at Lismore; Professor Janet Taylor addressed the topic of higher education for all in August at Lismore; Professor Kerry Brown spoke on the dynamics of working together in September at the Gold Coast; Professor Robert O'Shea gave a lecture on the joy of perceiving in October at Coffs Harbour; and in November at the Gold Coast campus Professor Colleen Cartwright investigated ethical decision-making at the end-of-life and during advance care planning.

The University participated in the North Coast Innovation Festival during May, organised by Regional Development Australia (RDA) Northern Rivers and RDA Mid North Coast by hosting the Northern Rivers and Coffs Coast launches.

Ros Derrett, Head Community Engagement, participated in the handover of the Wilson's River Walk book to the University library, the final chapter in the Wilson's River Experience Walk Project, a partnership between the University and Lismore City Council. This project involved many people, including Leonie Lane, Dr Adele Wessell, consultant historian Dr Jo Kijas, Widjabal consultant Roy C. Gordon, project manager Anne Hart and Lois Kelly. The book will form part of the Manning Clark Collection.

During 2010, the community engagement team presented at the annual Australian Universities Community Engagement Alliance conference in Hobart. Staff attended the Strategic Leadership for the Future Conference hosted by Regional Development Australia, Mid North Coast in Port Macquarie in October, attended by The Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government.

The team worked in close collaboration with Professor Croll and the Regional Futures Institute to support the roll-out of the National Broadband Network in Coffs Harbour. A comprehensive stakeholder planning process was undertaken around possible applications of a broadband network on the Mid North Coast, including a series of stakeholder forums and the formation of a Go Broadband



Alliance Working Group. Plans were announced for a Go Broadband Centre in Coffs Harbour to act as a demonstration shopfront around the potential application and implication of the broadband network for a digital economy in regional Australia. Staff were also active in the ongoing development of this concept and associated partnership agreements.

Marketing and Recruitment

Outreach activities included a vibrant program of engagement with secondary schools from the Coffs Coast to the Gold Coast. University staff visited secondary schools and students attended each of the campuses for tours, HSC Study Day and Senior Schools Day. Marketing campaigns were implemented in support of each of the three teaching sessions, and particularly to support the opening of the new Gold Coast campus, which welcomed its first intake of students in February.

Engagement with schools also included a series of briefings with secondary school principals, career advisors and guidance officers.

At Lismore, around 350 students attended a social justice forum. The Chancellor, The Hon John Dowd AO QC gave the keynote address entitled 'Everybody's Business, Human Rights and Social Justice in the 21st Century,' jointly organised and hosted by the Richmond River High School Equity Group and the Centre for Peace and Social Justice.

Each year SCU supports the Reduce Risk Increase Student Knowledge program (RRISK) run by North Coast Area Health in partnership with NSW Health and local councils. The RRISK program, which raises awareness about the impact of risk-taking behaviour, was held in November at Lismore, Coffs Harbour and Tweed Heads, reaching more than 3,300 year 11 students from 50 schools.

The University participated in a number of community events in 2010. It supported the Coffs Coast Ocean Swims, held in March, for the second year. The Southern Cross University 10km Run, part of the Gold Coast Airport

Marathon, was held in July for the third year at Southport and included an SCU team of staff, students, alumni and their families.

In July, SCU was again education partner of the Kokoda Challenge Youth Program, an experiential initiative for young people. The 52 participants from the Tweed, Gold Coast and Brisbane embarked on a 14-month program of commitment, physical endurance and community service, culminating in a visit to Papua New Guinea to work with local villagers and walk the Kokoda Track.

The University supported the Byron Bay Writers Festival in August, sponsoring author and *LA Times* foreign correspondent Megan Stack to attend. She was interviewed by the ABC's Kerry O'Brien for the keynote conversation, before an audience of several hundred people in the Southern Cross University Marquee. Megan Stack also provided a guest talk at Lismore campus, and author and columnist Mark Dapin engaged with media and writing students.

Communications and Publications

University research, staff achievements and community-related events continued to attract a range of coverage in regional, national and international media. The total number of media mentions for the University, recorded through Media Monitors and other online tools, was 4,120.

Research also generated widespread coverage. Highlights included a study led by Professor Peter Harrison, from the School of Environmental Science and Management, into coral bleaching on Lord Howe Island, which resulted in coverage in national print and television media. A study by Dr Sally Gainsbury, looking at the online gambling behaviour of Australians also generated national print and broadcast coverage.

A 12-page supplement showcasing Southern Cross University research projects was featured as an insert in *The Weekend Australian* on April 24. A total of 204,500 inserts were distributed in NSW, QLD and the ACT.

Activities, including conferences and public lectures, and the University's involvement in major community events also generated coverage in the media and were among the highlights of University publications, including the e-newsletter Discover SCU and the quarterly printed publication what'snew@scu.

Development and Alumni Relations

Lana Nancarrow was appointed Alumni Relations Manager in June 2010. The 2010 Alumni of the Year Awards were given at a gala function at Ballina in August. Leading Lismore environmentalist Gordon Fraser-Quick, who graduated with a Bachelor of Applied Science in 1995 and a Graduate Diploma of Education in 2003, was named Southern Cross University's 2010 Outstanding Alumnus of the Year, while rugby league legend Steve Price, who graduated with a Master of Business Administration in 2010, won the 2010 Young Alumnus of the Year award.

The winners of the SCU School Alumnus of the Year awards were:

School of Education – Raelene Mordecai, graduated with a Bachelor of Education in 2006 and is now working as a primary school teacher at Casino Public School;

School of Environmental Science and Management – Dermot O’Gorman, graduated with an Associate Diploma in Applied Science in 1988 and is now Chief Executive Officer of WWF-Australia;

Graduate College of Management – Craig Phillips, graduated with a Master of Business Administration in 2000 and is the Secretary General of the Australian Olympic Committee;

School of Health and Human Sciences – four of the proprietors of Goulds Naturopathica are graduates of the Bachelor of Naturopathy. They are Daniel Robson, Dawn Whitten, Jason Hawrelak and Belinda Robson;

School of Tourism and Hospitality Management – Anna Guillan, graduated with a Master of Business Administration in Hotel and Management in 2008 and is the Executive General Manager Sales and Marketing Hayman and Mulpha Hotels Australia.

The Rising Stars scholarship program in 2010 assisted 100 students with scholarships valued at more than \$300,000. Scholarship ceremonies were held to coincide with session one orientation at Coffs Harbour, Lismore and the Gold Coast and Tweed Heads, with 39 new scholarships awarded.

More than 300 people attended across the three campuses, including donors, recipients and their families. Dr Peter Bowen, chair of the Rising Stars Scholarship program, was guest speaker at Lismore and the Gold Coast/Tweed Heads ceremonies.



Scholarship and prize donors in 2010:

Amlink Technologies
ANZ Bank
Australian Rotary Health Research Fund
Ballina Shire Council
Bellingen Shire Council
Bowen Education Fund
The Byron at Byron Resort and Spa
C.ex Group
Coffs Harbour City Council
Coffs Harbour Rotary Club
Combined Rotary Clubs of Lismore
Environmental Analysis Laboratory
Far North Coast Law Society
Flinders Ranges and Outback Australia Tourism
George Lewin Foundation
Innis Foundation
Jim Bloomfield
Koori Mail
Lismore City Council
Mary Elizabeth Hamilton
Mayne Investments
Mick Young Scholarships Trust
Norco
NSW Sport & Recreation
Opem
Our Kids
Peter Baverstock
Pisan Saran Charity Fund Inc
NSW Real Estate Institute
Rex McDermott
Richmond Valley Council
Robyn Murray
Scenic Rim Regional Council
Summerland Credit Union
Telstra Countrywide
The New Camera House
The Xerox Shop Lismore
Thomas, Noble & Russell
Tweed Heads Bowls Club
Tweed Shire Council
Twin Towns Services Club
Twin Towns Services Community Foundation
UnitingCare Ageing
Marnie Yeates
Zonta Coffs Harbour

Sustainability

Southern Cross University continued to participate in the Sustainability Advantage Program in 2010, in partnership with the NSW Department of Environment and Climate Change (DECC). The Sustainability Operational Plan 2010, initiated by this program, was implemented throughout the year. It was developed as an interim measure during the review of the University Strategic Plan.

The Sustainable Environment Working Group became the Sustainability Policy Advisory Group, with terms of reference to reflect its new role as a strategic planning and policy development/review group. Membership was also adjusted to include appropriate representation across the University.

The University's greenhouse gas emissions were analysed and reported on for 2009/10. Electricity, gas, vehicle fuel, air travel and waste were included in the calculations and report. Electricity and air travel accounted for approximately 95% of calculated emissions. The greenhouse gas baseline and recommendations made in the report will guide future planning in greenhouse gas reductions.

In 2010 a Sustainability Projects Fund worth \$100,000 was made available to groups or individuals within the University to fund projects that would demonstrate a reduction in greenhouse gas emissions, align with the University's strategic directions and priorities, and deliver a financial return on investment. Projects funded in 2010 included the auditing of infrastructure, equipment and fittings to identify potential energy efficiencies; energy efficiency projects using technological and behavioural change methodologies; the retrofit of inefficient plant and equipment; and carbon offsetting via phytolith bio-sequestered carbon – the product of pioneering University research.



A number of other projects were also conducted in 2010:

A sub-metering system for water and electricity was installed by Facilities Management and Services to monitor every building on the Lismore campus via a web interface. The system allowed the University to measure usage and variation of both resources in real-time, resulting in a range of benefits. The system provided immediate water leak detection and notification, trend analysis for electricity demand management, monitoring and evaluation of energy and water efficiency initiatives, and also relevant data to



monitor behavioural change programs.

Facilities Management and Services also installed one hundred and eighty 215-watt solar panels on the roof of the Student Services Centre at the Lismore campus. The panels have the capacity to produce 32 kW per day in ideal conditions and save 11.68 tonnes of greenhouse gas emissions each year.

The University supported the development of the Lismore campus Food for Thought student garden, which enabled students to demonstrate how to grow food in a no-dig, chemical-free garden and provided a space for teaching about other sustainable living principles and methods.

Teaching and research activities within the School of Environmental Science and Management remained focused on innovative approaches to contemporary issues, including global warming, salinity, sustainable agriculture and forestry. The University-wide sustainability major continued to provide additional opportunities for students of other disciplines to learn about sustainability.

The University held forums and workshops during the year addressing issues such as youth and climate change, climate change adaptation for local government, and sustainable food economies for the region.

With funding from the NSW Ministry of Transport, SCU partnered with Northern Rivers councils, the North Coast Area Health Service and North Coast TAFE to develop the Northern Rivers Carpool website. The free service allowed University staff and students, as well as the broader community, to connect with other commuters travelling the same route at the same time, reducing cars on the road and therefore greenhouse gas emissions.

The University also continued in its role as a founding member of Sustain Northern Rivers. Established in 2008, Sustain Northern Rivers consists of 19 peak regional organisations who communicate, consult and collaborate for action on climate change. The University collaborated on a number of regional projects, including commuter surveys and geographic information system (GIS) mapping, household sustainability assessments, the development of a regional energy strategy and social network analysis.

Our services



Information Technology Services

An IT review commissioned by the Vice Chancellor in September 2009 was delivered in February 2010 and the University immediately set about implementing its recommendations. To ensure the IT environment was positioned to support the current and future needs of the University, the review recommended a restructure of the management and governance of the IT function. Key among these changes was the appointment of a new Chief Information Officer, reporting to the Vice Chancellor, to oversee a portfolio including Information Technology & Telecommunication Services, Flexible Learning Delivery Services and the Library.

The University also began a program of changes to renew the IT landscape. These changes will see the University's systems progressively replaced, modernised or updated to provide integrated 'any time –anywhere' services to staff and students and enable the University to simplify and speed up the adoption of new technologies as they emerge.

Key systems such as finance were upgraded and new online services for students made available. New online services were being progressively rolled out to provide more flexibility in the ways in which students can interact with the University.

To cater for future growth in online service delivery, the University commenced extension and renovation works to the University's primary data centre in Lismore. The extended facility will provide for 10+ years of growth capacity as well as delivering enhanced levels of fault tolerance and availability. Improvements to business continuity capabilities were achieved through a redesign of the University's network. This work laid the foundation that will position the Gold Coast campus data centre to provide

critical services in the event of a major IT disruption at the Lismore data centre.

The changing role of the internet in teaching, learning and research led the University to remove the restrictive internet download quotas previously applied to all students and staff, enabling unconstrained access to online content and education materials.

The considerable uptake of mobile computing and the desire for students and staff to work in new and more flexible ways, saw planning commence for a major expansion of the Lismore campus wireless network that will bring it into line with other campuses.

University Library

Support for research

The institutional repository of research publications, ePublications@SCU, played an important role in the Excellence in Research for Australia (ERA) assessment process by providing access to SCU publications for peer review by ERA assessors. The repository continued to grow, containing a total of 5,962 citations, 1,772 full text articles, and more than 140 personal researcher pages by the end of 2010. There were more than 250,000 downloads of publications to date, indicating a significant level of interest and demand for the research and creative outputs of SCU.

The library offered a number of workshops throughout the year as part of its Research Snapshots series to assist researchers in using resources such as citation indexes and eBooks. Liaison librarians continued to provide specialist research support for staff and postgraduate students from the Schools and Research Centres. Senior library staff were active on various SCU research committees and on the



Queensland University Libraries of Co-operation (QULOC) Research Support Working Party.

Copyright

The Copyright Office provided support and education to staff on the legal use of copyright materials. SCU is part of an agreement under *Part VA Copyright Act 1968* (Copying and communication of broadcasts by educational and other institutions) between Universities Australia and Screenrights. It is a requirement of our Part VA Educational Licence that the University report a sample of the copyright materials used to Screenrights. The licence allows the University to reproduce and communicate copyright material from television and radio for educational purposes.

During 2010, the University participated in the Screenrights monitoring survey. The online survey monitored selected academics from several schools to determine the quantity and identity of material copied under our Part VA Educational Licence so that payment could be distributed to copyright owners.

Services to alumni

The library continued to expand its offerings to alumni during the year. Emerald was the latest addition to the existing suite of databases available. Successful negotiations with Emerald Group Publishing Limited, independent publishers of full text management research information, enabled the University to provide free access for SCU alumni to the Emerald Insight database.

Alumni were also able to get online access to the full text of over 100 Emerald titles, in subject areas that included management, marketing, business, accounting and finance, tourism and hospitality, and organisation studies.

SCU alumni could also register with the library and borrow free of charge. Once registered, users have walk-in borrowing privileges and access to the library's full suite of electronic resources.

Client satisfaction

The library conducted its biennial Client Satisfaction Survey in September, with a response rate of more than 2,300 surveys. The survey was a nationally benchmarked instrument that provided measurable feedback on communication, service quality, service delivery, facilities and equipment and library staff. The survey was benchmarked against 40 other Australian and New Zealand university libraries.

The 2010 results showed a continued improvement over the previous four surveys, placing SCU Library in the top 10 when benchmarked against other universities. Overall results indicated clients were generally satisfied with the services provided by the various campus libraries, with a noteworthy 81.5% satisfaction rating.

Gold Coast and Tweed Heads Library

The Gold Coast and Tweed Heads Library was officially opened by the Vice Chancellor, Professor Peter Lee on March 17. The opening signalled the consolidation of library services for all Gold Coast and Tweed Heads students and staff at the Gold Coast campus. Professor Lee described the need for students to develop high levels of critical literacy skills to be able to evaluate the enormous amount of information available via the internet. He commented that the University library had a vital role to play in the academic life of our students to develop these skills.

Information services were provided by professional library staff to the Gold Coast campus and teaching locations in Tweed Heads. These services included information literacy classes in association with academic programs, library orientation, and individual consultations with students and staff. The library also hosted a number of tours for community and business groups, prospective students and their families.

Improvements at Coffs Harbour Library

Students using the Coffs Harbour Education Campus Library benefited from the reorganisation of computer laboratories during the year. The library training lab and the open lab on level one were enhanced with additional computers available for student use. A multipurpose space was also created with an additional five computers on level two.

The facilities were for general use but also served as training facilities for small group sessions. The group study rooms located on level two contain a mix of equipment for student use, including whiteboards, TV/DVD players and computers. One of these rooms also contains assistive technologies equipment.

Changes to eReserve/RapidPrint

Following a recommendation of the eReserve/RapidPrint review, the user interface for this service was extensively redesigned and upgraded for release to students and staff in April. The interface upgrade was undertaken by a local software company in consultation with the library, FLDS, Digital Printing Services, and IT&TS.

The upgraded interface contained several new features: clearer and easier-to-use screens; search and browse functions by unit code and unit name; direct linking to database articles and websites; and improved connectivity between eReserve and RapidPrint.

Coinciding with these changes, the eReserve service was re-named eReadings in order to better reflect the content of the service and to phase out the outmoded library term.

Library review

Library services were reviewed as part of the University's rolling five-year schedule of organisational reviews. Recommendations from the Panel Review Report and subsequent responses from the Vice Chancellor will feed into the library's planning process in 2011.





Corporate Services

Management Activities

Capital projects continued to be a focus on all campuses of the University during 2010. Following the opening of the Gold Coast campus Foundation Building, planning commenced on the second building. This building will comprise 10 storeys and house teaching, research and office facilities for the disciplines of allied health, tourism, law, education and business.

In Lismore a new swimming pool and refurbished gymnasium were opened while in Coffs Harbour, planning and detailed design for the extension of two buildings was undertaken. Planning for the refurbishment of the National Marine Science Centre was also undertaken. The University received a capital development grant to support these projects in Coffs Harbour.

The new budget process that was introduced in 2009 was refined to incorporate new allocation methodologies for research funds.

Student Services

Student support services

An increase in both counselling and disability clients in 2010 led to the engagement of additional medical staff, including the provision of specialist psychiatric services. Students can bulk-bill the new services in recognition of their often limited financial capacity for psychological services.

Student life

The Office of Sport and Cultural Activities (OSCA)

broadened its scope in 2010 to engage the entire University community by creating opportunities for staff, students and alumni to participate in a broad range of sporting and cultural activities. The inaugural Staff Sports Fun Day involved 230 staff across all campuses in events designed to promote staff networking, good health and wellbeing.

OSCA hosted teams from all NSW and ACT universities at the Eastern University Games held on the Coffs Harbour campus in July. OSCA also screened 35 short films from universities around Australia competing in the National Campus Film Festival Final at the Star Court Theatre in Lismore.

The number of student clubs and societies increased in 2010 and the inter-campus Surf Challenge was established to celebrate the newly formed Boardriders' Club. The annual SCU ski trip saw 35 staff, students and alumni spend a frosty week in the ski fields. A team of 40 staff, students and alumni participated in the Gold Coast Marathon, where SCU sponsored the 10-kilometre event.

The Careers and Employment Service also implemented in 2010 a clear strategy to promote positive graduate outcomes. Additional student careers staff were appointed to oversee a new approach to career development that commences in first year and provides career mentoring throughout a student's experience.

Lismore Campus Student Centre

Student Services receive more than 50,000 incoming calls annually. To facilitate better student inquiry analysis and management, a new contact centre telephony system was introduced in 2010. The ability to monitor and measure contact centre performance via the new system introduced



a high level of accountability to a key component of the business. SCU contact centre services are now externally benchmarked against others both within and outside the sector. The results of that external benchmarking program will enable ongoing process improvements. The data provided by the new contact centre system will enable SCU to determine inquiry triggers, peaks and issues of high student concern.

Gold Coast Shared Services Hub

The Gold Coast Shared Services Hub had its first full year of operation servicing 1,200 postgraduate and undergraduate students based at all three Gold Coast locations in 2010. The Shared Services Hub is fully integrated and provides a one-stop-shop for students and staff.

Enrolment services

The co-ordination and administration of offshore examinations was centralised to the Examination Unit in 2010 and a more flexible schedule encompassing weekend examinations was introduced into the domestic environment. The decision to improve the environmental sustainability of the examination process by the adoption of double-sided printing of examinations was well received and has helped to neutralise the additional costs of offshore exam administration.

Online service enhancements

An on-line application process was implemented in 2010 for internal students wishing to transfer to another SCU course. Building on the success of the internal pilot, the development and testing of a web-based application process for members of the general public will be a priority in 2011.

Class timetabling requests were enabled for staff via e-Academic, and Commonwealth Assistance Notices can be sourced by students via their student portal My Enrolment.

Disability Action Plan

Significant progress was made on the 2008-2010 Disability Action Plan, most notably, the implementation of a Disability Employment Strategy for the University, facilitated by the new 'Guide for the Employment of People with a Disability'. The collection of voluntary equal employment opportunity (EEO) information continued to be promoted, with the University's percentage of staff indicating a disability increasing from 6% to 7% and there was a designation of a Disability Contact Officer in HR to provide assistance with the training and development of staff with a disability.

The University's Equity Outreach Program continued to be expanded, with staff involvement from a number of areas to actively promote assistance options available to local high school students at Southern Cross University.

A number of ongoing objectives continued to be reviewed, including site access audits and the monitoring of electronic terminals across the University to ensure accessibility to people with a disability. The implementation of Disability Awareness training for staff continued to be a priority, with a new Project Officer being employed to progress this objective. A comprehensive review of the 2008-2010 Disability Action plan will commence in mid 2011 with a view to updating it for the period 2011-2015.

Human resource services

The SCU Enterprise Agreement 2010 was approved on August 17. The agreement concluded almost two years of negotiations with the employee unions. The new agreement provided for a number of significant improvements in working conditions and entitlements, including 26 weeks of paid maternity leave. Implementation of the agreement will continue throughout 2011.

An external review of the University's performance management system commenced in 2010 and will be finalised in early 2011. The review seeks to examine current practices, and systems and compliance issues, with the view to improving the quality and outcomes.

The second SCU Staff Survey was conducted in 2010. The survey, conducted by Voice Project Pty Ltd, measures staff engagement and specifically employees' perceptions of management practices within the University. As with the 2008 survey, the results will be communicated to staff and strategies and actions for improvement developed and implemented.

To enhance the new employee induction and orientation process, a new induction program was developed and implemented in 2010. The program, delivered three times each year at all campuses, is structured so that members of the executive and key senior managers meet new employees and provide a brief overview of their portfolio and scope of responsibilities. It also provides an opportunity for new employees to meet each other. The program received positive feedback from both participants and speakers.

Recruitment

A total of 144 job vacancies was advertised in 2010, comprising 53 academic staff vacancies and 91 general staff vacancies. A number of senior appointments were made, including Executive Director, Community and Corporate Relations; Pro Vice Chancellor (Arts and Sciences); Pro Vice Chancellor (Business and Law); Chief Information Officer; Director, Technology Services; Head of College, Gribi; Head, Academic Skills Development Unit; Director, Centre for Plant Sciences; Scientific Director, Centre for Plant Conservation Genetics; and Head, Community Engagement.

Staff development

The SCU training and development calendar was again refreshed in 2010 to ensure it remains responsive to staff and institutional needs. New programs were introduced, including Induction, Embracing Workplace Change, Managing Priorities, No Bullying at SCU, and Dealing with Difficult Customers. Leadership and management



development remained a strong focus for SCU with a new program, the Academic Leadership Program, introduced to build leadership capacity within schools.

SCU continued to promote professional development for academic staff through programs such as Special Studies Leave. This year, 11 academics were granted leave and three academic staff were granted internal release.

Occupational health and safety

A number of health and safety training initiatives were undertaken in 2010, including workstation assessments and group training aimed at reducing the risk of repetitive strain injuries; Mental Health First Aid to enhance the skills of front-line staff working with students; Senior First Aid training and refresher training for employees, many of whom act as designated First Aid Officers for their work unit or area; and Emergency Warden training. In addition, a new Online Contractors Induction program was introduced in 2010, which is compulsory for all suppliers of services to the University.

In the Universities HR Benchmarking Program 2010 (based on 2009 data), the University performed well in relation to average time lost, which measures the number of working days lost per 'lost time occurrence'. It is an indicator of the severity of health and safety incidents occurring in the University. SCU's average was 7.57 days, compared to the sector average of 18.36 days.

In 2010 there were 27 workers' compensation claims, not including 'journey' claims. This represents a small increase on the number of claims in 2009.

With the opening of the Gold Coast campus, additional work was undertaken to ensure compliance with Queensland health and safety legislation. Emergency plans and safe systems of work have been implemented, together with the appointment of an employee to undertake the role of Fire Safety Advisor.

Risk management

Oversight of the University's risk management policy and procedures is provided by the University Council's Audit and Risk Management Committee, ensuring effective governance of the issue.

The University's aim is to adopt a strategy, structure and process to effectively identify and manage, in a timely fashion and at an appropriate level, its exposure to risk. To achieve this, the key strategic risks have been identified and analysed and action plans for the mitigation of unacceptably high risks developed. At the end of 2010, the highest rated risks faced by the University related to the quality of student intake, demand for programs, academic fraud, student retention, loss of or damage to a major capital asset, failure of IT systems and security, and IT business continuity issues.

During 2010, the University, with the assistance of a specialist risk consultant, undertook an exercise to identify its key business continuity risks. This involved training workshops for managers, the development of operational unit business continuity risk matrices, follow-up interviews and the production of a Business Continuity Risk Management Plan.

The University also tested its Critical Incident Response Procedures through an on-campus exercise involving the relevant University departments, NSW Police, the NSW Ambulance Service, NSW Fire Services and other local emergency services.

A Risk Management Report is provided to the University Council for each of its meetings. This report provides a summary of the University's strategic risks and their current rating.

The Operational Plans of all academic and administrative units also include risk management statements.

Insurance

In 2010 the University effected the following forms of insurance cover:

Industrial special risk (property); general and products liability (including casual hirers); professional indemnity; directors and officers; medical malpractice; clinical trials; motor vehicle; corporate travel; marine hull; and workers' compensation.

Premiums for the University's core insurance protections and most ancillary classes remained relatively stable for the 2010/11 protection period. The motor vehicle insurance premium, however, has fallen for the upcoming year due to a reduction in claims. The University will also receive a claims experience discount for both the 08/09 and 09/10 periods.

The cost of corporate travel insurance increased marginally due to the increased number of trips carried out during the year and the premium for marine hull cover increased due to the additional vessels included as a result of the University's purchase of the National Marine Science Centre.

The University's claims record remains very good, but risk management issues and the structure of the insurance portfolio continued to be priority areas for future consideration. New and emerging risks and the degree to which the University is exposed to such risks have been taken into account when determining the limits of insurance, policy deductibles and classes of cover during the annual renewal process.

Facilities Management and Services

Environmental initiatives

The University conducted a planting day involving the five Rotary clubs of Lismore, staff and students at which approximately 200 rainforest and native tree species were planted in the creek bed below the Kellas Street retention pond on the Lismore campus.

Recycling efforts have resulted in an increase of recyclable cardboard to 17 tonnes, 142.7 tonnes of recycled paper, and 25.10 tonnes of confidential paper, which is shredded and added to green waste to form compost. Green waste resulted in 54 tonnes being chipped and 9 tonnes going to compost. Co-mingled waste totalled 5.9 tonnes.

Separate water and electrical energy meters have been installed on the majority of buildings on the Lismore campus, with monitoring via the Building Management System.

Some 40kW of solar panels were installed in late 2010, however absolute energy savings have not yet been obtained due to a delay in fitting a solar data logger.





Financial and Resource Management

Southern Cross University and its controlled entities (the economic entity) is comprised of the following:

- Southern Cross University
- Noresearch Limited
- National Marine Science Centre Pty Ltd
- Australian Plant DNA Bank Limited
- Biobank Pty Ltd

The Financial Statements include the audited financial statements for the economic entity. The audited financial statements for each of the controlled entities are available upon request from findirector@scu.edu.au.

Southern Cross University and its controlled entities reported a consolidated net operating loss of \$565,245 for the year ending 31 December 2010 (2009 \$2.18 million), the University reported a net operating surplus of \$5.4 million (2009 \$3.106 million).

The 2010 financial performance included \$2.972m (2009 \$2.04m) in non-recurrent grants. The adjusted consolidated result is a loss of \$3.54m (2009 adjusted consolidated result profit \$0.02m) which reflects expenses on prior year grant revenue, and increases in salaries and non-salary expenses due to the strategic expansion into the Gold Coast Campus and purchase of the remaining 50% of the National Marine Science Centre Pty Ltd from the University of New England.

Total consolidated revenue from continuing operations was \$167m reflecting an increase of 1.8% on 2009. The majority of the increase in revenue and flow-on to operating surplus arose from Commonwealth Grants. Commonwealth Grants included the Capital Development Pool, Higher Education Loan programs and the Commonwealth Grant scheme.

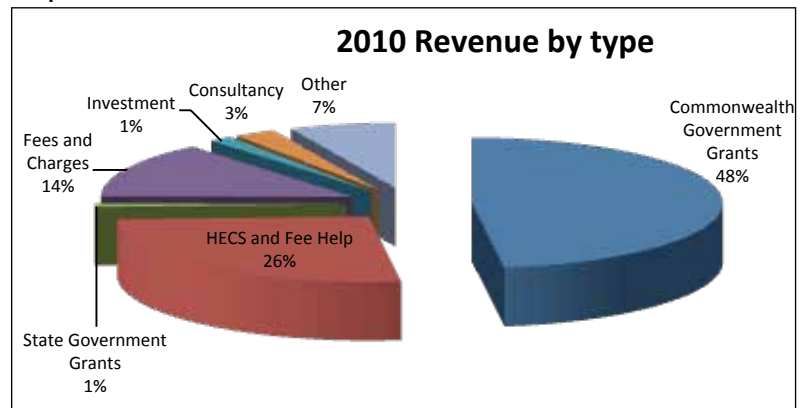
The University's CGS enrolment target of 6402 EFTSL was exceeded by 204 EFTSL resulting in 6606 EFTSL or a 3.2 percent increase. Commonwealth government funding remained an important revenue stream, representing 47.9% of revenue. See graph 1.

Consolidated expenses from continuing operations increased by 3.52% on 2009.

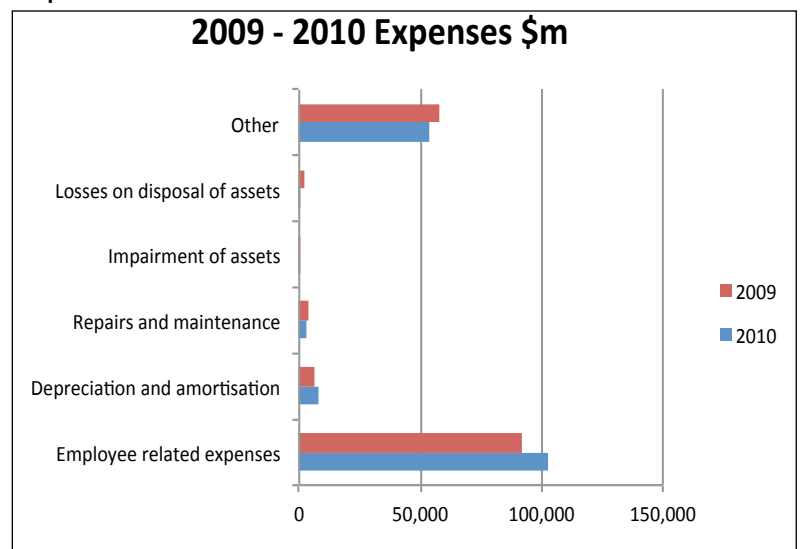
Graph 2 provides an analysis of expenditure by type. Salary costs increased by 12% due to higher staffing numbers and increases in enterprise bargaining.

Other expenses decreased by 8.7%. These included the cost of new non-capitalised equipment of \$2.9m. Significant decreases were made in all areas except for external consultant fees, staff recruitment and travel. These increases were in line with the implementation of strategic initiatives.

Graph 1



Graph 2





Investment Performance

The University's investment funds of \$39.6m as at 31st December 2010 were made up of cash investments (maturing less than 3 months).

The average rate of return is shown below in comparison to the TCorp Cash Hourglass Facility.

Cash Investments	5.78%
TCorp Hourglass Facility - Cash	2.62%

As investments are held as interest bearing deposits and on-call bank deposits the only impact of economic events was on the future earning potential due to lower interest rates, with no impact on the invested values.

Credit card certification

During the 2010 financial year, credit card use was in accordance with both the University's Corporate Credit Card policy and Purchasing policy. These policies are based on the requirements of the New South Wales Treasury.

Credit Card use within the University is largely limited to claimable work related travel expenses and accommodation (excluding airfares), and for minor consumable expenses where the use of credit cards is a more efficient process.

Card holders are required to sign a declaration that their obligations and duties in relation to the use of credit cards have been explained to them before a credit card is issued. Those issued with a credit card can review their expenses on a daily basis via the University's expense management system. On a monthly basis, card holders are required to verify and certify that expenses were for official University business. At this time original tax invoices must be attached to the Acquittal document and forwarded to University administration, where they are matched with the online acquittals which have been examined and authorised by delegated senior officers. The University follows a strict process of reporting of credit cards where they are used outside of policy or not acquitted in a timely manner.

Payment of Accounts

Due to timely payment of accounts, no interest was incurred during 2010.

Land Disposal

No land was disposed in 2010.

Travel

Southern Cross University spent \$5.75 m on travel and related staff development and training in 2010. The travel was for a wide range of purposes including the promotion and marketing of the University and specific programs, visits to overseas partners and the development of new partner relationships, the attendance and presentation of research papers at international and domestic conferences, and research and teaching at affiliated universities.

Consultants

The University engaged a range of consultants to provide recommendations or high level specialist or professional advice to assist in decision making by management. Table 1 lists the consultants used by the University and the fees paid for their services during the year ended 31 December 2010. Table 2 lists those consultancies costing greater than \$30,000.

Table 1: Consultancies costing less than \$30,000

Consultant	No	\$'s
Management Services	4	58,919
Total consultancies costing less than \$30,000		58,919

Table 2: Consultancies costing more than \$30,000

Name	Title	\$'s
JINCHENG TONGDA	COMMERCIAL ACTIVITIES - CHINA	37,109
CONSULTING & IMPLEMENTATION SERVICES	ASSIST WITH GRANT APPLICATIONS	147,741
ROSS CAMPBELL	BUSINESS CONTINUITY	48,120
MANAGEMENT FRONTIERS	PLANNING MACRO FRAMEWORK DB MODEL	69,038
ALBA CAPITAL PARTNERS	REPORT ON GATEWAY BUILDING B	190,000
CPR	BRIEFING ON FEDERAL GOVERNMENT ISSUES	71,500
Total consultancies costing more than \$30,000		563,508

Table 3: Income statement

Southern Cross University Income statement	Actual 2010 \$'000	Budget 2010 \$'000	Budget 2011 \$'000
Revenue from continuing operations			
Australian Government financial assistance			
Australian Government grants	80,043	72,972	78,504
HECS-HELP – Australian Government payments	33,837	34,154	35,594
FEE-HELP	6,976	6,488	6,488
State and local Government financial assistance	1,443	-	-
HECS-HELP – Student Payments	3,256	4,203	4,071
Fees and charges	23,112	23,512	23,940
Investment revenue	2,450	3,250	3,000
Royalties, trademarks and licences	8	-	-
Consultancy and contracts	4,463	5,804	6,976
Other revenue	10,876	8,404	6,718
Total revenue from continuing operations	166,464	158,787	165,290
Investments accounted for using the equity method	552	-	-
Total revenue and income from continuing operations	167,016	158,787	165,290
Expenses from continuing operations			
Employee related expenses	102,799	100,943	109,844
Depreciation and amortisation	7,687	6,500	6,098
Repairs and maintenance	3,294	4,000	7,002
Impairment of assets	171	-	-
Losses on disposal of assets	4	-	-
Investment losses	737	-	-
Deferred Super expense	52	-	-
Other expenses	52,837	47,344	42,347
Total expenses from continuing operations	167,581	158,787	165,290
Operating result from continuing operations	(565)	-	-
Total comprehensive income attributable to members of Southern Cross University	(565)	-	-

Table 4: Statement of financial position

Southern Cross University Statement of financial position	Actual 2010	Budget 2010	Budget 2011
ASSETS			
Current assets			
Cash and cash equivalents	39,637	21,871	37,535
Receivables	7,981	19,000	9,000
Inventories	21	-	20
Other financial assets	-	-	-
Other non-financial assets	2,913	2,300	2,300
Total current assets	50,552	43,171	48,855
Non-current assets			
Receivables	36,923	37,946	38,000
Investments accounted for using the equity method	49	6,900	100
Property, plant and equipment	182,536	184,000	184,000
Investment Properties	1,300	-	-
Intangible Assets	239	-	-
Total non-current assets	221,047	228,846	223,650
Total assets	271,599	272,017	271,722
LIABILITIES			
Current liabilities			
Trade and other payables	8,696	16,000	10,000
Provisions	17,736	18,000	18,000
Other liabilities	8,292	6,900	7,500
Total current liabilities	34,724	40,900	35,500
Non-current liabilities			
Provisions	39,475	34,500	40,000
Total non-current liabilities	39,475	34,500	40,000
Total liabilities	74,199	75,400	75,500
Net assets	197,400	196,617	196,222
EQUITY			
Retained surplus	197,400	196,617	196,222
Parent entity interest	197,400	196,617	196,222



Privacy Management Plan

Section 33(3) of the *Privacy and Personal Information Protection Act 1998 (NSW)* (the Act) requires the University to report on the actions it has taken to comply with the Act and to provide statistical details of any review conducted by or on its behalf.

SCU's first Privacy Management Plan was drafted in 2000. Since then, SCU has instigated the following practical measures to ensure compliance with the privacy principles: staff training on privacy obligations; development of the 'Top 5 privacy tips', used in training and distributed on laminated cards to staff; dissemination of information booklets relating to the role of the Corporate Records Unit; an external audit of medical records held by the Corporate Records Unit; an external privacy audit of our Customer Relationship Management system; and continuous consultation between the SCU Legal Office and Privacy Contact Officer with Student Services, the School of Health and Human Services, Communications and Publications and Marketing and Recruitment and SCU's other units with regard to their privacy needs and obligations.

SCU commissioned a review of its Privacy Management Plan in June 2010. This identified a number of areas of potential further improvement in terms of ensuring compliance with the privacy principles.

Following recommendations arising from that review process, SCU implemented a new Privacy Management Plan, dated 29 June 2010. Its purpose is to demonstrate to members of the public how SCU upholds and respects the privacy of its students, staff and others for whom personal information is held. The plan also acts as a reference tool for SCU staff, to explain how SCU may best meet its privacy

obligations under the *Privacy and Personal Information Protection Act 1998 (NSW)* and the *Health Records and Information Privacy Act 2002 (NSW)*.

The Privacy Management Plan is available online at www.scu.edu.au/privacy.

Reviews Conducted Under Part 5 of the Act

There were no reviews conducted under Part 5 of the Act during 2010.

Right to information

Under the *Freedom of Information Act 1989 (NSW) (FOI Act)*, the University is required to include in its annual report information on the processing of Freedom of Information (FOI) requests received by the University.

From 1 January to 30 June, the University received one new request for access to documents. This application was granted in full and provided to the applicant. This application was completed within the statutory determination period of 0–21 days. The total amount of fees received for FOI applications in 2010 was \$15.

On 1 July the *Government Information (Public Access) Act 2009 (NSW)* (GIPA Act) replaced the FOI Act. From 1 July to 31 December 2010 the University received no applications for access to documents under the GIPA Act.

Procedures are in place to enable anyone wishing to obtain information to do so and the emphasis is on the facilitation of access to documentation wherever possible. As much information as possible regarding the University's affairs is publicly available or accessible through administrative mechanisms.

Equity and Diversity



Trends in the representation of EEO target groups

The University continued to maintain numbers of Indigenous Australian staff and that number was significantly above the NSW benchmark. The representation of academic staff from non-English speaking backgrounds was 10% in 2010, while professional staff from non English speaking backgrounds was 5%. Women comprise 67% of professional staff and 54% of academic staff. Women held 41% of senior positions (academic Level C and above, Professional HEW 10 and above) across the University, which increased from 40% in 2009. In 2010, 5% of professional staff and 8% of academic staff reported disabilities. See Appendix 1.

In alignment with its Strategic Plan 2005–2010, the University's Equity and Diversity Plan (2008–2010) contains specific goals, strategies, performance indicators and completion dates to respond to key equity and diversity matters. The development and implementation of the plan was a significant step in addressing issues of equal opportunity and diversity across the University.

University development program for women

The program included initiatives aimed at assisting with the professional development of academic and professional staff across the University. In 2010, a number of workshops, training sessions and activities were held to support and develop female staff.

Research workshops for female academic staff

A full-day workshop held in June was facilitated by Dr Kath Fisher, Division of Research, and Ms Rachel Callahan, Manager, Equity and Diversity. Some 16 female academic

staff and PhD students attended. The aim of the workshop was for experienced researchers to provide information, strategies and tips on how to establish a research career. The workshop targeted all female academic staff, but particularly those who were in the early stages of developing a research career. The workshop provided an opportunity for academic researchers to form peer networks and begin the process of framing a research plan. The feedback from those who attended was positive and plans are under way to develop an online network of female researchers to enable them to network, seek ideas and discuss issues around their research. It will also serve as a repository of information and papers of interest.

University mentoring program for female academic and general staff

This is a comprehensive scheme targeting female academic and professional staff on all three campuses. A number of workshops were held in the first part of the year titled Advancing Your Career Mentoring Workshop – Being a Mentee. The workshops gave female staff an opportunity to find out how the program works and how it can assist in their professional development. In 2010, eight academic staff and four professional staff worked with a mentor as part of the program.

Academic promotion workshops

A workshop was held in June for female academic staff to address the specific issues and challenges women face in developing research careers and applying for promotions. The workshop included five speakers who shared their expertise and experience with academic women considering applying for promotion at the University.



Promoting SCU's Women's Lunchtime Networking Forum

These forums provided an opportunity for female staff to hear from interesting and inspirational speakers, connect and network with colleagues, exchange ideas on topics that are of interest to them in the workplace, and discuss development and support opportunities for female staff. The structure for each forum included presentations from internal and external key speakers, followed by a facilitated discussion. It gives female staff the opportunity to have input and provide feedback on issues relating to the promotion and support of women at SCU.

In 2010, on the Coffs Harbour campus, 35 academic and professional female staff listened to Brigitte Muir share her inspiring story about becoming the first Australian woman to climb Mount Everest and the first Australian to climb the highest peak on each continent.

Brigitte shared the hardships, tears and laughter of her experiences, telling the group 'Live your dream, don't dream your life'.

On the Lismore campus, more than 50 academic and professional staff attended a lunchtime forum around the theme of women in higher education. Speakers included Vice Chancellor Professor Peter Lee; Jennifer Mossfield, HR Manager Organisational Development; and Associate Professor Rebecca Coyle, Acting Head of the School of Arts and Social Sciences. A question-and-answer session provided an opportunity for speakers and the wider group to engage in discussion.

International Women's Day

International Women's Day was celebrated on March 8 on the Lismore, Coffs Harbour, Gold Coast and Tweed

Heads campuses. Morning teas were held with the theme Empowering Women to End Poverty by 2015. Events included powerful and inspiring speeches, displays showing local and international projects empowering women, storytelling and music. The celebrations were attended by more than 150 staff and students.

Equity and Diversity Contact Scheme

In line with the University's commitment to providing an environment for staff and students that embraces and supports knowledge of and respect for equity and cultural diversity that is free from harassment and discrimination, an Equity and Diversity Contact Scheme was implemented in 2009. There are now 12 Equity and Diversity Contacts across the University. An email to all students and staff is sent out regularly by the Deputy Vice Chancellor, advising them of the scheme. Information about the contacts is on the University equity website and displayed on posters across the campuses.

Courageous Conversations about Race workshops

Workshops under the banner Courageous Conversations about Race were held in November for Equity and Diversity Contacts and all staff. The interactive workshops aimed to further develop cultural competence and literacy among participants by challenging members of the University community to think through the various ways race affects their life and professional practice. Content offered an innovative departure from standard trait-based cultural awareness programs and engaged participants in a more meaningful manner.



SCU Fusion Committee

The Equity and Diversity Office played a major role in the Fusion Committee, which was comprised of more than 50 volunteer staff and students. In 2010, the committee organised successful events on Harmony Day in March and during the four-day Fusion Festival in September. At the Coffs Harbour campus the event was called the Multicultural Fusion Festival.

Events included cultural (art, film, food, music), sporting and social activities, public lectures, and forums. The free events helped to create an inclusive environment, and brought together students, staff and the community to celebrate and embed diversity.

The committee worked with local community groups to organise events on the campuses. An important outcome was the building and sustaining of relationships developed within the University community and within the wider regional community.

Southern Cross University Indigenous Events Co-ordinating Committee (SCUIECC)

National Sorry Day was marked across Coffs Harbour, Gold Coast and Lismore campuses on May 26 with a special guest lecture by Professor Judy Atkinson, Director, Gnibi College of Indigenous Australians. Professor Atkinson delivered her lecture at the Lismore campus and it was broadcast to the other campuses.

Members of the public, staff and students participated in NAIDOC Week activities at SCU's campuses co-ordinated by the committee. Celebrations commenced with the Citizenship Belonging Country art exhibition in the

library at the Lismore campus on July 5. The exhibition featured paintings from Indigenous Aranda artists from Hermannsburg in the MacDonnell Ranges of the Northern Territory – all family members of renowned artist Albert Namatjira. This exhibition exemplified the national theme for NAIDOC Week 2010 – *Unsung Heroes: Closing the Gap by Leading Their Way*. This theme recognised that many unsung Aboriginal and Torres Strait Islander people have made huge contributions to Australian society.

Family days were held at the Gold Coast campus on July 7 and at the Lismore campus on July 9. Both featured bands, arts and crafts, information stalls, face painting, hip hop and didgeridoo workshops, cultural performances, a jumping castle, sausage sizzle and kids' activities. An Aboriginal flag-raising ceremony and barbecue lunch were held at the Coffs Harbour campus.

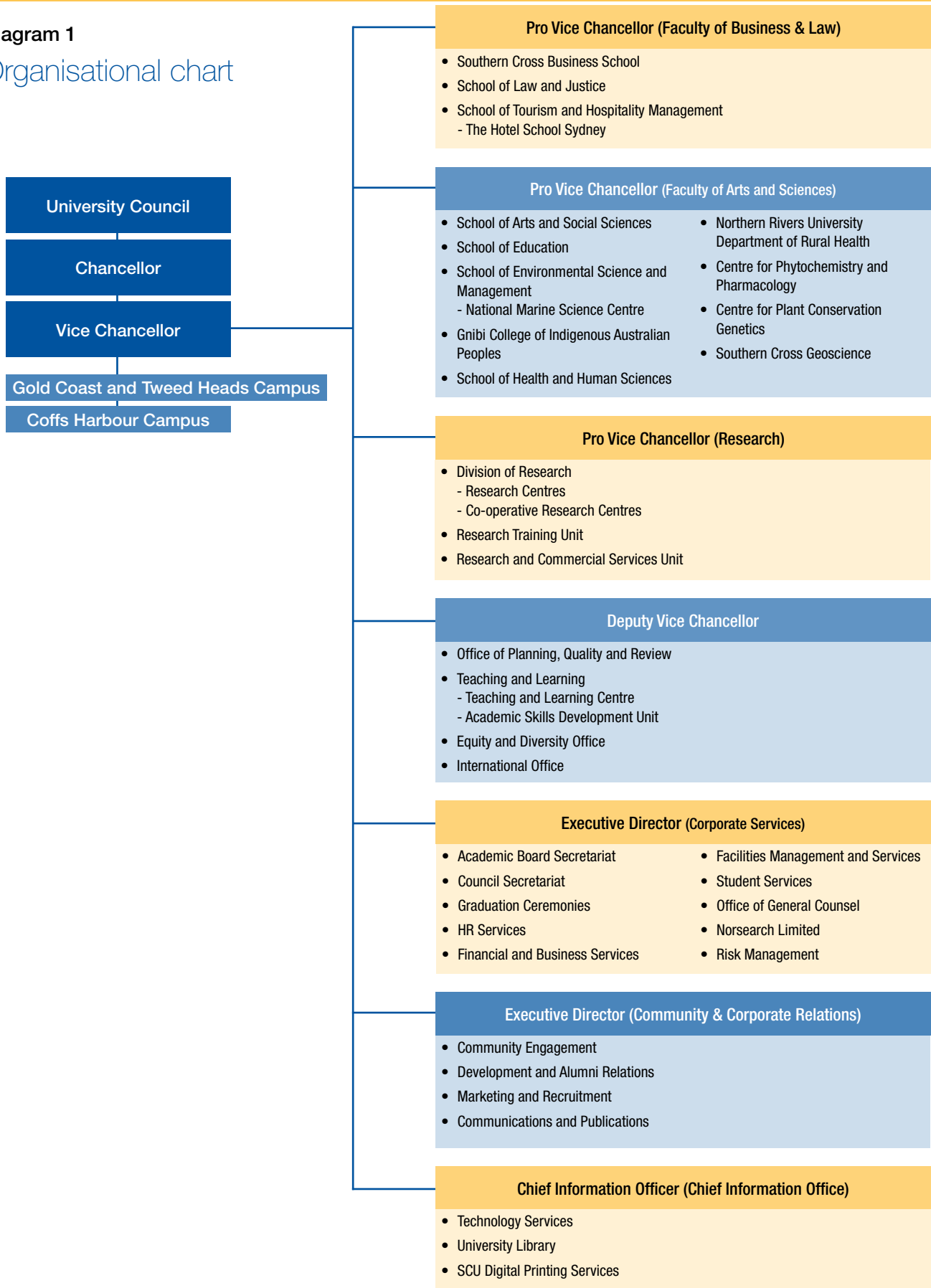
Activities planned for 2011:

- to implement strategies from the University's Equity and Diversity Plan 2011–2015;
- to continue to promote staff and student awareness of equal opportunity and cultural diversity through cultural celebrations, workshops, promotional materials and events;
- to continue to collect and analyse equal employment information for patterns that impact on equal opportunity;
- to continue to expand and enhance the University's development program for women; and
- to expand on Courageous Conversations about Race and Indigenous cultural safety workshops for all staff.

The Southern Cross University Multicultural Policies and Services Program Report 2010 is included at appendix 2.

Management Functions and Structure

Diagram 1
Organisational chart



Executive officers

Vice Chancellor

Professor Peter Lee FTSE, BE(Chemical)(RMIT), PhD(Monash)

Deputy Vice Chancellor

Professor William MacGillivray BSc, PhD(Qld)

Pro Vice Chancellor (Research)

Professor Neal Ryan, BSc, MSc, MPhil, PhD(Griffith)

Pro Vice Chancellor, Faculty of Arts and Sciences

Professor Jennifer Margaret Graham DipOT(NSWCollOccTher), MSc(Brad) (retired October 2010)

Professor Deborah Saltman AM Doctor of Medicine(MD)(UNSW) (appointed October 2010)

Pro Vice Chancellor, Faculty of Business and Law

Professor Mike Evans BEc, MBA, PhD(Adel), FCPA (resigned July 2010)

Professor Peter Croll BSc(Hons), PhD(SHEF) (acting July to December 2010)

Professor Andrew McAuley BA(Hons) PhD (Nottm) MAM MCIM (appointed December 2010)

Chief Information Officer

Mr Allan Morris (GradDipInfoTech) (appointed September 2010)

Executive Director (Corporate Services) and Council Secretary

Malcolm Hugh Marshall BA(CCAE), MBA(CQU), CPA

Executive Director, Community and Corporate Relations

Ms Helen Hughes BA(Qld), (appointed February 2010)

The above persons have been in office since the start of the year unless otherwise stated.

Diagram 2

University Council

Vice Chancellor Committees	Committees of Council
Vice Chancellor's Executive Committee	Audit and Risk Management Committee
Occupational Health & Safety Committee	Audit and Risk Management Committee
Art Acquisition Committee	Appeals Committee
	Finance Committee
	Governance Committee
	Honorary Awards Committee
	Nominations Committee
	Remuneration Committee
	Academic Board
	Committees of Academic Board
	Strategic Standing Committee of Academic Board (SSCAB)
	Programs Committee
	Research Advisory Committee (RAC)
	Higher Degrees Research Committee (HDRC)
	Learning and Teaching Advisory Committee (LTAC)
	School Boards
	Academic Board Appeals Committee
	Boards of Assessors



Boards and committees of Council

Under the *Southern Cross University Act (1993)*, the University Council has the power to delegate functions to an authorised person, or persons and a number of boards and committees have been established to deal with specific areas of University business.

Chancellor's Committee

This committee is the executive committee of council and meets between council meetings to deal with matters of an urgent nature. The Minutes of Chancellor's Committee meetings are forwarded to the next council meeting. The Chancellor's Committee met four times in 2010.

Chair: Chancellor The Hon John Dowd AO QC

Deputy Chancellor: Dr David Cody OAM

Vice Chancellor: Professor Peter Lee

Chair, Academic Board: Dr Adele Wessell

Academic Board

The Academic Board is constituted under the *Southern Cross University Act 1993* and by-laws of the University. Its primary functions are to advise the University Council and the Vice Chancellor on all academic matters, including the formulation of policies and advice on the academic structure and academic development of the University and any matter relating to the University's teaching, learning, research or other academic activity. The Academic Board met six times in 2010.

Chair: Dr Adele Wessell BA(Hons)(UNSW), PhD(UNSW)

Deputy Chair: Dr Robert Smith DipTeach, BA, GradDipHum, MLitt, MA(Hons), PhD(UNE)

A full list of members is included in Appendix 3.

Academic Board Appeals Committee

This committee is a standing sub-committee of the Academic Board for matters relating to student appeals about grades, exclusion for academic reasons and progression.

Strategic Standing Committee of Academic Board

This committee provides advice and recommendations to the Academic Board on all matters of academic policy, planning, development and quality. The committee also

identifies emerging academic issues.

Learning and Teaching Advisory Committee

This committee is a sub-committee of the Academic Board with responsibility for advising on matters related to planning, management, and developments in teaching and learning at the University.

Programs Committee of Academic Board

The Programs Committee is a source of advice and reference to schools and faculties in course and unit planning, development and review. The committee ensures that course submissions, unit statements and course reviews conform to the requirements of, and meet the standards established by the Academic Board.

Research Advisory Committee

The Research Advisory Committee is the principal advisory committee of the Academic Board on issues of research across the University.

Higher Degrees Research Committee

The Higher Degrees Research Committee is the advisory committee to the Academic Board on issues of higher degree research training (including Masters, PhDs and Professional Doctorates) across the University.

School Boards

School boards are sub-committees of the Academic Board. School boards ensure that course submissions, unit statements and course reviews conform to the requirements of, and meet the standards established by the Academic Board.

Boards of Assessors

These boards operate at a school level for session assessment and across the University for trimester and Asian session assessment. They meet to determine grades, monitor student progress and ensure quality in assessment processes.

Summary of major activities in 2010

Course removals:

Bachelor of Business in Hotel and Resort Management with Honours;

Bachelor of Business in Club and Gaming Management;
 Master of Tourism Management;
 Bachelor of Health Science in Nursing;
 Master of Community Development (Emergency Management), Graduate Diploma of Community Development (Emergency Management), and Graduate Certificate in Community Development (Emergency Management);
 Master of Education (Training and Development);
 Graduate Certificate of Professional Development; and
 Master of Tourism and Hotel Management.

Major policy and rule amendments and revisions:

Amendment to Student Assessment Chapter of Academic Policy and Rule 3: Coursework Awards: Student Assessment;
 Amendment to Academic Policy: Definition of a Minor Course Change – Change of Location;
 Amendment to Academic Policy Chapter 4.20 and the addition of a new Appendix 4.20(f);
 Amendment to Annual Course Report – Appendix 2.20(b) of Academic Policy;
 Amendments to the Course Accreditation Submission and Major Course Change Submission templates – Appendices 2.10(d) and 2.10(f)(i) of Academic Policy;
 Rules 3.7 and 3.8 of the Rules for the Academic Board and its committees. These two Rules constitute the terms of reference and membership of LTAC;
 Converged Delivery Update by Professor J Taylor;
 Amendment to the Rules relating to Refunds: Tuition Fees – Overseas Students;
 Amendments to the Rules Relating to Awards; and
 Amendment to Rule 2.2 Rules Relating to Awards – Eligibility for Admission to an Undergraduate Award Course to include Certificate III as a ranked qualification.

Articulation or education collaboration agreements were approved as follows:

Articulation arrangement between SCU and ACIL Training Pty Ltd;
 Articulation arrangement between SCU and Australian Wings Academy;
 Articulation arrangement between SCU and Gold Coast Institute of TAFE (Granting Advanced Standing for Diploma of Music);
 Articulation arrangement between SCU and Sarina Russo Schools Australia;

Revised articulation arrangement between SCU and Gold Coast Institute of TAFE and Commerce and Management programs;

Revised articulation arrangement between SCU Tourism and TAFE NSW;

Articulation between SAE Institute and SCU;

Articulation arrangement between SCU Tourism Awards and Abbey College Australia;

Revised articulation arrangement between Queensland International Business Academy and SCU (Commerce and Management and Tourism awards);

Articulation arrangement between Dalian University and SCU Tourism awards;

Amended articulation arrangement between Strathfield College and SCU;

Articulation arrangement between Blue Mountains Hotel School, China and SCU;

Articulation arrangement between Australian Institute of Professional Counsellors and SCU; and

Articulation arrangement between Sydney Business and Travel Academy (SBTA), Sydney and SCU (Business and Tourism programs).

Other:

New University-wide Procedure – Articulation Agreements;
 Articulation Pathways through formal agreement;
 Discussion on the Strategic Plan 2011–2015;
 Establishing the Centre for Plant Conservation Genetics (CPCG) as Owning Entity for Masters by Thesis and PhD Programs;
 Discussion and response to Academic Board Review and Academic Policy Review Reports; and
 Continuing Professional Learning (CPL) Framework for Teaching and Learning at SCU.

Academic Board elections

At its first meeting in 2010 the Academic Board appointed Dr Adele Wessell to the position of Chair Academic Board for a period of up to six months. The Academic Board underwent a review in 2010 and to maintain consistency in leadership during the review process it was agreed at the August 2010 meeting to suspend the Standing Orders to allow the extension of Dr Wessell’s appointment until March 2011; and at its first meeting in 2010 the Academic Board elected Dr Robert Smith to the position of Deputy Chair of the Academic Board for a two-year term to the first meeting of 2012.

Audit and Risk Management Committee

This committee has the primary objective of assisting council in fulfilling its responsibilities relating to the accounting and reporting practices of SCU. This committee also ensures that the University and its controlled entities have an effective risk management system; have identified the principal strategic, operational and financial risks to which they are exposed; and that systems are in place to facilitate the effective monitoring and management of the principal risks and that timely and accurate information is presented to council. The Audit and Risk Management Committee met eight times in 2010.

Chair: Ms Margot Sweeny

Members: Chancellor The Hon John Dowd AO QC; Mr Neville Newell; Mr John Shanahan; Mr Trevor Wilson; Ms Irene Harrington (term expired in September 2010); Associate Professor Sharon Parry (term expired in September 2010); Dr David V. Cody OAM

Appeals Committee of Council

The function of the Appeals Committee of Council is to hear and determine any matter referred to it under the Student Misconduct Rule 2006.

The structure/membership of the Appeals Committee is to consist of not less than three (3) members of council and not more than five (5), with one being the student member of council.

Chair: Dr David V. Cody OAM (Deputy Chancellor)

Members: Ms Margot Sweeny; Associate Professor Sharon Parry (term expired in September 2010); Professor Peter Harrison (appointed in November 2010); Mr Neville Newell and the student member of council.

Finance Committee

This committee was established to oversee the capital, financial and budgetary arrangements of the University. The Finance Committee met eight times in 2010.

Chair: Mr John Shanahan

Members: Deputy Chancellor Dr David V. Cody OAM; Vice Chancellor Professor Peter Lee; Mr Ron Dowell; Mr Warren Grimshaw AM; Dr Adele Wessell (Chair, Academic Board); Mr Peter Lewis (term expired in September 2010); Ms Margot Sweeny; Ms Janelle Saffin MP; Mr Graham Lancaster (appointed in November 2010).

Governance Committee

The committee has been established to assist the University Council in fulfilling its responsibilities in relation to overall governance of the University, including its compliance with

recommended best-practice governance protocols.

Chair: Trevor Wilson

Members: Ms Irene Harrington (term expired in September 2010); Mr Neville Newell; Mr Warren Grimshaw AM; Mr Ron Dowell (appointed in November 2010); Mr Malcolm Marshall.

Honorary Awards Committee

This committee advises, and makes recommendations as appropriate, on matters concerning the conferring and awarding of honorary degrees and honorary titles. The committee met four times in 2010.

Chair: The Hon John Dowd AO QC (Chancellor)

Members: Deputy Chancellor Dr David V. Cody OAM; Vice Chancellor: Professor Peter Lee

Dr Adele Wessell (Chair, Academic Board); Professor William MacGillivray (Deputy Vice Chancellor);

Associate Professor Sharon Parry (term expired in September 2010); Ms Janelle Saffin MP

Remuneration Committee

This committee performs the annual performance appraisal of the Vice Chancellor and determines the remuneration of the Vice Chancellor.

Chair: The Honourable John Dowd AO QC (Chancellor)

Members: Deputy Chancellor Dr David V. Cody OAM; Mr Trevor Wilson (one external member of Council)

Other Committees

Three other committees and the Tender Board also deal with University business and report through the Vice Chancellor:

1. Vice Chancellor's Executive Committee
This committee deals with all higher-level management issues at the cost centre level and meets weekly.
2. Occupational Health and Safety Committee
This committee investigates, discusses and makes recommendations on occupational health and safety issues and meets monthly.
3. Art Acquisition Committee
The Art Acquisition Committee deals with all art acquisitions made by the University.

Tender Board

This board meets weekly to ensure that the University's policies and procedures for the acquisition of goods and services, tendering and quotations, involving amounts in excess of \$50,000, are properly applied.

Report by members of the University Council

Members of the Southern Cross University Council present their report on the consolidated entity consisting of Southern Cross University and the entities it controlled during the year ending 31 December 2010.

Members of the University Council

The following persons were members of Southern Cross University Council during the whole of the year and up to the date of this report.

Chancellor and Chair of Council: The Hon John Robert Arthur Dowd AO QC

Deputy Chancellor and Deputy Chair of Council: David Vincent Cody OAM MB BS(Syd), PhD(SCU), FRACP, FCSANZ, FACC, FAHA, FAFRM

Vice Chancellor: Professor Peter Lee FTSE, BE(Chemical) (RMIT), PhD(Monash)

Other members:

Warren Albert Grimshaw AM, BBus(NSWIT), ASTC

Ronald J. Dowell GradDipOD(RMIT), MBus(VUT)

Neville Newell

Janelle Anne Saffin MP DipT(NRCAE), BLegS(Macq)

John B Shanahan MCom(Hons)(NSW), FCA, MAICD, SF Fin

Margot Sweeny MEd, BBus, CPA, SA Fin, FAMI, MACS CT, JP

Trevor Stanley Wilson BSc(Griff)

The following members were elected or appointed as indicated and continue in office at the date of this report:

Helen McGregor M.Hlth.Sc., M. Ed. (*appointed* February 2010)

Professor Peter Harrison (*elected* September 2010)

Graham Lancaster (*elected* September 2010)

Matthew Newell (*elected* September 2010)

The Hon Justice Terrence Sheahan AO (*appointed* September 2010)

Alison Page (*appointed* September 2010)

The following were members from the beginning of the year until their resignation or expiry of term of office on the date indicated:

Glenn Davey (*resigned* April 2010)

Ms Ruth Titherington (*appointed interim Student Representative* April 2010 to September 2010)

Associate Professor Sharon Parry (*term expired* September 2010)

Toni Ledgerwood (*term expired* September 2010)

Peter Lewis (*term expired* September 2010)

Irene Harrington (*term expired* September 2010)

Chair of Academic Board

Professor Jim Jackson BCom, LLB(UNSW), LLM(Hons) (Syd), GradDipEd(Tertiary)(DDIAE), PhD(Syd) (*resigned* February 2010)

Dr Adele Wessell (*appointed* February 2010)

Council Secretary

Malcolm Hugh Marshall BA(CCAE), MBA(CQU), CPA.

The numbers of meetings of the Members of Southern Cross University Council and of each Council Committee held during the year ended 31 December 2010, and the numbers of meetings attended by each member are given in the tables below:

Members	Council Meetings		Meetings of Committees					
	A	B	Chancellor's		Audit and Risk Management		Special Audit and Risk Management	
	A	B	A	B	A	B	A	B
J R Dowd AO QC	6	6	6	6	3	7	1	1
P Lee	5	6	5	6	6	7	1	1
D V Cody OAM	6	6	6	6	6	7	1	1
H McGregor	3	5						
G Davey	0	1						
R J Dowell	6	6						
W A Grimshaw AM	4	6			3	3	1	1
I Harrington	3	4						
J Jackson	1	1						
T Ledgerwood	3	4						
P Lewis	4	4						
N Newell	6	6			6	7	1	1
S Parry	3	4			2	3	1	1
J A Saffin MP	5	6						
J B Shanahan	5	6			7	7	1	1
M R Sweeny	4	6			5	7	1	1
T S Wilson	3	6			4	7	1	1
R Titherington	1	3						
A Wessell	4	5	5	6				
M Newell	2	2						
G Lancaster	2	2						
P Harrison	2	2						
T Sheahan AO	0	1						
A Page	0	1						

Members	Meetings of Committees continued									
	Finance		Special Finance		Honorary Awards		Remuneration		Graduate Appointments Committee	
	A	B	A	B	A	B	A	B	A	B
J R Dowd AO QC					4	4	1	1	1	1
P Lee	6	7	1	1	4	4			1	1
D V Cody OAM	6	7	0	1	4	4	1	1		
H McGregor										
G Davey										
R J Dowell	6	7	1	1						
W A Grimshaw AM	3	7	1	1						
I Harrington										
J Jackson										
T Ledgerwood										
P Lewis	1	5	1	1						
N Newell										
S Parry					4	4				
J A Saffin MP	5	7	1	1	4	4			0	1
J B Shanahan	7	7	1	1						
M R Sweeny	6	7	0	1						
T S Wilson							1	1	1	1
R Titherington										
A Wessell	4	7	1	1	3	3				
M Newell										
G Lancaster	1	1								
P Harrison										
T Sheahan AO										
A Page										

A = Number of meetings attended

B = Number of meetings held during the time the member held office or was a member of the committee during this year.

Principal Activities

During the year, the principal continuing activities of the consolidated entity consisted of:

- the provision of facilities for education and research of university standard, having particular regard to the needs of the North Coast region of the State,
- the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry,
- the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community,
- the participation in public discourse,
- the conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards,
- the provision of teaching and learning that engage with advanced knowledge and inquiry,
- the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are sufficient to ensure the integrity of the University's academic programs.

There are no significant changes in the nature of the activities of the consolidated entity during the year.

Review of Operations

	Consolidated		University	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Operating revenue	167,016	164,064	168,523	163,586
Operating expenses	167,581	161,884	168,087	160,480
Operating result before significant items	-565	2,180	436	3,106
Gain on remeasuring existing investment to fair value			5,000	
Net operating result	-565	2,180	5,436	3,106

Southern Cross University and its controlled entities reported a consolidated net operating loss of \$565,245 for the year ending 31 December 2010 (2009 \$2.18 million profit). The University reported a net operating surplus of \$5.4 million for the year ending 31 December 2010 (2009 \$3.106 million profit). The University exceeded the CGS load for student enrolments in 2010 by 3.2%.

There were several significant capital projects completed in 2010 including the official opening and commencement of operation of the Gold Coast campus and the purchase of the remaining 50% of the National Marine Science Centre Pty Ltd from the University of New England. This required having to remeasure the existing 50% investment up by \$5.0 million.

Other capital projects completed included the Multi Purpose Health Clinic and teaching spaces, the Student Services and call centre addition and the SCU Pool complex. These

projects were funded from various federal sources including the Capital Development Pool, and Better Universities Renewal Funding which supplement the Universities capital expenditure.

Significant Changes in State of Affairs

No significant changes were actioned during the year.

Subsequent Matters Affecting Operations

Southern Cross University has transferred all of the activities of National Marine Science Centre Pty Limited into the University from the 1st January 2011. Southern Cross University is not aware of any other matters subsequent to the period reported which would have a material impact on operations.

Future Developments

Disclosure of information regarding likely developments, future prospects and business strategies of the operations of the University in future financial years and the expected results of those operations is likely to result in unreasonable prejudice to the University. Accordingly, this information has not been disclosed in this report.

Environmental Regulation and Performance

The University is subject to various Commonwealth and State environmental regulations. The University Council is unaware of any breach of environmental regulations as they apply to the operations of the University.

Insurance of Officers

Southern Cross University has insured all of the Council Members and Directors of controlled entities against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in their capacity as an officer of the entity, other than conduct involving a wilful breach of duty. The premium for this insurance is paid for by the University.

Legal Proceedings on behalf of SCU

Litigation is in progress against the University relating to a dispute for wrongful termination of an agreement and damages are being sought. Particulars regarding this matter have not been disclosed on the grounds that it may prejudice the outcome of the litigation. This report is made in accordance with a resolution of the members of the Council of Southern Cross University.



*The Honourable John Dowd AO QC
Chancellor
Southern Cross University*

Southern Cross University

Financial Statement
for the year ended
31 December 2010

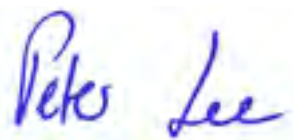
Statement by Members of the Council

In accordance with a resolution of the Council of Southern Cross University and pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983, we state that:

1. The attached is a general purpose financial report and presents a true and fair view of the University's and Consolidated Entity's financial position as at 31 December 2010 and of their performance, as represented by the results of their operations and their cash flows, for the financial year ended on that date;
2. The financial reports have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, Public Finance and Audit Regulation 2010 and the Commonwealth Guidelines for the Preparation of Annual Financial Reports for the 2010 Reporting Period by Australian Higher Education Providers;
3. The financial reports have been prepared in accordance with Australian Accounting Standards (including the AASB Interpretations);
4. We are not aware of any circumstances which would render any particulars included in the financial reports to be misleading or inaccurate;
5. At the time of this certificate there are reasonable grounds to believe that the University and Consolidated Entity will be able to pay their debts as and when they become due and payable;
6. The amount of Commonwealth financial assistance expended during the reporting period was for the purposes for which it was provided.



J.R. Dowd
Chancellor



P. Lee
Vice Chancellor

8th April 2011



GPO BOX 11
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Southern Cross University and controlled entities

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Southern Cross University (the University), which comprise the statement of financial position as at 31 December 2010, the statement of comprehensive income, the income statement, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the consolidated entity. The consolidated entity comprises the University and the entities it controlled at the year's end or from time to time during the financial year.

Auditor's Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the University and the consolidated entity, as at 31 December 2010, and of the financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010
- comply with the 'Financial Statement Guidelines for Australian Higher Education Providers for the 2010 Reporting Period', issued by the Australian Government Department of Education, Employment and Workplace Relations, pursuant to the *Higher Education Support Act 2003*, the *Higher Education Funding Act 1988* and the *Australian Research Council Act 2001*.

My opinion should be read in conjunction with the rest of this report.

University Council's Responsibility for the Financial Statements

The Council of the University is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the Council determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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. 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 statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the University or the consolidated entity
- that they have carried out their activities effectively, efficiently and economically
- about the effectiveness of their internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Aaron Green
Director, Financial Audit Services

15 April 2011
SYDNEY

Income statement for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	80,043	72,962	80,016	72,962
HECS-HELP – Australian Government payments	2	33,837	33,262	33,837	33,262
FEE-HELP	2	6,976	6,264	6,976	6,264
State and local Government financial assistance	3	1,443	1,460	1,443	1,460
HECS-HELP – Student Payments		3,256	3,502	3,256	3,502
Fees and charges	4	23,112	25,622	22,844	25,419
Investment revenue	5	2,450	4,024	3,803	4,946
Royalties, trademarks and licences	6	8	3	8	3
Consultancy and contracts	7	4,463	5,269	4,318	5,242
Other revenue	8	10,876	11,270	12,022	10,526
Total revenue from continuing operations		166,464	163,638	168,523	163,586
Gain on remeasuring existing investment to fair value	35	-	-	5,000	-
Investments accounted for using the equity method	19	552	426	-	-
Total income from continuing operations		167,016	164,064	173,523	163,586
Expenses from continuing operations					
Employee related expenses	9	102,799	91,783	101,880	91,043
Depreciation and amortisation	10	7,687	6,090	7,539	6,083
Repairs and maintenance	11	3,294	4,011	3,207	3,963
Impairment of assets	12	171	365	162	351
Losses on disposal of assets		4	1,711	4	1,711
Investment losses		737	-	-	-
Deferred Super expense	9	52	39	52	39
Other expenses	13	52,837	57,885	55,243	57,290
Total expenses from continuing operations		167,581	161,884	168,087	160,480
Operating result before income tax		(565)	2,180	5,436	3,106
Income tax expense	14	-	-	-	-
Operating result from continuing operations		(565)	2,180	5,436	3,106
Operating result after income tax for the period		(565)	2,180	5,436	3,106
Operating Result attributable to members of Southern Cross University	27	(565)	2,180	5,436	3,106

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

Statement of comprehensive income for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Operating result after income tax for the period		(565)	2,180	5,436	3,106
Net Actuarial gains (losses) recognised in respect of Defined Benefit Plans	29	(292)	144	(292)	144
Total comprehensive income		(857)	2,324	5,144	3,250
Total comprehensive income attributable to members of Southern Cross University		(857)	2,324	5,144	3,250

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

Statement of financial position as at 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	15	39,637	34,171	38,918	33,610
Receivables	16	7,981	9,778	7,934	10,082
Inventories	17	21	28	7	6
Other financial assets	18	-	11,500	9,600	11,500
Other non-financial assets	20	2,913	2,748	2,908	2,748
Total current assets		50,552	58,225	59,367	57,946
Non-current assets					
Receivables	16	36,923	30,668	36,923	30,668
Investments accounted for using the equity method	19	49	6,625	275	283
Property, plant and equipment	22	182,536	174,021	174,677	173,977
Investment Properties	21	1,300	-	-	-
Intangible Assets	23	239	-	239	-
Total non-current assets		221,047	211,314	212,114	204,928
Total assets		271,599	269,539	271,481	262,874
LIABILITIES					
Current liabilities					
Trade and other payables	24	8,696	14,830	9,246	14,693
Provisions	25	17,736	17,043	17,663	16,991
Other liabilities	26	8,292	6,611	8,186	6,611
Total current liabilities		34,724	38,484	35,095	38,295
Non-current liabilities					
Trade and other payables	24	-	5	-	5
Provisions	25	39,475	32,793	39,448	32,780
Total non-current liabilities		39,475	32,798	39,448	32,785
Total liabilities		74,199	71,282	74,543	71,080
Net assets		197,400	198,257	196,938	191,794
EQUITY					
Parent entity interest					
Retained earnings	27	197,400	198,257	196,938	191,794
Parent entity interest		197,400	198,257	196,938	191,794
Total equity		197,400	198,257	196,938	191,794

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

Statement of changes in equity for the year ended 31 December 2010

	Notes	Retained earnings \$'000	Non- controlling Interest \$'000	Total \$'000
Consolidated				
Balance at 1 January 2009		195,933	-	195,933
Operating results		2,324	-	2,324
Total comprehensive income		2,324	-	2,324
Balance at 31 December 2009		198,257	-	198,257
Balance at 1 January 2010		198,257	-	198,257
Operating results		(857)	-	(857)
Total comprehensive income		(857)	-	(857)
Distributions to owners		-	-	-
Contributions from owners		-	-	-
Balance at 31 December 2010	27	197,400	-	197,400
Parent entity				
Balance at 1 January 2009		188,544	-	188,544
Operating results		3,250	-	3,250
Total comprehensive income		3,250	-	3,250
Balance at 31 December 2009		191,794	-	191,794
Balance at 1 January 2010		191,794	-	191,794
Operating results		5,144	-	5,144
Total comprehensive income		5,144	-	5,144
Distributions to owners		-	-	-
Contributions from owners		-	-	-
Balance at 31 December 2010	27	196,938	-	196,938

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

Statement of cash flows for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Cash flows from operating activities					
Australian Government Grants	2 (g)	123,777	109,872	123,658	109,872
OS-HELP(net)	2 (g)	86	(1)	86	(1)
State Government Grants received		1,463	1,894	1,463	1,894
HECS-HELP – Student payments		3,275	3,490	3,275	3,490
Receipts from student fees and other customers		40,227	48,281	40,600	47,219
Dividends received		9	1,132	9	1,132
Joint venture partnership distributions received		1,376	946	1,376	946
Interest received		2,576	3,130	2,547	3,106
Payments to suppliers and employees (inclusive of GST)		(170,328)	(163,192)	(170,791)	(161,938)
GST recovered/paid		4,379	5,488	4,416	5,519
Net cash provided by / (used in) operating activities	39	6,840	11,040	6,639	11,239
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment		1,617	1,033	1,642	1,033
Payments for property, plant and equipment		(9,915)	(33,659)	(9,877)	(33,646)
Proceeds from sale of financial assets		11,500	-	6,500	-
Payments for financial assets		(4,600)	(11,500)	(4,600)	(11,500)
Net cash provided by / (used in) investing activities		(1,398)	(44,126)	(6,335)	(44,113)
Cash flows from financing activities					
Receipts from advances repaid		4	69	4	69
Net cash provided by / (used in) financing activities		4	69	4	69
Net increase / (decrease) in cash and cash equivalents		5,446	(33,017)	308	(32,805)
Cash and cash equivalents at the beginning of the financial year		34,171	67,188	33,610	66,415
Cash and cash equivalents at the end of the financial year	15	39,617	34,171	33,918	33,610

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements
for the year ended 31 December 2010

Note Contents of the notes to the financial statements

1	Summary of significant accounting policies
	Income
2	Australian Government financial assistance including HECS-HELP and other Australian Government loan programmes
3	State and Local Government financial assistance
4	Fees and charges
5	Investment revenue
6	Royalties, trademarks and licenses
7	Consultancy and contracts
8	Other revenue
	Expenses
9	Employee related expenses
10	Depreciation and amortisation
11	Repairs and maintenance
12	Impairment of assets
13	Other expenses
14	Income tax
	Assets
15	Cash and cash equivalents
16	Receivables
17	Inventories
18	Other financial assets
19	Investments accounted for using the equity method
20	Other non-financial assets
21	Investment properties
22	Property, plant and equipment
23	Intangible assets
	Liabilities
24	Trade and other payables
25	Provisions
26	Other liabilities
	Equity
27	Retained surplus
28	Monies held on behalf of third parties
29	Defined Benefit Plan
30	Key management personnel disclosures
31	Remuneration of auditors
32	Contingencies
33	Commitments
34	Related parties
35	Business combinations
36	Subsidiaries
37	Jointly controlled operations and assets
38	Events occurring after the balance sheet date
39	Reconciliation of operating result after income tax to net cash flows from operating activities
40	Financial risk management
41	Disaggregated information
42	Acquittal of Australian Government financial assistance

Notes to the financial statements for the year ended 31 December 2010

Note 1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all years reported, unless otherwise stated.

The financial statements include separate statements for Southern Cross University as the parent entity and the consolidated entity consisting of Southern Cross University and its subsidiaries. Southern Cross University is a Higher Education Provider which has been established under the Southern Cross University Act 1993. The principal address of Southern Cross University is Military Road Lismore NSW 2480.

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, the Public Finance and Audit Act 1983 and the Public Finance and Audit Act Regulations 2010.

Compliance with IFRSs

The financial statements and notes 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 financial statements were authorised for issue by the Members of the Council on 8th April 2011.

Historical cost convention

These financial statements have been prepared on an accruals basis and are based on the historical cost convention.

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 its judgement in the process of applying Southern Cross University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed below:

- Defined benefit superannuation positions
- Provisions for employee entitlements
- Depreciation

b) Basis of consolidation

Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Southern Cross University ("parent entity") as at 31 December 2010 and the results of all subsidiaries for the year then ended. Southern Cross University and its subsidiaries together are referred to in this financial statements as the Group or the consolidated entity.

Subsidiaries are all those entities (including special purpose entities) over which the Group 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 Group controls another entity.

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

Notes to the financial statements for the year ended 31 December 2010

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group.

Intercompany transactions, balances and unrealised gains on transactions between Group entities 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 Group.

Joint ventures

Joint venture operations

The proportionate interests in the assets, liabilities and expenses of a joint venture operation have been incorporated in the financial statements under the appropriate headings. Details of the joint venture are set out in note 37.

Joint venture entities

The interest in a joint venture entity is accounted for in the consolidated financial statements using the equity method and is carried at cost by the parent entity. Under the equity method, the share of the profits or losses of the entity is recognised in the income statement, and the share of movements in reserves is recognised in reserves in the statement of comprehensive income and the statement of changes in equity.

Details relating to the entity are set out in note 19.

c) Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's 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 Southern Cross University's functional and presentation currency.

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 and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement. Qualifying cash flow hedges and qualifying net investment hedges in a foreign operation shall be accounted for by recognising the portion of the gain or loss determined to be an effective hedge in other comprehensive income and the ineffective portion in profit or loss.

Translation differences on non-monetary financial assets and liabilities are reported as part of the fair value gain or loss. Translation differences on non-monetary financial assets and liabilities, such as equities held at fair value through profit and loss, are recognised in profit or loss as part of the fair values gain or loss. Translation differences on non-monetary financial assets are included in the fair value reserve in equity.

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

Notes to the financial statements for the year ended 31 December 2010

Revenue is recognised for the major business activities as follows:

Government grants

The University treats operating grants received from Australian Government entities as income in the year of receipt.

Grants from the government are recognised at their fair value where the Group obtains control of the right to receive the grant, it is probable that economic benefits will flow to the Group and it can be reliably measured.

Student fees and charges

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. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Human resources

Contract revenue is recognised in accordance with the percentage of completion method. The stage of completion is measured by reference to labour hours incurred to date as a percentage of estimated total labour hours for each contract.

Other human resources revenue is recognised when the service is provided.

Interest

Interest is recognised as it accrues using the effective interest method.

Lease income

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

Other Grants

Reciprocal grant income is recognised in the year to which it applies.

e) Income tax

Southern Cross University, Norsesearch Limited, National Marine Science Centre Limited and Australian Plant DNA Bank Limited are exempt from the payment of income tax, and accordingly, no provision for income tax liability or deferred tax asset has been included in the consolidated financial statements.

The subsidiary Biobank Pty Ltd is subject to income tax.

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the notional income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses, only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in controlled entities where the parent entity is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Notes to the financial statements for the year ended 31 December 2010

Deferred tax assets and liabilities relating to the same taxation authority are offset when there is a legally enforceable right to offset current tax assets and liabilities and they are intended to be either settled on a net basis, or the asset is to be realised and the liability settled simultaneously.

Current and deferred tax balances attributable to amounts recognised outside profit and loss are also recognised outside profit and loss.

f) Leases

Leases of property, plant and equipment where the Group has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other long term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term. The University currently has no 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 33). 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.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

g) Business combinations

The acquisition method shall be applied to account for each business combination; this does not include a combination of entities or businesses under common control, the formation of a joint venture, or the acquisition of an asset or a group of assets. The acquisition method requires identification of the acquirer, determining the acquisition date and recognising and measuring the identifiable assets acquired, liabilities assumed, goodwill gained, a gain from a bargain purchase and any non-controlling interest in the acquiree. Identifiable assets acquired, liabilities assumed and any non-controlling interest in the acquiree shall be recognised separately from goodwill as of the acquisition date. Intangible assets acquired in a business combination are recognised separately from goodwill if they are separable, but only together with a related contract, identifiable asset or liability. Acquisition related costs are expensed in the periods in which they are incurred with the exception of costs to issue debt or equity securities, which are recognised in accordance with AASB132 and AASB139.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Measurement of any non-controlling interest in the acquiree is at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Contingent liabilities assumed are recognised as part of the acquisition if there is a present obligation arising from past events and the fair value can be reliably measured. The excess at the acquisition date of the aggregate of the consideration transferred, the amount of any non-controlling interest and any previously held equity interest in the acquiree, over the net amounts of identifiable assets acquired and liabilities assumed is recognised as goodwill (refer to note 1(q)). If the cost of acquisition is less than the fair value of the identifiable net assets of the subsidiary acquired, the difference is recognised directly in the income statement of the acquirer, but only after a reassessment of the identification and measurement of the net assets acquired.

Consideration transferred in a business combination shall be measured at fair value. Where the business combination is achieved in stages, the acquirer shall remeasure previously held equity interest in the acquiree at its acquisition date fair value and recognise the resulting gain or loss in profit or loss.

Where a business combination is achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any resulting gain or loss is recognised in profit or loss.

Notes to the financial statements for the year ended 31 December 2010

h) Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other 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. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

i) Cash and cash equivalents

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

j) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment of receivables is established when there is objective evidence that the Group will not be able to collect all 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 30 days overdue) are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. The amount of the provision is recognised in the income statement.

k) Inventories

Inventories have been valued at lower of cost or net realisable value, on a first in first out basis (FIFO).

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

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

An impairment loss is recognised for any initial or subsequent write down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the balance sheet.

Notes to the financial statements for the year ended 31 December 2010

m) Investments and other financial assets

Classification

The Group classifies its investments in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

Financial assets at fair value through profit or loss

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

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 balance sheet.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the group's management has the positive intention and ability to hold to maturity.

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 balance sheet date.

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

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.

Subsequent measurement

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method. Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are included in the income statement within other income or other expenses in the period in which they arise.

Changes in the fair value of monetary security denominated in a foreign currency and classified as available-for-sale are analysed between translation differences resulting from changes in amortised cost of the security and other changes in the carrying amount of the security. The translation differences related to changes in the amortised cost are recognised in profit or loss, and other changes in carrying amount are recognised in equity. Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Notes to the financial statements for the year ended 31 December 2010

Fair value

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the group establishes fair value by using valuation techniques. These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

Impairment

The Group assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

n) Fair value estimation

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

Entities shall classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices for identical assets or liabilities at the balance sheet date (Level 1). The quoted market price used for financial assets held by the Group is the current bid price.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

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 that is available to the Group for similar financial instruments.

o) Property, plant and equipment

Land, buildings and infrastructure

The cost method of accounting is used for all acquisitions of land, buildings and infrastructure. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition, incidental costs directly attributable to the acquisition and the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period .

The consolidated entity has elected to recognise all land, building and infrastructure at deemed cost. The deemed cost of the non-current assets is the carrying value at 1 January 2004. These values were based on the 2002 independent valuation prepared by a member of the Australian Property Institute.

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 Group 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.

Notes to the financial statements for the year ended 31 December 2010

Plant and equipment

Plant and equipment are measured at cost. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

Plant, equipment and vehicles with an acquisition cost of \$10,000 or greater are capitalised and are recognised in the balance sheet at cost (being purchase price plus incidental costs directly attributable to the acquisition). Individual items of plant and equipment costing less than \$10,000 are treated as an expense in the year of acquisition.

Library collection

The library book collection is measured at cost. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

The University has a rare book collection, which has been capitalised but has not been depreciated due to the unique nature of the collection.

p) Depreciation of non-current assets

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

The annual rates for depreciation are:

	%p.a.
Buildings	1-13
Infrastructure	1-15
Leasehold Improvement	22-27
<i>Plant & equipment</i>	%p.a.
Research equipment	33.3
Vehicles	15 -20
Computer equipment	33.3
Medical, audio visual equipment	15
General equipment	5-10
Library general collection	20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

q) Intangible assets

Intangibles include major IT computer software which is stated at cost less accumulated amortisation and impairment.

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 Group 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 over its expected useful life of 5 years. The amortisation rate is 20% per annum.

Notes to the financial statements for the year ended 31 December 2010

r) **Unfunded Superannuation**

In accordance with the 1998 instructions issued by the Department of Education, Training and Youth Affairs (DETYA) now known as the Department of Education, Employment and Workplace Relations (DEEWR), the effects of the unfunded superannuation liabilities of the University and its controlled entities were recorded in the Income statement and the Statement of Financial Position for the first time in 1998. The prior years' practice had been to disclose liabilities by way of a note to the financial statements.

The unfunded liabilities recorded in the Statement of Financial Position under Provisions have been determined by independent actuaries appointed by each defined benefit plan and relate to the assessment of the gross superannuation liabilities for the defined benefits scheme administered by the SAS Trustee Corporation for the year ended 31 December 2010. These schemes include the State Superannuation Scheme (SSS), the State Authorities Superannuation Scheme (SASS) and the State Authorities Non-Contributory Superannuation Scheme (SANCS).

The details of the actuarial assessment at 31 December 2010 are disclosed in note 29.

Contributions are made by the university to employee superannuation funds and are expensed when incurred.

An arrangement exists between the Australian Government and the State Government to meet the unfunded liability for the University's beneficiaries of the State Superannuation Scheme on an emerging cost basis. This arrangement is evidenced by the State Grants (General Revenue) Amendment Act 1987, Higher Education Funding Act 1988 and subsequent amending legislation. Accordingly the unfunded liabilities have been recognised in the balance sheet under Provisions with a corresponding asset recognised under Receivables. The recognition of both the asset and the liability consequently does not affect the year end net asset position of the University and its controlled entities.

s) **Trade and other payables**

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year, which are unpaid. The amounts are unsecured and are usually paid within 45 days of recognition.

t) **Borrowing costs**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

u) **Provisions**

Provisions for legal claims and service warranties are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the balance sheet date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a finance cost.

Notes to the financial statements for the year ended 31 December 2010

v) Employee benefits

Wages and salaries

Liabilities for short-term employee benefits including wages and salaries, non-monetary benefits and profit-sharing bonuses due to be settled within 12 months after the end of the period are measured at the amount expected to be paid when the liability is settled and recognised in other payables. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

Annual leave and sick leave

The liability for long-term employee benefits such as annual leave and accumulating sick leave is recognised in current provisions for employee benefits as it is not 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.

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. The Actuarial assessment gives consideration to expected 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 Commonwealth government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

All employees of the Group are entitled to benefits on retirement, disability or death from the Group's superannuation plan. The Group has a defined benefit section and a defined contribution section within its plan. The defined benefit section provides defined lump sum benefits based on years of service and final average salary. The defined contribution section receives fixed contributions from Group companies and the Group's legal or constructive obligation is limited to these contributions. The employees of the parent entity are all members of the defined contribution section of the Group's plan.

A liability or asset in respect of defined benefit superannuation plans is recognised in the balance sheet, and is measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, outside the income statement, in the Statement of comprehensive income.

Past service costs are recognised immediately in income, unless the changes to the superannuation fund are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past service costs are amortised on a straight-line basis over the vesting period.

Contributions to the defined contribution fund are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Notes to the financial statements for the year ended 31 December 2010

Termination Benefits

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

w) Rounding of amounts

The Group is of a kind referred to in Class order 98/0100, as amended by Class order 04/667, issued by the Australian Securities and Investments Commission, relating to the "rounding off" of amounts in the financial statements. Amounts in the financial statements have been rounded off in accordance with that Class Order to the nearest thousand dollars, or in certain cases, the nearest dollar.

x) Web site costs

Costs in relation to web sites controlled by a subsidiary arising from development are recognised as an intangible asset if, and only if, in addition to complying with the general requirements described in AASB 138.21 for recognition and initial measurement, the subsidiary can satisfy the requirements in AASB 138.57. When these criteria cannot be satisfied, all expenditure on developing such a web site shall be recognised as an expense when incurred. Expenditure on start-up activities is recognised as an expense when incurred.

y) Goods and services tax (GST)

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

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

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

z) Investment Properties

Investment properties exclude properties held to meet service delivery objectives of the University and its subsidiaries.

Investment properties are initially recognised at cost. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the Group. Where an investment property is acquired at no cost or for nominal consideration, its cost shall be deemed to be its fair value, as at the date of acquisition.

Subsequent to initial recognition at cost, investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset.

Rental revenue from the leasing of investment properties is recognised in the income statement in the periods in which it is receivable, as this represents the pattern of service rendered through the provision of the properties.

Notes to the financial statements for the year ended 31 December 2010

aa) Comparative amounts

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

- (a) the nature of the reclassification;
- (b) the amount of each item or class of items that is reclassified; and
- (c) the reason for the reclassification.

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

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

Reclassification has been made to recognise deferred government superannuation in expense rather than comprehensive income and present deferred government superannuation net of deferred government superannuation contributions. The note in the financial statement affected by this reclassification is Employee related expenses (Note 9). Academic – emerging cost has been amended from \$660,000 to \$586,000, Non-academic – emerging cost has been amended from \$440,000 to \$359,000 and Deferred superannuation expense has been amended from Nil to \$39,000. There has been no change to total comprehensive income.

ab) New accounting standards and interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2010 reporting periods. The following new Accounting Standards and Interpretations, although issued, may not yet be effective.

- AASB 1 First-time Adoption of Australian Accounting Standards as amended by AASB 2010-4, AASB 2010-5, AASB 2010-6 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 3 Business Combinations as amended by AASB 2010-5 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 5 Non-current Assets Held for Sale and Discontinued Operations as amended by AASB 2009-12, AASB 2010-5 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 7 Financial Instruments: Disclosures as amended by AASB 2010-4, AASB 2010-6 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 8 Operating Segments as amended by AASB 2009-12 (2011) and AASB 2010-2(2013);
- AASB 9 Financial Instruments (2013);
- AASB 101 Presentation of Financial Statements as amended by AASB 2010-4, AASB 2010-5 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 102 Inventories (2013) as amended by AASB 2010-2 and AASB 2010-7;
- AASB 107 Statement of Cash Flows as amended by AASB 2010-5 (2011), AASB 2010-2 (2013);
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors as amended by AASB 2009-12 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 110 Events after the Balance Sheet Date as amended by AASB 2009-12 (2011) and AASB 2010-2 (2013);
- AASB 112 Income Taxes as amended by AASB 2009-12, AASB 2010-5 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 116 Property, Plant and Equipment (2013) as amended by AASB 2010-2;
- AASB 117 Leases (2013) as amended by AASB 2010-2;
- AASB 118 Revenue as amended by AASB 2010-5 (2011) and AASB 2010-7 (2013);
- AASB 119 Employee Benefits as amended by AASB 2009-12, AASB 2010-5 (2011) and AASB 2010-2 (2013);
- AASB 120 Accounting for Government Grants and Disclosure of Government Assistance (2013) as amended by AASB 2010-7;
- AASB 121 The Effects of Changes in Foreign Exchange Rates as amended by AASB 2010-5 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 124 Related Party Disclosures (2011) as amended by AASB 2010-2;
- AASB 127 Consolidated and Separate Financial Statements (2013) as amended by AASB 2010-2 and AASB 2010-7;
- AASB 131 Interests in Joint Ventures (2013) as amended by AASB 2010-2 and AASB 2010-7;

Notes to the financial statements for the year ended 31 December 2010

- AASB 132 Financial Instruments: Presentation as amended by AASB 2010-5 (2011) and AASB 2010-7 (2013);
- AASB 136 Impairment of Assets (2013) as amended by AASB 2010-2 and AASB 2010-7;
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets as amended by AASB 2010-5, AASB 2010-6 (2011), AASB 2010-2 and AASB 2010-7 (2013);
- AASB 138 Intangible Assets (2013) as amended by AASB 2010-2;
- AASB 139 Financial Instruments: Recognition and Measurement as amended by AASB 2009-12, AASB 2010-5 (2011) and AASB 2010-7 (2013);
- AASB 140 Investment Property as amended by AASB 2010-5 (2011) and AASB 2010-2(2013);
- AASB 1031 Materiality (2011) as amended by AASB 2009-12;
- AASB 1052 Disaggregated Disclosures (2013) as amended by AASB 2010-2;
- AASB 1053 Application of Tiers of Australian Accounting Standards (2013);
- AASB 2009-12 Amendments to Australian Accounting Standards (1 January 2011);
- AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements (2013);
- AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project(2011);
- AASB 2010-5 Amendments to Australian Accounting Standards (2011);
- AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets (2011);
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) (2013);

It is considered that the impact of these new Standards and Interpretations in future periods will have no material impact on the financial statements of the entity.

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Note 2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programs					
(a) Commonwealth Grant Scheme and Other Grants 42.1					
Commonwealth Grants Scheme #1		63,090	52,672	63,090	52,672
Indigenous Support Program		769	739	769	739
Partnership and Participation Program #2		1,547	323	1,547	323
Disability Support Program		147	67	147	67
Workplace Reform Program		-	679	-	679
Workplace Productivity Program		-	199	-	199
Learning & Teaching Performance Fund		-	603	-	603
Capital Development Pool		2,972	2,042	2,972	2,042
Diversity and Structural Adjustment Fund #3		-	679	-	679
Improving the Practical Component of Teacher Education Initiative		-	358	-	358
Transitional Cost Program		198	412	198	412
Total Commonwealth Grant Scheme and Other Grants		68,723	58,773	68,723	58,773
(b) Higher Education Loan Programs 42.2					
HECS-HELP		33,837	33,262	33,837	33,262
FEE-HELP #4		6,976	6,264	6,976	6,264
Total Higher Education Loan Programs		40,813	39,526	40,813	39,526
(c) Scholarships 42.3					
Australian Postgraduate Awards		1,066	820	1,066	820
International Postgraduate Research Scholarship		112	109	112	109
Commonwealth Education Cost Scholarships #5		(143)	1,073	(143)	1,073
Commonwealth Accommodation Scholarships #5		240	2,427	240	2,427
Indigenous Access Scholarships		22	50	22	50
Total Scholarships		1,297	4,479	1,297	4,479

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

#2 Includes Equity Support Program.

#3 Includes Collaboration and Structural Adjustment Program.

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

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

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Note 2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programs (cont)					
(d) DIISR Research					
	42.4				
Joint Research Engagement Program #6		1,675	1,544	1,675	1,544
Research Training Scheme		3,435	3,494	3,435	3,494
Research Infrastructure Block Grants		363	393	363	393
Implementation Assistance Program		31	66	31	66
Australian Scheme for Higher Education Repositories		-	180	-	180
Commercialisation Training Scheme		35	38	35	38
Sustainable Research Excellence in Universities		446	-	446	-
Total DIISR Research Grants		5,985	5,715	5,985	5,715
(e) Australian Research Council					
	42.6				
(i) Discovery					
	42.6(a)				
Project		476	625	476	625
Fellowships		179	87	179	87
Total Discovery		655	712	655	712
(ii) Linkages					
	42.6(b)				
Infrastructure		170	220	170	220
International		-	7	-	7
Projects		697	520	697	520
Total Linkages		867	747	867	747
Total ARC		1,522	1,459	1,522	1,459
(f) Other Australian Government financial assistance					
Department of Education, Employment and Workplace Relations		481	236	481	236
Foreign Affairs and Trade		19	211	19	211
Murray Darling Basin Commission		643	30	643	30
Innovation, Industry, Science & Research		40	608	40	608
Other		1,333	1,451	1,306	1,451
Total other Australian Government financial assistance		2,516	2,536	2,489	2,536
Total Australian Government financial assistance		120,856	112,488	120,829	112,488
Reconciliation					
Australian Government grants [a + c + d + e + f]		80,043	72,962	80,016	72,962
HECS-HELP payments		33,837	33,262	33,837	33,262
FEE-HELP payments		6,976	6,264	6,976	6,264
Total Australian Government financial assistance		120,856	112,488	120,829	112,488

#6 Includes Institutional Grants Scheme.

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Note 2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programs (cont)					
(g) Australian Government Grants received - cash basis					
CGS and Other DEEWR Grants	42.1	68,723	58,773	68,723	58,773
Higher Education Loan Programs	42.2	42,424	36,956	42,424	36,956
Scholarships	42.3	1,297	4,479	1,297	4,479
DIISR Research	42.4	5,985	5,715	5,985	5,715
ARC grants - Discovery	42.6 (a)	655	712	655	712
ARC grants - Linkages	42.6 (b)	867	747	867	747
Other Australian Government Grants		3,826	2,490	3,707	2,490
Total Australian Government Grants received - cash basis		123,777	109,872	123,658	109,872
OS-Help (Net)	42.7	86	(1)	86	(1)
Total Australian Government funding received - cash basis		123,863	109,871	123,744	109,871

Note 3. State and Local Government financial assistance

New South Wales State and Local Government	533	548	533	548
Queensland Government	397	303	397	303
Western Australian Government	46	9	46	9
Victorian Government	325	159	325	159
South Australian Government	142	431	142	431
Northern Territory Government	-	10	-	10
Total State and Local Government financial assistance	1,443	1,460	1,443	1,460

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Note 4. Fees and charges				
Course fees and charges				
Fee-paying overseas students	19,092	19,645	19,092	19,645
Continuing education	6	9	6	9
Fee-paying domestic postgraduate students	2,441	2,756	2,441	2,756
Fee-paying domestic undergraduate students	162	270	162	270
Fee-paying domestic non-award students	68	67	68	67
Total course fees and charges	21,769	22,747	21,769	22,747
Other non-course fees and charges				
Amenities and service fees	103	102	103	102
Late fees	152	122	152	122
Catering Income	353	378	162	175
Rental charges	308	302	258	302
Student accommodation	267	1,766	266	1,766
Other fees and charges	160	205	134	205
Total other fees and charges	1,343	2,875	1,075	2,672
Total fees and charges	23,112	25,622	22,844	25,419
Note 5. Investment revenue				
Interest	2,450	2,892	2,418	2,868
Dividends	-	1,132	9	1,132
Partnership distributions	-	-	1,376	946
Total investment revenue	2,450	4,024	3,803	4,946
Note 6. Royalties, trademarks and licences				
Royalties, trademarks & licenses	8	3	8	3
Total royalties, trademarks and licences	8	3	8	3
Note 7. Consultancy and contracts				
Consultancy	840	796	808	769
Contract research	3,623	4,473	3,510	4,473
Total consultancy and contracts	4,463	5,269	4,318	5,242

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Note 8. Other revenue					
Donations and bequests		294	209	294	209
Scholarships and prizes		316	325	316	325
Scientific testing		3,716	3,146	3,716	3,146
Sale of goods		260	35	12	35
Cost recoveries		2,935	4,896	5,653	4,896
Miscellaneous sales		1,161	1,012	1,049	630
Library sales		33	68	33	68
Licence Fee		150	178	150	178
Printery sales		210	287	223	293
Conferences and workshops		419	416	148	260
Facilities hire		116	129	113	125
Immersion program		91	125	91	125
Gain on bargain on business combination	35	405	-	-	-
Other revenue		770	444	224	236
Total other revenue		10,876	11,270	12,022	10,526
Note 9. Employee related expenses					
Academic					
Salaries		41,172	35,248	41,172	35,248
Contributions to superannuation and pension schemes:					
Emerging cost ¹		455	586	455	586
Funded		5,050	4,118	5,050	4,118
Payroll tax		2,306	2,371	2,306	2,371
Worker's compensation		229	289	229	289
Long service leave expense		521	919	521	919
Annual leave		370	323	370	323
Other		409	398	409	398
Total academic		50,512	44,252	50,512	44,252
Non-academic					
Salaries		41,239	37,373	40,503	36,777
Contribution to funded superannuation and pension schemes:					
Emerging cost ¹		266	359	266	359
Funded		5,417	5,110	5,333	5,049
Payroll tax		3,010	2,661	2,949	2,609
Worker's compensation		295	324	293	318
Long service leave expense		1,391	980	1,371	966
Annual leave		24	182	9	173
Other		645	542	644	540
Total non-academic		52,287	47,531	51,368	46,791
Total employee related expenses		102,799	91,783	101,880	91,043
Deferred superannuation expense	29	52	39	52	39
Total employee related expenses, including deferred government employee benefits for superannuation		102,851	91,822	101,932	91,082

¹ For 2010 deferred employment benefits for superannuation are presented net of deferred government superannuation contributions. As a result, the 2009 figures have been reclassified.

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Note 10. Depreciation and amortisation				
Depreciation				
Buildings and infrastructure	4,458	3,746	4,382	3,746
Leasehold Improvements	205	150	205	150
Plant and equipment	2,610	1,717	2,539	1,710
Library collection	406	477	405	477
Total depreciation	7,679	6,090	7,531	6,083
Amortisation				
Software	8	-	8	-
Total amortisation	8	-	8	-
Total depreciation and amortisation	7,687	6,090	7,539	6,083

Note 11. Repairs and maintenance

Buildings and grounds	3,294	4,011	3,207	3,963
Total repairs and maintenance	3,294	4,011	3,207	3,963

Note 12. Impairment of Assets

Bad and doubtful debts	171	365	162	351
Total impairment of assets	171	365	162	351

Note 13. Other expenses

Scholarships, grants and prizes	4,344	5,038	4,344	5,038
Non-capitalised equipment	2,959	6,562	2,869	6,546
Advertising, marketing and promotional expenses	3,058	3,275	3,017	3,262
Equipment maintenance, rental and hire charges	541	665	525	650
Audit fees, bank charges, legal costs, insurance and taxes	2,259	2,364	2,188	2,319
Printing and stationery	1,128	1,117	1,106	1,110
Postage, freight and courier	555	673	552	672
Property and facility costs	5,170	4,318	4,779	4,121
Subscriptions to Industry	405	426	392	423
Software purchases, licences, consultancy	1,610	1,981	1,602	1,975
Books, serials and library subscriptions	2,024	2,051	2,013	2,051
Operating lease rental expense - minimum lease payments	1,423	1,611	1,423	1,610
Telecommunications	1,354	1,540	1,324	1,539
Travel and related staff development and training	5,757	5,147	5,642	5,091
Write down of investments	212	100	212	100
Loans written back	50	-	50	-
Fees paid	8,627	9,710	11,850	9,574
Contributions to Collaborative Research Centres	741	868	741	868
Education providers	6,299	6,821	6,299	6,821
Laboratory consumables	875	948	872	948
Other expenses	3,446	2,670	3,443	2,572
Total other expenses	52,837	57,885	55,243	57,290

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Note 14 . Income tax				
(a) Income tax expense				
Current tax	-	-	-	-
Aggregate income tax expense	-	-	-	-
(b) Numerical reconciliation of income tax expense to prima facie tax payable				
Operating result from continuing operations before income tax expense	-	5	-	-
Tax at the Australian tax rate of 30% (2009 30%)	5	(1)	-	-
Reduction of deferred tax from previous year	(5)	1	-	-
Income tax expense	-	-	-	-
(c) Deferred tax assets				
Deferred tax assets not brought to account, the benefits of which will only be realised if the conditions for deductibility set out in Note 1 are satisfied.				
- operating losses	-	5	-	-
Balance of franking account at year end adjusted for franking credits arising from payment of provision for income tax and dividends recognised as receivables, franking debits arising from payment of proposed dividends and any credits that may be prevented from distribution in subsequent years.				
	-	-	-	-
Note 15. Cash and cash equivalents				
Cash at bank	2,611	5,649	1,901	5,593
Petty cash	26	22	17	17
Deposits at call	37,000	28,500	37,000	28,000
Total cash and cash equivalents	39,637	34,171	38,918	33,610
(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 cash flow statement as follows:				
Balances as above	39,637	34,171	38,918	33,610
Balance per cash flow statement	39,637	34,171	38,918	33,610
(b) Cash at bank and on hand				
These are at variable interest rates.				
(c) Deposits at call				
The deposits are bearing interest rates between 5.55% and 6.13% (2009 – 5.00% and 5.4%).				
These deposits have an average maturity of 69 days (2009:80 days)				

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Note 16. Receivables				
Current				
Student fees	1,887	1,052	1,887	1,052
Trade debtors	5,681	6,985	5,620	7,276
Less: Provision for impaired receivables	(1,025)	(964)	(999)	(948)
	6,543	7,073	6,508	7,380
Other debtors	1,438	2,705	1,426	2,702
Total current receivables	7,981	9,778	7,934	10,082
Non-current				
Deferred government contribution for superannuation	36,588	30,259	36,588	30,259
Other debtors	-	50	-	50
Tweed Heads land	335	359	335	359
Total non-current receivables	36,923	30,668	36,923	30,668
Total receivables	44,904	40,446	44,857	40,750

(a) Impaired receivables

As at 31 December 2010 current receivables of the group with a nominal value of \$1,024,934 (2009:\$963,736) were impaired. The amount of the provision was \$1,024,934 (2009: \$963,736). The individually impaired receivables relate to student fees not yet collected and a wide variety of trade debtors .

The ageing of these receivables is as follows:

0 to 3 months	97	8	97	8
3 to 6 months	85	142	79	132
Over 6 months	843	814	823	808
	1,025	964	999	948

As of 31 December 2010, current receivables of \$1,550,045 (2009: \$602,606) were past due but not impaired.

The unimpaired receivables relate to student fees not yet collected and a wide variety of trade debtors .

The ageing of these receivables is as follows:

0 to 3 months	-	-	-	-
3 to 6 months	1,547	599	1,513	593
Over 6 months	4	3	-	3
	1,551	602	1,513	596

Movements in the provision for impaired receivables are as follows:

At 1 January	964	1,251	948	1,251
Provision for impairment recognised during the year	1,025	964	999	948
Receivables written off during the year as uncollectable	104	(669)	104	(669)
Unused amount reversed	(1,068)	(582)	(1,052)	(582)
	1,025	964	999	948

The creation and release of the provision for impaired receivables has been included in "other expenses" in the income statement. Amounts charged to the provision are generally written off when there is no expectation of recovering additional cash.

The other amounts within receivables do not contain impaired assets and are not past due. Based on credit history, it is expected that these amounts will be received when due.

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000

Note 17. Inventories

Current

At cost	21	28	7	6
---------	----	----	---	---

Note 18. Other financial assets

Current

Term Deposits	-	11,500	-	11,500
Total current other financial assets	-	11,500	-	11,500

Non-current

Other investments	-	-	9,600	-
Total non-current other financial assets	-	-	9,600	-
Total other financial assets	-	11,500	9,600	11,500

Changes in fair values of other financial assets at fair value through profit or loss are recorded in other income in the income statement (note 8).

Note 19. Investments accounted for using the equity method

Current

Investments in jointly controlled entities	49	6,625	275	283
Total investments accounted for using the equity method	49	6,625	275	283

Reconciliation

Balance at 1 January	6,625	7,145	283	283
Share of profit for the year	552	426	-	-
Dividends	(1,385)	(946)	-	-
Additions/disposals	(5,743)	-	(8)	-
Balance at 31 December	49	6,625	275	283

Jointly controlled entities

Name of Entity	Description	Ownership Interest	
		2010 %	2009 %
Australasian Institute of Hotel Management	Professional development services for participants in the hotel industry	43	43
National Marine Science Centre Pty Limited #	Marine science research and education	100	50
Coffs Harbour Technology Park Limited	Real estate development	33	33
CRC for Sustainable Tourism Pty Ltd	Research and development on the sustainability of the tourism industry.	-	6.62
Puragrain Pty Limited	Create, develop and exploit intellectual property connected with grain products	-	50
Grain Foods CRC Limited	Research and development in grain foods.	-	41.3
CRC Care Pty Ltd	Research and development in contamination assessment and remediation.	6.04	6.83
Rail CRC Limited	Research and development in rail.	5.9	6
CRC Forestry Limited	Research and development in forestry	4	4

* National Marine Science Centre Limited became a subsidiary of the University on 1st May 2010

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010	2009	2010	2009
		\$'000	\$'000	\$'000	\$'000

Note 19. Investments accounted for using the equity method (cont)

Summarised financial information in respect of jointly controlled entities is set out below.

Financial Position

Current assets	2,138	4,646	275	283
Non-current assets	545	5,192	-	-
Total assets	2,683	9,838	275	283
Current liabilities	991	1,529	-	-
Non-current liabilities	-	-	-	-
Total liabilities	991	1,529	-	-
Share of jointly controlled entities' net assets	1,692	8,309	275	283

Financial Performance

Income	6,858	8,602	-	-
Expenses	(6,306)	(8,176)	-	-
Profit/(loss)	552	426	-	-
Share of jointly controlled entities' profit/(loss)	552	426	-	-

Capital commitments and contingent liabilities arising from the entities interests in joint ventures are disclosed in notes 33 and 32 respectively.

Note 20. Other non-financial assets

Current

Prepayments	2,913	2,748	2,908	2,748
Total current other non-financial assets	2,913	2,748	2,908	2,748

Note 21. Investment properties

At Fair value

Opening balance at 1 January	-	-	-	-
Acquisition of subsidiary	1,300	-	-	-
Closing balance at 31 December	1,300	-	-	-

(a) Amounts recognised in profit and loss for investment properties

Rental income	65	-	-	-
Direct operating expenses (rent generating properties)	(26)	-	-	-
Other direct operating expenses	(34)	-	-	-
Total recognised in profit and loss	5	-	-	-

(b) Valuation basis

The value of the Units at 31 December 2010 is the last current fair market value of the individual Condominiums identified with vacant possessions

The valuation was determined by the Directors of National Marine Science Centre Pty Ltd based on prior year valuation.

Notes to the financial statements
for the year ended 31 December 2010

Note 22. Property, plant and equipment

	Construction in progress	Land	Buildings	Plant and equipment	Leasehold improvements	Library	Other plant and equipment*	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Consolidated								
At 1 January 2009								
- Cost	7,324	11,783	125,555	21,802	-	9,462	14,783	190,709
Accumulated depreciation	-	-	(17,224)	(14,487)	-	(8,286)	(1,515)	(41,512)
Net book amount	7,324	11,783	108,331	7,315	-	1,176	13,268	149,197
Year ended 31 December 2009								
Opening net book amount	7,324	11,783	108,331	7,315	-	1,176	13,268	149,197
Additions	24,324	950	3,650	4,112	279	344	-	33,659
Assets included in a disposal group classified as held for sale and other disposals	-	-	-	(1,557)	-	-	-	(1,557)
Depreciation charge	-	-	(3,429)	(1,717)	(150)	(477)	(317)	(6,090)
Depreciation written back	-	-	-	521	-	-	-	521
Transfers	(2,802)	-	2,516	-	286	-	-	-
Write-offs	-	-	(1,709)	-	-	-	-	(1,709)
Closing net book amount	28,846	12,733	109,359	8,674	415	1,043	12,951	174,021
At 31 December 2009								
- Cost	28,846	12,733	130,012	24,357	565	9,806	14,783	221,102
- Valuation	-	-	-	-	-	-	-	-
Accumulated depreciation	-	-	(20,653)	(15,683)	(150)	(8,763)	(1,832)	(47,081)
Net book amount	28,846	12,733	109,359	8,674	415	1,043	12,951	174,021
Consolidated								
Year ended 31 December 2010								
Opening net book amount	28,846	12,733	109,359	8,674	415	1,043	12,951	174,021
Acquisition of subsidiary	-	1,500	5,928	325	-	3	181	7,937
Additions	5,152	-	-	4,405	-	345	13	9,915
Assets included in a disposal group classified as held for sale and other disposals	(257)	-	-	(2,223)	-	(60)	(2)	(2,542)
Depreciation charge	-	-	(4,106)	(2,610)	(205)	(405)	(353)	(7,679)
Depreciation written back	-	-	-	823	-	60	1	884
Transfers	(29,727)	289	23,467	4,110	391	-	1,470	-
Write-offs	-	-	-	-	-	-	-	-
Closing net book amount	4,014	14,522	134,648	13,504	601	986	14,261	182,536
At 31 December 2010								
- Cost	4,014	14,522	159,407	30,974	956	10,096	16,444	236,413
Accumulated depreciation	-	-	(24,759)	(17,470)	(355)	(9,110)	(2,183)	(53,877)
Net book amount	4,014	14,522	134,648	13,504	601	986	14,261	182,536

* Other Plant and Equipment includes infrastructure

Notes to the financial statements
for the year ended 31 December 2010

Note 22. Property, plant and equipment (cont)

	Construction in progress	Land	Buildings	Plant and equipment	Leasehold improvements	Library	Other plant and equipment*	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parent entity								
At 1 January 2009								
Cost	7,324	11,783	125,555	21,746	-	9,462	14,783	190,653
Accumulated depreciation	-	-	(17,224)	(14,469)	-	(8,286)	(1,515)	(41,494)
Net book amount	7,324	11,783	108,331	7,277	-	1,176	13,268	149,159
Year ended 31 December 2009								
Opening net book amount	7,324	11,783	108,331	7,277	-	1,176	13,268	149,159
Additions	24,324	950	3,650	4,099	279	344	-	33,646
Assets included in a disposal group classified as held for sale and other disposals	-	-	-	(1,556)	-	-	-	(1,556)
Depreciation charge	-	-	(3,429)	(1,710)	(150)	(477)	(317)	(6,083)
Depreciation written back	-	-	-	520	-	-	-	520
Transfers	(2,802)	-	2,516	-	286	-	-	-
Write-offs	-	-	(1,709)	-	-	-	-	(1,709)
Closing net book amount	28,846	12,733	109,359	8,630	415	1,043	12,951	173,977
At 31 December 2009								
Cost	28,846	12,733	130,012	24,289	565	9,806	14,783	221,034
Accumulated depreciation	-	-	(20,653)	(15,659)	(150)	(8,763)	(1,832)	(47,057)
Net book amount	28,846	12,733	109,359	8,630	415	1,043	12,951	173,977
	Construction in progress	Land	Buildings	Plant and equipment	Leasehold improvements	Library	Other plant and equipment*	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parent entity								
Year ended 31 December 2010								
Opening net book amount	28,846	12,733	109,359	8,630	415	1,043	12,951	173,977
Additions	5,152	-	-	4,367	-	345	13	9,877
Assets included in a disposal group classified as held for sale and other disposals	(257)	-	-	(2,197)	-	(60)	(2)	(2,516)
Depreciation charge	-	-	(4,034)	(2,539)	(205)	(405)	(348)	(7,531)
Depreciation written back	-	-	-	809	-	60	1	870
Transfers	(29,727)	289	23,467	4,110	391	-	1,470	-
Write-offs	-	-	-	-	-	-	-	-
Closing net book amount	4,014	13,022	128,792	13,180	601	983	14,085	174,677
At 31 December 2010								
Cost	4,014	13,022	153,479	30,568	956	10,092	16,263	228,394
Accumulated depreciation	-	-	(24,687)	(17,388)	(355)	(9,109)	(2,178)	(53,717)
Net book amount	4,014	13,022	128,792	13,180	601	983	14,085	174,677

* Other Plant and Equipment includes infrastructure

(a) Valuations of land and buildings - The valuation basis of land and buildings is deemed cost. Refer to Note 1.

(b) No non-current assets have been pledged as security by the parent entity and its controlled entities.

Notes to the financial statements
for the year ended 31 December 2010

Notes	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Note 23. Intangible Assets				
Computer Software only				
Year ended 31 December 2010				
Opening net book amount	-	-	-	-
Additions - Internal development	71	-	71	-
Additions - Separately acquired	176	-	176	-
Amortisation charge	(8)	-	(8)	-
Closing net book amount	<u>239</u>	<u>-</u>	<u>239</u>	<u>-</u>
At 31 December 2010				
Cost	247	-	247	-
Accumulated amortisation and impairment	(8)	-	(8)	-
Net book amount	<u>239</u>	<u>-</u>	<u>239</u>	<u>-</u>
Closing net book amount	<u>239</u>	<u>-</u>	<u>239</u>	<u>-</u>
Note 24. Trade and other payables				
Current				
OS-HELP Liability to Australian Government	129	43	129	43
Payables and accrued expenses	8,567	14,787	9,117	14,650
Total current trade and other payables	<u>8,696</u>	<u>14,830</u>	<u>9,246</u>	<u>14,693</u>
Non-current				
Funds held in trust	-	5	-	5
Total non-current trade and other payables	<u>-</u>	<u>5</u>	<u>-</u>	<u>5</u>
Total trade and other payables	<u>8,696</u>	<u>14,835</u>	<u>9,246</u>	<u>14,698</u>

Notes to the financial statements
for the year ended 31 December 2010

	Notes	Consolidated		Parent entity	
		2010	2009	2010	2009
		\$'000	\$'000	\$'000	\$'000
Note 25. Provisions					
Current provisions expected to be settled within 12 months					
Employee benefits					
Annual leave		5,278	4,906	5,237	4,870
Long service leave		1,744	1,550	1,721	1,534
Subtotal		7,022	6,456	6,958	6,404
Current provisions expected to be settled after more than 12 months					
Employee benefits					
Annual leave		1,948	1,927	1,939	1,927
Long service leave		8,766	8,660	8,766	8,660
Subtotal		10,714	10,587	10,705	10,587
Total current provisions		17,736	17,043	17,663	16,991
Non-current					
Employee benefits					
Long service leave		2,307	2,110	2,280	2,097
Defined benefit obligation	29	37,168	30,683	37,168	30,683
Total non-current provisions		39,475	32,793	39,448	32,780
Total provisions		57,211	49,836	57,111	49,771

Accounting policy for recognising actuarial gains/losses

The measurement and recognition criteria relating to employee benefits has been included in Note 1 of the financial statements.

Defined benefit obligation assumptions are disclosed in Note 29.

(a) Movements in provisions

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

Consolidated - 2010	Provision	Provision	Provision	Total
	Annual Leave	LSL	Superann.	\$'000
Carrying amount at start of year	6,833	12,320	30,683	49,836
Amounts used	(5,122)	(1,474)	-	(6,596)
Provisions recognised/ reversed	5,515	1,971	6,485	13,971
Carrying amount at end of year	7,226	12,817	37,168	57,211

Notes to the financial statements
for the year ended 31 December 2010

Consolidated		Parent entity	
2010	2009	2010	2009
\$'000	\$'000	\$'000	\$'000

Note 26. Other liabilities

Current

Australian Government unspent financial assistance	3,100	1,580	3,100	1,580
Student fees & other income in advance	5,192	5,031	5,086	5,031
Total current other liabilities	8,292	6,611	8,186	6,611
Total current other liabilities	8,292	6,611	8,186	6,611

Note 27. Retained earnings

Retained surplus

Movements in retained surplus were as follows:

Retained surplus at 1 January	198,257	195,933	191,794	188,544
Total other comprehensive income	(292)	144	(292)	144
Operating result for the period	(565)	2,180	5,436	3,106
Retained surplus at 31 December	197,400	198,257	196,938	191,794

Note 28. Monies held on behalf of third parties

The following is a summary of the transactions in the monies held on behalf of third parties:

Cash at the beginning of the financial year	1,570	1,399	1,570	1,399
Add: Receipts	467	458	467	458
Less: Expenditure	(650)	(287)	(650)	(287)
Closing cash balance at the end of the financial year	1,387	1,570	1,387	1,570

The parent entity holds money on behalf of parties involved in the Coffs Harbour Education Campus (CHEC), and Club Management Australia (2009 only).

These monies are excluded from the financial report as the parent entity cannot use them for the achievement of its objectives.

Notes to the financial statements
for the year ended 31 December 2010

Note 29. Defined benefit plans

General description of the type of plan

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:
State Authorities Superannuation Scheme (SASS)
State Superannuation Scheme (SSS)
State Authorities Non-contributory Superannuation Scheme (SANCS).

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership.
All the Schemes are closed to new members.

The University expects to make a contribution of \$846,034 (2009:\$1,033,005) to the defined benefit plan during the next financial year.

The principal assumptions used for the purposes of the actuarial valuations were as follows (expressed as weighted averages):

	2010 (%)	2009 (%)
Discount rate	5.59	5.81
Expected return on plan assets	8.60	8.30
Expected salary increase rate	4.00	4.00
Salary increase rate (excluding promotional increases)	3.50	3.50
Rate of CPI Increase	2.50	2.50

The analysis of the plan assets and the expected rate of return at the balance sheet date is as follows:

	2010 (%)	2009 (%)
Australian equities	33.70	33.10
Overseas equities	29.30	26.80
Australian fixed interest securities	5.70	5.80
Overseas fixed interest securities	2.90	4.10
Property	9.50	9.20
Cash	6.10	7.80
Other	12.80	13.20
Expected rate of return on plan assets backing current pension liabilities	8.30	8.30
Expected rate of return on plan assets backing other liabilities	7.30	7.30

The overall expected rate of return is a weighted average of the expected returns of the various categories of plan assets held. The University's assessment of the expected returns is based on historical return trends and actuarial predictions of the market for the asset in the next twelve months.

The history of experience adjustments is as follows:

	Total 2010 \$'000	Total 2009 \$'000	Total 2008 \$'000	Total 2007 \$'000	Total 2006 \$'000
Fair value of plan assets	(37,357)	(39,973)	(36,719)	(49,222)	(47,002)
Present value of defined benefit obligation	74,525	70,656	76,880	60,492	63,297
Surplus/(deficit)	37,168	30,683	40,161	11,269	16,294
Experience adjustments on plan liabilities	3,079	(8,131)	17,064	(4,595)	(4,242)
Experience adjustments on plan assets	2,738	(1,545)	11,946	(340)	(3,615)

Notes to the financial statements
for the year ended 31 December 2010

Note 29. Defined benefit plans (cont)

	Notes	\$'000 SASS	\$'000 SANCS	\$'000 SSS	\$'000 Total
Present value obligations - 2010					
obligations		12,865	3,169	54,622	70,656
Current service cost		452	143	361	956
Interest cost		708	172	3,113	3,993
Contributions from plan participants		201	-	409	610
Actuarial losses/(gains)		763	153	2,163	3,079
Benefits paid		(2,812)	(666)	(1,291)	(4,769)
Closing defined benefit obligation		12,177	2,971	59,377	74,525
Present value of plan assets - 2010					
Opening fair value of plan assets		11,369	2,745	25,859	39,973
Expected return on plan assets		919	263	2,134	3,316
Actuarial gains/(losses)		(735)	(139)	(1,865)	(2,739)
Employer contributions		455	189	322	966
Contributions by Fund participants		201	-	409	610
Benefits paid		(2,812)	(666)	(1,291)	(4,769)
Closing fair value of plan assets		9,397	2,392	25,568	37,357
Net liability - 2010					
Defined benefit obligation		12,177	2,971	59,377	74,525
Fair value of plan assets		(9,397)	(2,391)	(25,569)	(37,357)
Total net liability/(asset) in balance sheet	25	2,780	580	33,808	37,168
Expense recognised - 2010					
Current service cost		452	143	361	956
Interest on obligation		708	172	3,113	3,993
Expected return on plan assets		(919)	(263)	(2,133)	(3,315)
Expense/(income)		241	52	1,341	1,634
Actual Returns - 2010					
Actual return on plan assets		485	124	1,176	1,785
Other comprehensive income - 2010					
Actuarial losses/(gains) on defined benefit		763	153	2,163	3,079
Actuarial losses/(gains) on plan assets		735	139	1,864	2,738
Recognised in other comprehensive income		1,498	292	4,027	5,817
Cumulative total net actuarial (losses)/gains		2,796	985	7,696	11,477

Notes to the financial statements
for the year ended 31 December 2010

Note 29. Defined benefit plans (cont)

	\$'000	\$'000	\$'000	\$'000
	SASS	SANCS	SSS	Total
Present value obligations - 2009				
obligations	12,031	3,182	61,666	76,879
Current service cost	446	152	538	1,136
Interest cost	470	123	2,481	3,074
Contributions from plan participants	194	-	386	580
Actuarial losses/(gains)	106	(78)	(8,159)	(8,131)
Benefits paid	(382)	(210)	(2,290)	(2,882)
Closing defined benefit obligation	12,865	3,169	54,622	70,656
Present value of plan assets - 2009				
Opening fair value of plan assets	9,738	2,499	24,481	36,718
Expected return on plan assets	764	236	1,948	2,948
Actuarial gains/(losses)	584	66	895	1,545
Employer contributions	471	154	439	1,064
Contributions by Fund participants	194	-	386	580
Benefits paid	(382)	(210)	(2,290)	(2,882)
Closing fair value of plan assets	11,369	2,745	25,859	39,973
Net liability - 2009				
Defined benefit obligation	12,865	3,169	54,622	70,656
Fair value of plan assets	(11,369)	(2,745)	(25,859)	(39,973)
Total net liability/(asset) in balance sheet	23	1,496	424	28,763
Expense recognised - 2009				
Current service cost	446	152	538	1,136
Interest on obligation	471	123	2,481	3,075
Expected return on plan assets	(764)	(236)	(1,948)	(2,948)
Expense/(income)	153	39	1,071	1,263
Actual Returns - 2009				
Actual return on plan assets	1,121	302	2,535	3,958
Other comprehensive income - 2009				
Actuarial losses/(gains) on defined benefit	106	(78)	(8,159)	(8,131)
Actuarial losses/(gains) on plan assets	(584)	(66)	(895)	(1,545)
Recognised in other comprehensive income	(478)	(144)	(9,054)	(9,676)
Cumulative total net actuarial (losses)/gains	1,299	693	3,668	5,660

Notes to the financial statements
for the year ended 31 December 2010

Note 29. Defined benefit plans (cont)

Unisuper

The Group also contributes to Unisuper Defined Benefit Division ("Unisuper"), formerly known as Superannuation Scheme for Australian Universities (SSAU).

Clause 34 of the Unisuper Trust Deed outlines the process Unisuper must undertake (including employer notifications and notice periods) in order to request additional contributions from employers if the Unisuper assets are considered by the Trustee to be insufficient to provide benefits payable under the Deed. At least four years notice that such a request may be made is required. If such a request was agreed by all employers then members have to also contribute additional contributions. If all employers did not agree to increase contributions the Trustee has to reduce benefits on a fair and equitable basis.

Should the balance of the Unisuper Fund become a deficit, the Group is not liable to make any payments to Unisuper unless all universities (including Southern Cross University) who are the members of the Unisuper Fund unanimously agree to make additional contributions to the Fund. It is only on this basis that the Group would be liable for the agreed additional contribution.

A formal actuarial review of the Defined Benefit Division (DBD) was conducted as at 31 December 2008.

This comprehensive review looked at the financial health of the DBD and its ability to pay members' benefits as they become due.

The trustee notified employers during 2009 that they had invoked Clause 34 of the Unisuper Trust Deed. Clause 34 was invoked to prepare UniSuper for an extreme circumstance that may occur, but it is considered unlikely at this time.

Notes to the financial statements
for the year ended 31 December 2010

Note 30. Key management personnel disclosures

(a) Names of responsible persons and executive officers

The following persons were responsible persons and executive officers of Southern Cross University during the financial year:

Official Council Members

The Honourable John Robert Arthur Dowd AO QC, Chancellor
Professor Peter Leslie Lee, Vice Chancellor
Dr Adele Wessell (from February 2010), Chair Academic Board

Ministerial Appointments

Warren Albert Grimshaw AM
Neville Newell
Alison Page (from September 2010)
Janelle Saffin MP
Honorable Justice Terence Sheahan AO (from September 2010)
Trevor Stanley Wilson

Elected Council Members

Ronald Dowell
Professor Peter Harrison (from September 2010)
Graham Lancaster (from September 2010)
Matthew Newell (from September 2010)

Council Appointed Members

Dr David Vincent Cody OAM, Deputy Chancellor, Deputy Chair of Council
Helen McGregor (from February 2010)
John B Shanahan
Margot Ruth Sweeny

Council Members resigned from office in 2010

Glenn Davey (to March 2010)
Irene Caroline Harrington (to September 2010)
Professor Jim Jackson (to February 2010)
Toni Ledgerwood (to September 2010)
Peter Lewis (to September 2010)
Associate Professor Sharon Parry (to September 2010)
Ruth Titherington (March to September 2010)

All of the above persons have been in office since the start of the year unless otherwise stated.

Notes to the financial statements
for the year ended 31 December 2010

Note 30. Key management personnel disclosures (cont)

(b) Other key management personnel

Executive Officers

Name	Position
Professor Peter Lee	Vice Chancellor
Professor William MacGillivray	Deputy Vice Chancellor
Professor Neal Ryan	Pro Vice Chancellor (Research)
Malcolm Marshall	Executive Director, Corporate Services
Professor Deborah Saltman AM (from October 2010)	Pro Vice Chancellor (Arts and Sciences)
Professor Andrew McAuley (from December 2010)	Pro Vice Chancellor (Business and Law)
Helen Hughes (from February 2010)	Executive Director, Community and Corporate Relations
Allan Morris (from September 2010)	Chief Information Officer

Executive Officers no longer in office at the end of 2010

Professor Peter Croll (from July to December 2010)
Professor Mike Evans (to July 2010)
Professor Jenny Graham (to October 2010)

(c) Remuneration of Board Members and Executives

	Consolidated		Parent entity	
	2010	2009	2010	2009
	Number		Number	
Remuneration of Board Members				
Nil to \$14,999	17	12	17	12
\$45,000 to \$59,999	2	-	2	-
\$60,000 to \$74,999	1	1	1	1
\$90,000 to \$104,999	2	1	2	1
\$105,000 to \$119,999	1	-	1	-
\$120,000 to \$134,999	-	1	-	1
\$150,000 to \$164,999	-	2	-	2
\$420,000 to \$434,999	-	1	-	1
\$525,000 to \$539,999	1	-	1	-
	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000		\$'000	
Board Member compensation				
Short-term employee benefits	873	863	873	863
Post-employment benefits	145	138	145	138
Other long-term benefits	10	-	10	-
Termination benefits	-	47	-	47
	1,028	1,048	1,028	1,048

Notes to the financial statements
for the year ended 31 December 2010

Note 30. Key management personnel disclosures (cont)

	Consolidated		Parent entity	
	2010	2009	2010	2009
Remuneration of executive officers	Number		Number	
\$15,000 to \$29,999	1	-	1	-
\$60,000 to \$74,999	1	-	1	-
\$75,000 to \$89,999	1	-	1	-
\$90,000 to \$104,999	1	-	1	-
\$150,000 to \$164,999	-	1	-	1
\$165,000 to \$179,999	1	-	1	-
\$180,000 to \$194,999	1	-	1	-
\$240,000 to \$254,999	-	1	-	1
\$270,000 to \$284,999	2	3	2	3
\$285,000 to \$299,999	1	-	1	-
\$330,000 to \$344,999	-	1	-	1
\$345,000 to \$359,999	1	-	1	-
\$420,000 to \$434,999	-	1	-	1
\$525,000 to \$539,999	1	-	1	-
	Consolidated		Parent entity	
	2010	2009	2010	2009
Executive officers compensation	\$'000		\$'000	
Short-term employee benefits	2,010	1,659	2,010	1,659
Post-employment benefits	340	266	340	266
Termination benefits	1	47	1	47
	2,351	1,972	2,351	1,972

Notes to the financial statements
for the year ended 31 December 2010

Consolidated		Parent entity	
2010	2009	2010	2009
\$'000	\$'000	\$'000	\$'000

Note 31. Remuneration of auditors

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

Assurance services

a) Audit services

Fees paid to The Audit Office of New South Wales:

Audit and review of financial reports and other audit work under the *Corporations Act 2001*

219	200	174	179
<hr/>			
219	200	174	179
<hr/>			

Total remuneration for audit services

b) Fees paid to internal audit service providers

Fees paid to audit firms unrelated to the NSW Audit Office

97	76	97	76
<hr/>			
97	76	97	76
<hr/>			

Total remuneration for other assurance services

Total remuneration for assurance services

316	276	271	255
<hr/>			

Non-audit services

Fees paid to audit firms unrelated to the NSW Audit Office

25	3	25	3
<hr/>			
25	3	25	3
<hr/>			

Total remuneration for non-audit services

Note 32. Contingencies

Contingent liabilities

Claims

Litigation is in process against the University, relating to a dispute for wrongful termination of an agreement and damages are being sought. Particulars regarding this matter have not been disclosed on the grounds that it may prejudice the outcome of the litigation. (Ongoing since 2007)

Guarantees

The University has a bank guarantee of \$140,000 with ANZ Banking Group in favour of Gold Coast Central Airport Pty Limited for lease premises.

Notes to the financial statements
for the year ended 31 December 2010

Consolidated		Parent entity	
2010	2009	2010	2009
\$'000	\$'000	\$'000	\$'000

Note 33. Commitments

(a) Capital commitments

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

Property, Plant and Equipment

Payable:

Within one year	2,237	1,195	2,233	1,190
	2,237	1,195	2,233	1,190

The above commitments include capital expenditure commitments of Nil (2009:Nil) for joint ventures.

(b) Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:

Within one year	2,336	2,229	2,336	2,229
Later than one year but not later than five years	4,695	3,926	4,695	3,926
Later than five years	19,000	15,311	19,000	15,311
	26,031	21,466	26,031	21,466

Representing:

Cancellable operating leases	26,031	21,466	26,031	21,466
	26,031	21,466	26,031	21,466

The entity leases various plant and equipment under cancellable leases.

From 2009 a lease at the Gold Coast Airport is payable for a period of 39 years. This will be the location for the Gold Coast Campus of the University.

(c) Other expenditure commitments

Purchase orders placed with suppliers as at 31 December for goods and services (other than inventories) receivable within twelve months of year end

	1,480	581	1,478	580
Joint venture commitments				
Within one year	937	950	937	950
Later than one year but not later than five years	1,989	2,310	1,989	2,310
Later than five years	391	564	391	564
	3,317	3,824	3,317	3,824

Notes to the financial statements
for the year ended 31 December 2010

Note 34. Related parties

(a) Parent entities

The ultimate parent entity within the group is Southern Cross University. The ultimate Australian parent entity is Southern Cross University which is incorporated in Australia.

(b) Subsidiaries

Interests in subsidiaries are set out in note 36.

(c) Key management personnel

Disclosures relating to directors and specified executives are set out in note 30.

(d) Transactions with related parties

The following transactions occurred with related parties:

	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
<i>Revenue:</i>				
Phone and postage costs recovered	-	-	6	7
Other costs recovered	-	-	2,893	61
<i>Expenses:</i>				
Catering costs	-	-	123	141
Salary and related costs	-	-	299	250
Management Fees	-	-	288	-
Contracted salaries and teaching	-	-	3,249	-
Other costs paid	-	-	103	75

(e) Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Current receivables (sale of goods and services)

Subsidiaries	58	375	58	375
Current payables (purchases of goods)				
Subsidiaries	-	-	732	-

The balance outstanding will be settled in cash.

No provision for doubtful debts have been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

(f) Guarantees

There have been no guarantees given (2009:Nil)

A letter of unconditional financial support has been provided by Southern Cross University to Norsesearch Limited, National Marine Science Centre Pty Ltd, Australian Plant DNA Bank Limited and Biobank Pty Ltd. The ultimate parent entity will support the entities financially to help ensure the entities can pay their debts as and when they fall due. At this stage no financial support has been required.

(g) Terms and conditions

Related party outstanding balances are unsecured and have been provided on interest-free terms.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

Notes to the financial statements
for the year ended 31 December 2010

Note 35. Business combinations

a) Summary of acquisitions

1. National Marine Science Centre Pty Ltd

On 1 May 2010 Southern Cross University obtained control of National Marine Science Centre Pty Ltd (NMSC) by acquiring 50% shares and voting rights in NMSC from the University of New England for cash consideration of \$4,600,000. As a result the Southern Cross University interest in NMSC increased from 50% to 100%. This transaction has been approved on 15 November 2009 by the NSW Minister for Education and Training and is expected to increase research capabilities of the University.

In the 8 months to December 2010 NMSC contributed \$3,639,307 revenue and profit of \$324,903. If the acquisition had occurred on 1 January 2010, management estimates that consolidated revenue would have been \$167,112,066 and consolidated loss for the period would have been \$1,341,726. In determining these amounts management assumed that the fair value adjustments, determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 January 2010.

2. Biobank Pty Ltd

On 22 October 2010 Southern Cross University acquired ownership of Biobank Pty Ltd from Australian Plant DNA Bank Limited (a subsidiary of Southern Cross University). Biobank Pty Ltd is now a full subsidiary of Southern Cross University.

There were no acquisitions in 2009.

b) Purchase consideration

The following summarises consideration transferred and the recognised amounts of assets acquired and liabilities assumed, remeasurement of the previously held equity interest to fair value (at the acquisition date):

	2010	2009
	\$'000	\$'000
Purchase consideration (refer to (b) below):		
Cash consideration paid	(4,600)	-
Identifiable net assets at fair value	10,061	-
Contingent liability in relation to a legal case	(50)	-
Carrying amount of previously held equity accounted investment in NMSC at the acquisition date	(5,271)	-
Loss on previously held 50% interest in NMSC arising from the remeasurement to fair value (recognised in profit and loss)	265	-
Gain on bargain purchase recognised in profit or loss	<u>405</u>	-

Contingent liabilities were recognised at fair value estimated at the purchase date. Post acquisition the case settled was a lesser amount and the difference between the amount recognised above and the actual payment was recognised in the profit and loss.

The gain on bargain purchase arose through the remeasurement of the previously held equity accounted investment to fair value at the date of acquisition of the remaining interest and the fact that the purchase consideration for the remaining 50% interest was less than the value of 50% of net assets acquired.

Notes to the financial statements
for the year ended 31 December 2010

Note 36. 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	
			2010 %	2009 %
Norsearch Limited	Australia	Limited by guarantee	100%	100%
Australian Plant DNA Bank Limited	Australia	Limited by guarantee	100%	100%
National Marine Science Centre Pty Ltd	Australia	Ordinary	100%	50%
Biobank Pty Ltd	Australia	Ordinary	100%	100%

Note 37. Jointly controlled operations and assets

Joint venture operations and assets

Name of Entity	Principal Activity	Output Interest	
		2010 %	2009 %
Coffs Harbour Education Campus (CHEC)	A joint educational precinct	38	38
Australian Centre for Complimentary Medicine Education and Research (ACCMER)	Research, teaching and training in the field of complimentary medicine	50	50
Co-operative Research Centre for Sugar Industry Innovation through Biotechnology	Research and development in molecular biology and chemical engineering of sugarcane.	-	8.21
CPD for Club Management	Centre for Professional Development in club management	-	50
Wound Management Innovation Cooperative Research Centre	Research and development in strategies, diagnostics and treatments for wound management.	9.33	-
Cooperative Research Centre for Remote Economic Participation	Research and development to deliver solutions on economic disadvantage in remote Australia	n/a ¹	-
CRC for Infrastructure and Engineering Asset Management	Research and development to improve the efficiency of infrastructure and engineering management.	1.11	-

¹ Data not available until 30th June 2011

Notes to the financial statements
for the year ended 31 December 2010

Note 37. Jointly controlled operations and assets (cont)

The assets employed in the above jointly controlled operations and assets are detailed below. The amounts are included in the financial statements under their respective categories (cash and property, plant and equipment).

	Consolidated		Parent entity	
	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Current assets				
Cash and cash equivalents	-	29	-	29
Total current assets	-	29	-	29
Non-current assets				
Land and buildings	24,620	24,620	24,620	24,620
Less: Accumulated depreciation	(3,545)	(3,026)	(3,545)	(3,026)
	21,075	21,594	21,075	21,594
Plant and equipment – at cost	77	46	77	46
Less: Accumulated depreciation	(25)	(20)	(25)	(20)
	52	26	52	26
Inventories	-	-	-	-
Total non-current assets	21,127	21,620	21,127	21,620
Total assets	21,127	21,649	21,127	21,649

For capital expenditure commitments relating to Southern Cross University refer to Note 33.

Notes to the financial statements
for the year ended 31 December 2010

Note 38. Events occurring after balance sheet date

All National Marine Science Centre Pty Ltd activities were transferred to Southern Cross University from 1 January 2011.

Note 39. Reconciliation of operating result after income tax to net cash flows from operating activities

	Note	Consolidated		Parent entity	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Operating result for the period		(565)	2,180	5,436	3,106
Write-down investment to recoverable amount		270	100	270	100
Write down Joint venture interest	35	(5,271)	-	-	-
Depreciation and amortisation		7,687	6,000	7,539	6,083
Net (gain) loss on sale of non-current assets		4	1,711	4	1,711
Increase/(Decrease) in provisions		7,375	(8,035)	7,340	(8,053)
(Increase)/Decrease in inventories		7	5	(1)	(6)
(Increase)/Decrease in other assets		(165)	(863)	(160)	(863)
Increase/(Decrease) in other liabilities		1,681	114	1,575	141
(Increase)/Decrease in joint venture investments		5,576	521	5	-
(Increase)/Decrease in trade and other receivables		(4,620)	5,285	(4,920)	6,156
Increase/(Decrease) in trade and other payables		(8,139)	2,932	(5,452)	2,864
Non-cash gain on remeasuring existing investment		-	-	(5,000)	-
Net cash provided by / (used in) operating activities		6,840	11,040	6,639	11,239

Notes to the financial statements
for the year ended 31 December 2010

Note 40. Financial risk management

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. The Group'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 Group.

The Group 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, ageing analysis for credit risk and daily assessment of investment portfolios to determine market risk.

Risk management assessment is carried out by Financial and Business Services under the University's Investment guidelines. The Group does not enter into or trade financial instruments for speculative purposes.

(a) Market risk

(i) Foreign exchange risk

The Group undertakes transactions with other educational institutions denominated in foreign currencies, hence exposures to exchange rate fluctuations arise. At reporting date the transactions were insignificant and the movement in rates throughout the year was not considered high risk.

(ii) Price risk

Price risk arises on financial instruments because of changes in, for example, commodity prices or equity prices. The Group is not exposed to price risk.

(iii) Cash flow and fair value interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates.

The Group's and the parent entity's main interest rate risk arises from investments held as interest bearing deposits and on-call bank deposits. The Group aims to minimise risk through prudent financial management and diversification of investments. Term deposits are spread across financial institutions for varying terms with a maximum percentage for each institution. Interest is paid on maturity.

(iv) Summarised sensitivity analysis

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

2010	Carrying amount	Interest Rate Risk -1%		Interest Rate Risk 1%		Foreign Exchange Risk -10%		Foreign Exchange Risk 10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets									
Cash and cash equivalents	39,637	(424)	(424)	424	424	(7)	(7)	7	7
Receivables	44,706	-	-	-	-	(39)	(39)	39	39
Financial liabilities									
Payables	2,420	-	-	-	-	-	-	-	-
Other financial liabilities	8,292	-	-	-	-	-	-	-	-
Total increase/(decrease)	73,631	(424)	(424)	424	424	(46)	(46)	46	46

Notes to the financial statements
for the year ended 31 December 2010

Note 40. Financial risk management (cont)

2009	Carrying amount	Interest Rate Risk -1%		Interest Rate Risk 1%		Foreign Exchange Risk -10%		Foreign Exchange Risk 10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets									
Cash and cash equivalents	34,171	(815)	(815)	815	815	-	-	-	-
Receivables	40,121	-	-	-	-	(40)	(40)	40	40
Other financial assets	11,500	(16)	(16)	16	16	-	-	-	-
Financial liabilities									
Payables	1,714	-	-	-	-	-	-	-	-
Other financial liabilities	6,611	-	-	-	-	-	-	-	-
Total increase/(decrease)	77,467	(832)	(832)	832	832	(40)	(40)	40	40

Assumptions:

Foreign Exchange Risk is based on foreign currency receivables for 2010.

There has been no variation to the objectives, policies and processes for market risk since the prior period.

(b) Credit risk

Trade accounts receivable consist of a large number of customers, spread across diverse industries and geographical areas. The receivables are assessed after 60 days and action taken to collect the debt. There has been no change in managing credit risk since the prior year.

Notes to the financial statements
for the year ended 31 December 2010

Note 40. Financial risk management (cont)

(c) Liquidity risk

The consolidated entity manages liquidity risk by maintaining adequate reserves, the availability of funding through the Commonwealth, banking facilities and continuously monitoring forecast and actual cash flows to ensure that there is adequate liquidity to meet the entity's obligations over the near term.

The interest bearing deposits and deposits at call have an average maturity of 69 days.

There has been no variation to the objectives, policies and processes for liquidity risk since the prior period.

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

2010	Average Interest Rate %	Variable Interest Rate \$	Less than 1 Year \$	1 to 5 Years \$	5+ Years \$	Non Interest \$	Total \$
Financial assets							
Cash and cash equivalents	5.78%	9,110	30,500			27	39,637
Receivables	-	-	-	-	-	44,706	44,706
Total financial assets		9,110	30,500	-	-	44,733	84,343
Financial liabilities							
Payables	-	-	-	-	-	2,420	2,420
Other financial liabilities	-	-	-	-	-	8,292	8,292
Total financial liabilities		-	-	-	-	10,712	10,712

2009	Average Interest Rate %	Variable Interest Rate \$	Less than 1 Year \$	1 to 5 Years \$	5+ Years \$	Non Interest \$	Total \$
Financial assets							
Cash and cash equivalents	4.93%	5,849	28,300			22	34,171
Receivables	-	-	-	-	-	40,121	40,121
Other financial assets	6.03%	-	11,500	-	-	-	11,500
Total financial assets		5,849	39,800	-	-	40,143	85,792
Financial liabilities							
Payables	-	-	-	-	-	1,714	1,714
Other financial liabilities	-	-	-	-	-	6,611	6,611
Total financial liabilities		-	-	-	-	8,325	8,325

Notes to the financial statements
for the year ended 31 December 2010

Note 40. Financial risk management (cont)

(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 that are not traded in an active market is determined using valuation techniques. The Group uses discounted cash flows and makes assumptions that are based on market conditions existing at each balance date.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

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.

The carrying amounts and aggregate net fair values of financial assets and liabilities at balance date are:

	2010		2009	
	Carrying amount	Fair value	Carrying amount	Fair value
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Cash and cash equivalents	39,637	39,637	34,171	34,171
Receivables	44,706	44,706	40,121	40,121
Other financial assets	-	-	11,500	11,500
Total financial assets	84,343	84,343	85,792	85,792
Financial liabilities				
Payables	2,420	2,420	1,714	1,714
Other financial liabilities	8,292	8,292	6,611	6,611
Total financial liabilities	10,712	10,712	8,325	8,325

The fair values of non-current receivables are based on expected cash flows.

Note 41. Disaggregated information

Geographical [Consolidated Entity]

	Revenue		Results		Assets	
	2010	2009	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Australia	162,352	159,206	-	-	271,599	269,539
Asia	4,414	4,464	-	-	-	-
Unallocated	250	394	(565)	2,180	-	-
	167,016	164,064	(565)	2,180	271,599	269,539

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance

42.1 DEEWR – CGS and Other DEEWR Grants

		Parent entity ONLY												
		Commonwealth Grant Scheme #1		Indigenous Support Program		Partnership and Participation Program #2		Disability Support Program		Workplace Reform Program		Workplace Productivity Program		
Notes	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	63,090	52,672	769	739	1,547	323	147	67	-	679	-	-	-	199
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(a) 63,090	52,672	769	739	1,547	323	147	67	-	679	-	-	-	199
Surplus / (deficit) from the previous year	-	-	310	79	121	97	-	67	-	-	-	-	-	81
Total revenue including accrued revenue	63,090	52,672	1,079	818	1,668	420	147	134	-	679	-	-	-	280
Less expenses including accrued expenses	(63,090)	(52,672)	(917)	(508)	(761)	(299)	(270)	(208)	-	(679)	-	-	(564)	(564)
Surplus / (deficit) for reporting period	-	-	162	310	907	121	(123)	(74)	-	-	-	-	(284)	(284)

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

^{#2} Includes Equity Support Program

Parent entity ONLY

Notes	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	Total
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	-	603	2,972	2,042	-	679	-	358	198	412	68,723	58,773	-	-	58,773
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(a) -	603	2,972	2,042	-	679	-	358	198	412	68,723	58,773	-	-	58,773
Surplus / (deficit) from the previous year	1,244	1,609	-	-	100	-	194	-	-	-	1,969	1,933	-	-	1,933
Total revenue including accrued revenue	1,244	2,212	2,972	2,042	100	679	194	358	198	412	70,692	60,706	-	-	60,706
Less expenses including accrued expenses	(1,244)	(968)	(1,543)	(2,042)	(17)	(579)	(194)	(164)	(198)	(412)	(68,234)	(59,095)	-	-	(59,095)
Surplus / (deficit) for reporting period	-	1,244	1,429	-	83	100	-	194	-	-	2,458	1,611	-	-	1,611

^{#3} Includes Collaboration and Structural Adjustment Programme

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance (cont)

**42.2 Higher Education Loan Programmes
(excl OS-Help)**

Parent entity ONLY

Notes	HECS-HELP (Australian Government payments only)		FEE-HELP #4		Total	
	2010	2009	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	34,715	31,418	7,709	5,538	42,424	36,956
Net accrual adjustments	(878)	1,844	(733)	726	(1,611)	2,570
Revenue for the period	33,837	33,262	6,976	6,264	40,813	39,526
Surplus / (deficit) from the previous year	-	-	-	-	-	-
Total revenue including accrued revenue	33,837	33,262	6,976	6,264	40,813	39,526
Less expenses including accrued expenses	(33,837)	(33,262)	(6,976)	(6,264)	(40,813)	(39,526)
Surplus / (deficit) for reporting period	-	-	-	-	-	-

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

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance (cont)

42.3 Scholarships

Parent entity ONLY

Notes	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships #5		Commonwealth Accommodation Scholarships #5	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	1,066	820	112	109	(143)	1,073	240	2,427
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	2(c) 1,066	820	112	109	(143)	1,073	240	2,427
Surplus / (deficit) from the previous year	182	14	(6)	(34)	972	571	1,592	744
Total revenue including accrued revenue	1,248	834	106	75	829	1,644	1,832	3,171
Less expenses including accrued expenses	(799)	(652)	(135)	(81)	(491)	(672)	(1,204)	(1,579)
Surplus / (deficit) for reporting period	449	182	(29)	(6)	338	972	628	1,592

#5 Includes National Priority and National Accommodation Priority Scholarships respectively

Parent entity ONLY

Notes	Indigenous Access Scholarships		Indigenous Staff Scholarships		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	22	50	-	-	1,297	4,479
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	2(c) 22	50	-	-	1,297	4,479
Surplus / (deficit) from the previous year	25	8	-	8	2,765	1,311
Total revenue including accrued revenue	47	58	-	8	4,062	5,790
Less expenses including accrued expenses	(47)	(33)	-	(8)	(2,676)	(3,025)
Surplus / (deficit) for reporting period	-	25	-	-	1,386	2,765

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance (cont)

42.4 DIISR Research

Parent entity ONLY

Notes	Joint Research Engagement Program #6		Research Training Scheme		Research Infrastructure Block Grants		Implementation Assistance Program	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	1,675	1,544	3,435	3,494	363	393	31	66
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	1,675	1,544	3,435	3,494	363	393	31	66
Surplus / (deficit) from the previous year	219	280	-	-	190	326	-	-
Total revenue including accrued revenue	1,894	1,824	3,435	3,494	553	719	31	66
Less expenses including accrued expenses	(1,894)	(1,605)	(3,435)	(3,494)	(333)	(529)	(31)	(66)
Surplus / (deficit) for reporting period	-	219	-	-	220	190	-	-

#6 Includes Institutional Grants Scheme

Parent entity ONLY

Notes	Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Sustainable Research Excellence in Universities		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	-	180	35	38	446	-	5,985	5,715
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	-	180	35	38	446	-	5,985	5,715
Surplus / (deficit) from the previous year	126	43	15	32	-	-	550	681
Total revenue including accrued revenue	126	223	50	70	446	-	6,535	6,396
Less expenses including accrued expenses	(126)	(97)	(11)	(55)	(351)	-	(6,181)	(5,846)
Surplus / (deficit) for reporting period	-	126	39	15	95	-	354	550

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance (cont)

**42.5 Voluntary Student Unionism and
Other Capital Funding**

Parent entity ONLY

Notes	VSU Transition Fund		Better Universities Renewal Funding	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	-	-	-	-
Net accrual adjustments	-	-	-	-
Revenue for the period	-	-	-	-
Surplus / (deficit) from the previous year	-	1,495	-	2,777
Total revenue including accrued revenue	-	1,495	-	2,777
Less expenses including accrued expenses	-	-	-	-
Surplus / (deficit) for reporting period	-	1,495	-	2,777

42.6 Australian Research Council Grants

Parent entity ONLY

(a) Discovery

Notes	Projects		Fellowships		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	476	625	179	87	655	712
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	2(e)(i) 476	625	179	87	655	712
Surplus / (deficit) from the previous year	-	(17)	85	-	85	(17)
Total revenue including accrued revenue	476	608	264	87	740	695
Less expenses including accrued expenses	(427)	(608)	(171)	(2)	(598)	(610)
Surplus for reporting period	49	-	93	85	142	85

Notes to the financial statements
for the year ended 31 December 2010

Note 42. Acquittal of Australian Government financial assistance (cont)

42.6 Australian Research Council Grants

Parent entity ONLY

(b) Linkages

Notes	Infrastructure		International		Projects		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the Programmes)	170	220	-	7	697	520	867	747
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	2(e)(ii) 170	220	-	7	697	520	867	747
Surplus / (deficit) from the previous year	-	-	4	-	157	-	161	-
Total revenue including accrued revenue	170	220	4	7	854	520	1,028	747
Less expenses including accrued expenses	(9)	(220)	-	(3)	(533)	(363)	(542)	(586)
Surplus / (deficit) for reporting period	161	-	4	4	321	157	486	161

42.7 OS-HELP

Parent entity ONLY

Notes	OS-HELP	
	2010 \$'000	2009 \$'000
Cash received during the reporting period	221	162
Cash spent during the reporting period	(135)	(163)
Net cash received	86	(1)
Cash surplus / (deficit) from the previous year	43	44
Cash surplus / (deficit) for reporting period	24 129	43

End of Audited Financial Report

Appendices

Appendix 1

Trends in the representation of EEO target groups

Data extracts from reporting period 2009–2010 as at 31 March 2010 (excludes casual staff)

Academic staff	Benchmark or target	2007	2008	2009	2010
Women	50%	45%	51%	52%	54%
Aboriginal people and Torres Strait Islanders	2%	4.2%	4.2%	3.7%	3.9%
People whose first language was not English	19%	9%	9%	11%	10%
People with a disability	12%	7%	6%	7%	8%
People with a disability requiring work-related adjustment	7%	1.9%	2%	1.7%	1.4%

Professional staff	Benchmark or target	2007	2008	2009	2010
Women	50%	65%	65%	66%	67%
Aboriginal people and Torres Strait Islanders	2%	4.1%	4.1%	3.8%	4.1%
People whose first language was not English	19%	5%	5%	5%	5%
People with a disability	12%	6%	6%	7%	5%
People with a disability requiring work-related adjustment	7%	0.4%	0.2%	0.6%	0.4%

Trends in the distribution of EEO target groups # Distribution index

Academic staff	Benchmark or target	2007	2008	2009	2010
Women	100	73	74	80	78
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	103	90	93	92
People with a disability	100	n/a	n/a	84	81
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Trends in the distribution of EEO target groups# Distribution index

Professional staff	Benchmark or target	2007	2008	2009	2010
Women	100	88	88	88	89
Aboriginal people and Torres Strait Islanders	100	71	74	75	75
People whose first language was not English	100	106	103	105	99
People with a disability	100	95	93	95	94
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

A distribution index of 100 indicates that the centre of the distribution of the EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

APPENDIX 2

SOUTHERN CROSS UNIVERSITY

MULTICULTURAL POLICIES AND SERVICES PROGRAM

REPORT 2010

Southern Cross University is committed to fostering equity for all its staff and students and to reflect the multicultural diversity of Australia. As indicated in its Strategic Plan 2005–2010, the University espouses a safe, inclusive and supportive learning community and workplace, where individuals are respected and diversity is encouraged.

The University's Equity and Diversity Plan 2008–2010 contains goals and strategies that support and promote cultural diversity for staff and students.

Planning and Evaluation

Outcome 1: Planning

Multicultural policy goals are integrated into the overall corporate and business planning

The University's Strategic Plan 2005–2010 reflects the University's commitment to equity and diversity within its values, objectives and strategies. Aligned to the Strategic Plan, the Equity and Diversity Plan 2008–2010 includes objectives specifically aimed at providing an environment for staff and students that embraces and supports a knowledge of and respect for equity and cultural diversity.

Objective 1 of the plan outlines that: All Heads of Schools and Organisational Units are required to incorporate equity goals, strategies and targets into University Operational Plans.

The staffing profile of people from culturally diverse backgrounds was analysed and is reported in Part A of this report.

Outcome 2: Consultation and feedback

Policy development and service delivery is informed by expertise and client feedback

The Equity and Diversity Committee is responsible for ensuring comprehensive integration of diversity and equity matters across the University. The committee is chaired by the Deputy Vice Chancellor and membership includes faculty Pro Vice Chancellors, the Head of College of Indigenous Australian Peoples, the heads of the Coffs Harbour and Gold Coast campuses, the directors of the International Office and Human Resources, the Group Director of Student Services and the Manager of Equity and Diversity Services. The committee meets four times a year and provides a consultative mechanism for the University

community regarding equity and diversity matters. Staff with specific expertise in equity and diversity matters may attend in an advisory capacity, to provide information and/or assistance at the request of the committee. The committee also has the authority to appoint specialist working parties for consultation in relation to equity and diversity issues.

The university conducts regular, ongoing visits and meetings with the community to identify needs, manage expectations and clarify collaboration possibilities.

2. Capacity building and resourcing

Programs and services delivery

Outcome 3: Leadership

The implementation of the principles of multiculturalism are actively promoted and accountable for

The University provides intranet-based anti-discrimination training modules for all staff, plus an additional module for managers.

The University celebrates and recognises cultural diversity and harmony by holding cultural celebrations and cultural-awareness events during the year with staff, students and the community.

The University's Equity and Diversity website contains a Cultural Diversity Annual Calendar with links to local, national and international cultural activities.

The University developed and rolled out No Bullying at SCU training in 2010. The program will be offered at all campuses each year and all staff are encouraged to attend.

Outcome 4: Human resources

Capacity is enhanced by the employment and training of people with linguistic and cultural expertise

Workshops titled Courageous Conversations about Race were again held during 2010 for staff, with an additional workshop titled More Courageous Conversations about Race being held for Equity and Diversity Contacts and staff. The workshops provided an opportunity for staff to increase their understanding of working with and providing services to people from a range of cultural backgrounds. They examined the concept of culture, coming to grips with a new culture, the impact of body language, and areas of misconception and why they might occur. It explored the

opportunities to reflect upon and practice strategies for communicating across cultures.

As part of the University's Festival of Teaching week, Professor Mick Healey from the University of Gloucestershire hosted an Inclusive Curriculum workshop. It incorporated theory into practice strategies for designing culturally-inclusive environments.

The University continues to ensure that employment-related policies and practices promote and support work and life balance, EEO and cultural diversity, safety and security principles.

The Recruitment and Appointment Policy requires that all staff participating on staff selection panels must have completed training in staff selection and interviewing. This training includes anti-discrimination and cultural diversity segments, with an emphasis on the principles of merit selection and highlighting the value of a culturally-diverse workplace.

Position descriptions for staff include selection criteria – A commitment to staff and student equity and cultural diversity within the workplace (general staff positions) and an awareness of equal opportunity and the principles of equity and access as they pertain to staff and students (academic positions).

The Employees Guide (induction manual) contains comprehensive staff equity information, including EEO, non-discriminatory language guidelines, and staff responsibilities for international students.

Staff selection panels may include a representative from Human Resources or Equity and Diversity, which is a resource that provides additional support to ensure that staff selection is based on merit. All advertised vacancies express the university's commitment to equal opportunity, occupational health and safety and cultural diversity.

The University provides intranet-based anti-discrimination training modules for all staff, plus an additional module for managers. EO online anti-discrimination training modules are provided for completion as part of staff selection and interview training, and completion is requested for new and existing staff.

The University has staff and student Equity and Diversity Officers to assist with equity and diversity matters and its Grievance Policy ensures the needs of people from non-English backgrounds are met.

Outcome 5: Access and equity

Programs and services are developed to address barriers to accessibility for people from culturally, linguistically and religiously diverse backgrounds

The University has a strategic commitment, reflected

in its graduate attributes, to provide courses that equip students with a cultural awareness and global world view encompassing a cosmopolitan outlook as well as a local perspective on social and cultural issues, together with an informed respect for cultural and Indigenous identity.

In line with its policy on Learning, Teaching and Curriculum, the University designs its courses to meet the learning needs of its diverse student body. This includes, but is not limited to, international students, mature-age students, school-leavers and a wide variety of ethnic, regional and remote students. Additionally, in the delivery of courses, the University requires that consideration is given to the diverse range of backgrounds and learning needs of students.

All university course reviews are required to indicate how cultural diversity is recognised and addressed within the course and units, including how the course exposes students to a variety of cultural perspectives and how cultural diversity is assessed and incorporated into graduate attributes.

Regular cultural diversity training is provided for staff, incorporating the elements of cultural awareness, cultural sensitivity and cultural safety. The training includes a core component for all staff, with specific additional components for academic staff. This enables staff to gain a broader knowledge of diversity issues and, subsequently, to discuss strategies for increasing sensitivity and awareness of diversity issues within the workplace and in the university's programs and activities. The goal is to create inclusive and culturally-safe work environments.

Students in the School of Education participate in the Beyond the Line program, which involves immersing students in regional and rural contexts that include a diverse cultural population of students.

The School of Commerce and Management, under its course review process, has introduced a foundation unit to assist students from non-English speaking backgrounds transition to business and language skills associated with its programs.

The School of Environmental Science and Management has introduced a new unit to incorporate concepts of differing schema in working in multicultural Australia.

The Teaching and Learning Centre is producing resources to support the University's professional learning framework for teaching and learning. One of the features of this framework is web-based resources on various 'hot topics' associated with teaching and learning, such as Inclusive Curriculum, which was written collaboratively by staff from the Teaching and Learning Centre and the Equity and Diversity Office.

Library staff are responsible for monitoring English-as-a-

second-language resources in their collections and ensuring they are adequate to meet students' needs. A web-based guide to library services and resources, with translation links embedded into the document and a web page for library support, has also been developed for on-campus multicultural students. A Chinese language guide to library services and resources is also available.

Student peer mentor programs are available to students in all on-campus and distance education courses across the university. A specific target group is students from non-English speaking backgrounds.

A wide range of welfare-related support services are available for students, including counselling, medical, childcare, chaplaincy, disability services, students loans and careers advice.

The Office of Sport and Cultural Activities (OSCA) helps students to become fully engaged with University life by organising cultural events, social sports and clubs, and societies.

A list of languages spoken by staff is maintained, updated annually, and accessible to all staff via the intranet. It is used as a resource to support students, via the Student Support Centre and schools.

The International Office offers staff language courses to assist in the development of language skills.

The English Language Centre runs cross-cultural integration sessions throughout the year and involves student volunteers and students from non-English speaking backgrounds.

The Academic Skills Development Unit delivers a program to assist students from non-English speaking backgrounds to develop English language skills through group and individual tutorials.

The chaplaincy is ecumenical and multi-faith in nature and maintains strong links with the major denominational churches and other major faiths in the area. Membership comprises local clergy and non-clergy from the region's major churches, religious and spiritual organisations as well as members of the university community. The co-ordination and facilitation of the chaplaincy is overseen by a multi-faith advisory committee and the Pastoral Care Co-ordinator's role is to develop and facilitate campus-wide initiatives in a multicultural and multi-religious environment that foster tolerance and respect for individual difference. Muslim prayer rooms are located at the Lismore and Tweed Gold Coast campuses, and the Coffs Harbour campus has the Sacred Garden, which is an outdoor sacred space designed for dialogue, reflection and remembrance, as well as the Reflection Room for prayer.

Outcome 6: Communication

A range of communication strategies are used to inform people from culturally, linguistically and religiously diverse backgrounds about programs, services and activities

The University displays posters for international, national and local multicultural events, and promotes events that support inter-cultural understanding. Relevant culturally-diverse event information is also placed on the university website.

The University promotes staff and student awareness of equal opportunity and cultural diversity through cultural celebrations, workshops, promotional materials and events.

The University has in place Equity and Diversity Contacts across its three campuses who are volunteer staff members with a genuine commitment to the principles of equity and social justice. They act as a contact point for staff and students who have queries or concerns relating to equity or diversity matters. The contacts act in an advisory capacity, to assist in clarifying the situation, identifying the nature of the inquiry and providing information on the scope of university policies/procedures and possible options for resolution. The key principles underpinning SCU policies are confidentiality, natural justice and the rights of all parties.

Media coverage and University publications reflect and celebrate cultural diversity and inclusion.

Cultural diversity resources and electronic links are available via the Equity and Diversity website.

All externally advertised staff vacancies express the University's commitment to equity and cultural diversity. Position descriptions in the Office of Community Engagement are being revised to incorporate working with diverse communities.

Outcome 7: Social and economic development

Programs and activities are in place to develop and use the skills of a culturally-diverse population for the social and economic benefit of the state

The University promotes staff and student awareness of equal opportunity and cultural diversity through cultural celebrations, workshops, promotional materials and events.

The Centre for Peace and Social Justice (CPSJ) is an interdisciplinary community of scholars that focus on difference. Researchers are committed to strengthening core values of diversity, including tolerance, mutual respect and mutual recognition. The centre publishes a newsletter, and presents research seminars that are publicised and available to staff, students and the community. Throughout the year, the CPSJ holds regular lunchtime seminars open to staff, students and the public. These seminars focus on social justice and harmony, including issues and ideas that

spring from the multicultural Australian and SCU context.

In April, the CPSJ, in conjunction with The Siddhartha School, organised a public address at the Lismore campus by Dzongsar Khyentse Rinpoche on the influence of Buddhist culture in Australia, which was open to staff, students and the community.

In June, in partnership with the Student Equity Group at Richmond River High School, the CPSJ hosted a one-day event titled Everybody's Business: Human Rights and Social Justice in the 21st Century. The conference had a strong focus on cultural diversity and included guest speakers from SCU and other universities, an Aboriginal urban artist and representatives from Deaf Children Australia and the Centre for Street Kids in Baoji, China. The keynote speaker, author and human rights advocate Dr Arnold Zable, has a Yiddish background and emphasised the crucial role of multiculturalism in Australian society. About 480 high school students and teachers from the North Coast region attended.

In July, the CPSJ organised a public address at the Gold Coast campus by Mr Alan Chan titled Ancient Chinese Wisdoms for Modern Living.

The University Office of Community Engagement (OCE), formerly known as the Office of Regional Engagement, has an inherent community-based approach. It focuses on identifying community needs, emphasising diversity, inclusiveness and equitable participation, with the view to generating mutually-beneficial projects that respond to staff, student and community needs.

The University's Equity and Diversity website contains a Cultural Diversity Annual Calendar with links to local, national and international cultural activities.

Highlights of 2010

Southern Cross University's annual Fusion Festival celebrates its diverse and multicultural community. The festival was held from 6-9 September on its Lismore and Coffs Harbour campuses. Activities on 9 September at the Gold Coast and Tweed Heads campus followed the opening of the English Language Centre. The theme for the 2010 festival was UNlty in diversity, 'the coming together of cultures and communities'. This theme promoted inter-cultural understanding and communal harmony through cultural, educational, social and sporting events. All three campuses hosted a photographic competition open to all staff and students on the theme Embracing Generations. Events at the Lismore campus included international food/tea tasting and wisdom stalls, a corroboree, demonstrations of international languages and cultural dress, Filipino dancing, gypsy songs and Japanese singing, a story-telling session and international film night, an Indian Plains tipi and labyrinth, and Tai Chi. Events at the Coffs Harbour Education Campus (CHEC) that includes Southern Cross University, TAFE and the Senior College, included a multicultural performance and costume parade, Masterchef BBQ competitions, lion and Indian dancing and a traditional Japanese tea ceremony. Both Lismore campus and CHEC included a Living Library, which originated in Denmark in 2000 as an anti-racism project. At a Living Library, the books are people and to read one involves having a one-on-one conversation. It provides a safe space for people to come together and explore notions of difference, and to learn what life is like from another's perspective. In doing so, the Living Library promotes acceptance, empathy and understanding. All events staged as part of the Fusion Festival help to create an inclusive environment, and bring students, staff and the community together to celebrate and deepen understandings of diversity.

Harmony Day was celebrated across the three campuses on the theme of Express Yourself. A range of activities for staff, students and the community included the sharing of food from across the world, music and dancing, a film night, and posters and literature that promoted and celebrated a culturally-diverse society.

During the year, the library held a number of exhibitions open to students, staff and the community to celebrate the university's multicultural community. Chinese books donated by the Chinese Consulate were exhibited in association with Chinese New Year from 15–28 February.

Plans for 2011

The University is currently developing its Equity and Diversity Plan for 2011–2015, which will incorporate objectives and strategies focused on strongly supporting and promoting an inclusive culture for staff and students that embraces a knowledge of and respect for equity and cultural diversity;

Continuation of curricula that is inclusive and considerate of cultural diversity;

A cultural diversity lecture open to staff, students and the community;

Provision of student peer mentoring to support students in the transition to university life across all the academic schools;

Continuation of celebrations and recognition of cultural diversity by holding cultural celebrations during the year with staff, students and the community;

Week-long Fusion Festival activities to be held on Lismore, Coffs Harbour, Gold Coast and Tweed Heads campuses, bringing together students, staff and community members to celebrate cultural diversity and communal harmony;

Continue to improve and analyse the University's Indigenous and equity profiles;

Continuation of the promotion of a positive culture that is free from discrimination and harassment and recognises and values cultural diversity;

Continuation of the Cultural Diversity Training Program, incorporating the elements of cultural awareness, cultural sensitivity and cultural safety, with new modules being implemented and offered in 2011;

Continue to promote a culture that is supportive of diversity in order to attract and retain staff from culturally and linguistically-diverse backgrounds;

Continuation of analysis and reporting on the staffing profile of people from culturally-diverse backgrounds;

The development of units specific to community engagement that are inclusive of multicultural policies and services plan priorities;

The development of projects that emphasise equity, participation and inclusiveness across SCU's communities, including a proposed project in conjunction with students from non-English speaking backgrounds and the Combined Rotary Clubs of Lismore;

Continue to build on successes in diversity initiatives and achievements and promote these within the university and the local community; and

Continue to monitor and review all University plans and policies to identify opportunities to embed relevant cultural diversity strategies and targets to progress the university's commitment to cultural diversity and evaluate progress made towards creating an environment that supports diversity.

Appendix 3

Members of Academic Board

Members:

Professor Judy Atkinson BA(UC), PhD(QUT) (until December 2010)

Ms B. Bailey

Dr Kirsten Benkendorff BSc(Mq), PhD(UoW) (from June 2010)

Professor A. Cashin DipNurs(UTS), BHIthSc(UTS), GCertPTT(NEWCASTLE), MN(UTS), PhD

Dr C. Catterall PhD(SCU) (until April 2010)

Dr Angela Coco CELTA(Cam), DipT(BCAE), BA(Hons)(UQ), PhD(UQ) (until March 2010)

Dr Rebecca Coyle BEd(CollofVic), MA(UTS), PhD(MACQU), GradCertHEd(T&L)(SCU) (from June 2010)

Professor Peter Croll BSc(Hons), PhD(SHEF) (from August 2010)

Ms M Day LLB(Syd) (March–April 2010)

Professor I. Eddie PhD(NE)

Dr J. Edelheim PhD(MACQU), MBA(MACQUARIE), PostGradDipHosp&TourismMgt(MACQUARIE) (from June 2010)

Associate Professor A. Ellis BA(NE), DipEd(UNE), DipContEd(NE), GradDipDistEd(SACAE), GradDipEdStud(MCAE), GradDipExt(HAC), MSc(Syd), PhD(Syd)

Professor M. Evans BEc(Adel), MBA(Adel), PhD(Adel) (until June 2010)

Associate Professor W. Gilleard BAppSc(UTS), MSc(Hons)(UOW), PhD(Syd), GradCertHEd(L&T)(SCU)

Professor J.M. Graham DipOccThpy(NSWCollOccuTher), MSc(Bradford) (until October 2010)

Professor M. Hannan BA(Syd), DipMusComp(Syd), PhD(Syd)

Mr R. Harris BA(ANU), DipEd(Syd), LLB(ANU), LLM(QUT)

Professor P.M. Hayden BA(Monash), MEd(Monash), PhD(Melb)

Professor J. Jenkins BA(Hons)(NE), PhD(UNE)

Ms L. Lane DipA(Preston), MA(SCU), Cert.DTP(UTS)

Professor P L Lee FTSE, BE(Chemical)(RMIT), PhD(Monash)

Dr M. Longstaff BSc(Hons)(Newcastle), PhD(Newcastle)

Ms R. Lynwood BA(UNSW) (from June 2010)

Professor W. MacGillivray BSc(Hons)(Qld), PhD(UQ)

Mr A. Malipu

Mr M.H. Marshall BA(CCAE), MBA(CQU), CPA

Ms M Meshindi (from December 2010)

Ms D. Moffitt BCom(Griffith), MStratHRM(UOW)

Dr J. Nielsen BSc(Monash), LLB(Hons)(Monash), PhD(Melb)

Ms G O'Flynn (until October 2010)

Dr G. Ray BBus(NE), MPA(SCU), DBA(SCU)

Professor N. Ryan BSc(Griff), MSc(Griff), MPhil(Griff), PhD(Griff)

Professor D. Saltman AM Doctor of Medicine(MD)(UNSW) (from December 2010)

Dr W. Smart BAppSci(InfoSys)(SCU), BAppSci(Comp)(Hons)(SCU), GradCertHE(L&T)(SCU), PhD

Mr D. Stewart BA(LibSc)(KCAE), GradCertBA(SCU)

Professor J. Taylor BSc(Syd), DipEd(Syd), MSc(Syd), PhD(UNE)

Associate Professor M. Wallace BA(Hons)(Syd), DipEd(WillBalmColl), MEd(NE), PhD(Deakin)

Associate Professor R.P. Weatherby BPharm(Hons)(Syd), MSc(Syd), PhD(Syd)

Mr G. Woods BAppSc(SCU), GradDipEd(SCU) (until April 2010)

Index of compliance

Access	inside back cover
Aims and objectives	2, 3
Audited financial statements	49-110
Budgets	36
Charter	48
Committees	43, 45
Consumer response	30
Consultants	35
Credit card certification	35
Disability Plans	31
Disclosure of controlled entities	34
Energy	26
Equal employment opportunity	38
Executive officers	42
Financial and resource management	34-36
Freedom of information	37
Human resources	32
Insurance	33
International activity	22
Investment performance	35
Land disposal	35
Letter of submission	1
Management and activities	30-37
Management and structure	41-45
Multicultural Policies and Services Program	112
Occupational health and safety	32
Organisational chart	41
Payment of accounts	35
Privacy management plan	37
Promotion	35
Report by University Council	46
Research and development	8-10
Review of operations	4-40
Risk management	33
Waste	26, 33
Women	38, 111

Southern Cross University Annual Report 2010
 Also available at www.scu.edu.au/publications
 ISSN: 1324-1001
 Produced by Communications & Publications
 Design and Layout: John Waddell
 Printing: SCU Digital Printing Service
 Copies printed: 400
 Total production cost: \$10,000



Locations

Lismore campus
Military Road,
East Lismore NSW 2480

Gold Coast campus
Southern Cross Drive
Bilinga Qld 4225

Tweed Heads – Lakeside
Caloola Drive
Tweed Heads

Tweed Heads – Riverside
Brett Street
Tweed Heads

Coffs Harbour campus
Hogbin Drive,
Coffs Harbour NSW 2450

Business Hours:

Monday to Friday
9am - 5pm

Phone: 02 6620 3000

scu.edu.au

