April 1998

Dear Minister

The Board of Governors of Charles Sturt University has the honour to submit the following report of the proceedings of the University and audited financial statements for the year ended 31 December 1997 for your presentation to the New South Wales Parliament.

The Annual Report and financial statements have been prepared in accordance with the Annual Report (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely

D J Asimus, AO
Chancellor

C D Blake, AM
Vice-Chancellor
Structure of the University

Board of Governors

Academic Senate

Vice-Chancellor

Deputy Vice-Chancellor (Academic) and Principal
- Academic Development
- Research Development
- Research Management Committee

Deputy Vice-Chancellor (Management Services) and Principal
- EEO Policies
- Occupational Health & Safety
- Training & Development of General Staff
- Union Liaison & Negotiations

Pro-Vice-Chancellor (Academic Support) and Principal
- Aboriginal Education Centres
- Education Management Committee

Pro-Vice-Chancellor (Public Affairs)
- International Affairs
- Board of Governors
- Governance
- University Foundations
- Legal Matters

Pro-Vice-Chancellor (Planning & Development)
- Central Planning
- Quality Assurance
- Internal Audit
- Statistical Services

Division of Student Services

Division of the Dean of Studies

Division of Financial Services
Division of University Properties

Division of Human Resources

Division of Information Technology
Division of Library Services
Open Learning Institute

Faculties of Arts, Commerce, Education, Health Studies, Science & Agriculture
Australian Graduate School of Police Management

Division of Marketing & Communications
Division of University Properties
Division of Human Resources
Division of Information Technology
Division of Library Services
Open Learning Institute
The University’s mission is to produce graduates with a professional edge who are competitive in meeting the present and changing needs of society, commerce and industry. The University seeks to achieve this mission by:

- balancing professional and vocational course needs with the development of skills for and positive attitudes towards life-long learning;
- attracting students nationally and internationally because of the excellence of its courses, teaching, scholarship and support to students;
- being committed to open learning through access, articulation and student support programs;
- providing a variety of learning environments to meet the different needs of students drawn from diverse educational, social, ethnic and economic backgrounds;
- conducting high quality research of regional significance and international distinction;
- combining a dynamic regional commitment with a growing international reputation; and
- providing a flexible, innovative and challenging environment in which to teach, learn, research and work.

Statement of values

Charles Sturt University:

- is committed to the discovery, preservation, refinement, and dissemination of knowledge;
- recognises the primary importance of its students, local communities, and the other client groups it seeks to serve;
- pursues quality and excellence;
- accepts the need for accountability, ethical conduct and integrity;
- prizes flexibility and responsiveness;
- is committed to the pursuit of social justice and the provision of equity of access and opportunity;
- recognises the contribution of all staff; and
- is an active participant in the globalisation of higher education.
Charles Sturt University (CSU) was named The University of the Year for 1997 – The University of the First Generation for its exemplary ability to provide university education for first generation students.

The other highlights for the University in 1997 included:

- Honourable Justice James Wood, the Royal Commissioner into the NSW Police Service, addressed graduates from the Centre for Professional Development (Policing) at Goulburn.
- The University signed a major agreement with the private education group, IRI (Hong Kong) Pty Ltd, providing the potential for a ten-fold expansion in the number of international distance education students enrolling with CSU.
- The foundation stone for the first academic building at the Thurgoona campus at Albury-Wodonga was laid by the Governor-General of the Commonwealth of Australia, His Excellency The Honourable Sir William Deane, AC, KBE.
- The University signed an agreement with leading British-based private education provider, Study Group International, resulting in two new international campuses in Sydney and Brisbane.
- The NSW HSC On-Line project (a joint venture of CSU and the NSW Department of School Education) was launched, giving students fingertip access to resource and exam material on the internet.
- Newcrest Mining, owner of the Cadia Mines, signed a half-million dollar agreement with the University to assist the company in critical environmental management issues.
- The University was again recognised among Australia’s innovative teaching institutions with three lecturers awarded major grants totalling more than $120,000 under this year’s Higher Education Innovation Program.
- An agreement between the University and the Zoological Parks Board of NSW was signed at the new campus at Dubbo, fostering new opportunities for research into zoological studies and practice.
- The State’s new Wine & Grape Industry Centre, based at the campus at Wagga Wagga, commenced work providing research and education to winegrowers around Australia.
- The Chancellor, Mr David Asimus, AO, was presented with an honorary doctorate, Doctor of Agricultural Economics honoris causa, by the University of Sydney in recognition of his commitment to the wool industry.
- The University hosted the Rural Australia: Toward 2000 conference at the campus at Wagga Wagga, opened by the Deputy Prime Minister, Mr Tim Fischer.
- Australia’s third, non-commercial, independent national radio news service, National Radio News (NRN) was launched at the campus at Bathurst.
- One hundred years of teacher education training was celebrated at the campus at Bathurst.
- President of the Business Council of Australia and Chair of Coles-Meyer, Mr Stan Wallis, AO, delivered this year’s Nowik lecture at the campus at Albury-Wodonga.
- Federal Minister for the Environment, Senator Robert Hill, officially opened the largest ever annual conference of the Ecological Society of Australia at the campus at Albury-Wodonga.
- The new home for the School of Teacher Education at the campus at Bathurst, Allen House, was officially opened.
- The University’s first graduation in Tasmania took place at the Tasmania Police Academy. The eight graduates were the first group to graduate internationally with a Bachelor’s Degree in Emergency Management by distance education.
- Construction commenced on the $2.5 million St Francis residential college at the campus at Wagga Wagga.
The Charles Sturt University (CSU) community can look back on 1997, the year in which CSU became the *The University of the Year – The University of the First Generation*, with considerable pride and satisfaction.

There have been developments on many fronts, for example we:

- exceeded our assigned quota of grant funded places significantly, at both undergraduate and postgraduate levels;
- established a summer term as a viable and profitable program;
- substantially increased income from research and consultancy activities;
- achieved record enrolments of foreign students, both on-shore and off-shore;
- added significantly to the inventory of buildings, plant and equipment;
- developed a significant and permanent presence for the University in Albury-Wodonga, in Dubbo, at the Australian Graduate School of Police Management in Manly and in Goulburn;
- consolidated the financial position of the University;
- upgraded and extended our communication networks;
- improved the range of student support services, including some significant upgrades in the catering and residential services; and
- established a number of valuable academic support units, such as:
  - The Centre for Excellence in Learning and Teaching (CELT);
  - The Continuing and Professional Education Centre (CPEC); and
  - The Spatial Area Network (SPAN).

Probably even more significant than these individual achievements is the growing acceptance of CSU in the Australian higher education sector. Charles Sturt University is now recognised as a dynamic and responsive university with a clear mission and strong identity, to which students and Governments now look for services of various kinds.

I commend the staff for their individual contributions and together with them look forward with optimism and enthusiasm to 1998.
The University is conscious of the need to meet the changing demands of its students and of the marketplace. To this end, the consolidation of existing course areas and the development of new courses are an integral part of CSU’s commitment to providing the highest quality education for its students. This has been extended through the achievements of the six faculties throughout the year.

Australian Graduate School of Police Management (AGSPM)

The AGSPM has experienced continued growth in student numbers in the articulated coursework Master degree program.

Enrolments by police in the distance education mode now come from every Australian state and territory, New Zealand and Papua New Guinea. Increased interest has also been shown by non-policing organisations, including the military, fire services and the Australian Protective Service.

Customised programs, negotiated with clients, are continuing to be developed. These highly successful initiatives are taking higher education to the policing industry in a form that meets specific needs. For example, Victoria Police officers seeking initial promotion are expected to complete a Graduate Certificate in Police Management. The AGSPM addressed this issue and in 1997 two cohorts of approximately 25 students each undertook the Graduate Certificate by a combination of distance education and a residential school. Most of these are now pursuing further studies with the Graduate School. Further courses have been scheduled over the next three years.

Short duration non-award courses have again been conducted during the year with the West Australia Police, Australian Protective Service and the Royal Papua New Guinea Constabulary. The success of these courses has encouraged further contracts for consultancies, such as a review of officer training in the Papua New Guinea Constabulary.

A highlight of 1997 was the approval by Academic Senate of a restructured coursework program in which students in the Diploma and Master Degree courses now complete electives as well as a core of subjects.

A further and significant development, approved by Academic Senate, was a research Master Degree by thesis and a Professional Doctorate Degree consisting of four advanced level subjects and a major, original thesis.

The quality of design and delivery of the curriculum is continually being evaluated and takes into account the advice of clients. This provides for emerging and individual needs.

The Faculty of Arts

Demand for the Faculty’s courses in 1997 continued to be high. The Bachelor of Arts (BA) (Communication), the BA (Television Production) and postgraduate programs in psychology, child welfare, theology and investigations experienced strong growth in demand while other courses maintained previous levels. A number of new courses were offered this year: BA (Photography); BA (Design for Theatre & Television); Bachelor of Social Science (Rehabilitation Counselling); and the Graduate Diploma of Child Protection Investigation. The latter was developed in response to new training needs of the NSW Police Service following the Wood Royal Commission.

This year saw very strong enrolments in the Faculty’s new research degree programs in New Testament studies.

The Faculty’s psychology and public relations programs were accredited in 1997 by the Australian Psychological Society and the Public Relations Institute of Australia respectively.

The broadcast journalism programs underwent a major development this year with the establishment of National Radio News, a non-commercial, independent national radio news service. Staff and students provide a daily news service to community radio stations throughout Australia, adding a valuable practical element to the journalism courses. Twenty-seven stations have subscribed to the service so far.

A feature of the year was the success of continuing professional education programs, particularly a scriptwriting program developed for Nine Network staff, and investigation and fraud risk management programs developed for the RAAF. An on-line continuing professional education program in collaboration with the Fairfax organisation was also introduced.
New courses to be introduced next year are a Bachelor of Social Science (Social Welfare) at the Dubbo campus, and doctoral programs in the visual and performing arts.

A feature of the Faculty’s research profile in 1997 were successes in policing. Professor Seumas Miller was awarded the Sir Maurice Byers Fellowship to undertake research in police ethics. A team of Faculty staff led by Professor John Tulloch and Associate Professor Deborah Lupton were awarded a major tender by the Criminology Research Council to undertake research into fear of crime.

The Faculty of Commerce

The Faculty launched its new full fee paying, distance education Master of Business Administration degree (MBA) in February. It was one of CSU’s most successful full fee paying postgraduate program launches, attracting 92 students. It is now proposed to market the program to off-shore students.

The MBA specialisation in Global Trade Management continues to attract high overseas student enrolments. The course was introduced in response to interest from national, and in particular, regional firms expanding their export trade in the Asia-Pacific region. Together with the MBA in International Business, the Faculty is rapidly becoming a leading national and international provider of international trade management.

The agreement between the University and leading private education provider Study Group International will allow international students the opportunity to study the Bachelor of Business program through either Sydney or Brisbane international campuses. The agreement allows for articulation of Diploma of Business students into the Bachelor of Business program.

The Faculty of Education

The year saw the development of a more efficient and competitive course profile for the Faculty.

A Bachelor of Education (Technology & Applied Studies) was introduced in response to a critical shortage of teachers across Australia in this key learning area. Similarly, the Graduate Diploma of Education (Primary) is to be offered by distance education from 1998, meeting a growing demand for graduate training in primary school education. Together with continued growth in vocational education and training, special education, recreation and human movement and English as a second language programs, the Faculty has a positive outlook for the next few years.

The number of international students studying with the Faculty both in Australia and overseas rose steadily through 1997. CSU’s programs attract students from North America, New Zealand, the Pacific and South East Asia, with an increasing number electing to study in their own country by distance education. The Faculty’s strength in Recreation & Human Movement has been recognised internationally, with a Bachelor of Sport & Recreation planned to be offered in Malaysia in 1998 or 1999.

Faculty involvement with the wider professional community remains a prime objective. Secondment programs with the Department of School Education and TAFE have been fostered and encouraged and many of the Faculty’s staff are active participants in a range of professional bodies such as the Ministerial Advisory Council on the Quality of Teaching, the Teacher Education Council of NSW and the Australian Association for Research in Education.

The Faculty of Health Studies

Teaching facilities in the Faculty of Health Studies were given a boost this year with the injection of $1.3 million in capital funding for the new pharmacy, physiotherapy and nuclear medicine facilities. Building commenced on a new anatomy laboratory at the campus at Albury-Wodonga and a new pharmacy laboratory and nuclear medicine facility at the campus at Wagga Wagga. Next year, building will also begin on new science laboratories at the campus at Bathurst.

The number of courses for distance education students expanded half-way through the year, with the first intake of students into the Bachelor of Nursing, the Bachelor of Health Science (Community & Public Health) and the Bachelor of Applied Science (Nuclear Medicine Technology) Conversion.

The Community & Public Health course, intended for Aboriginal or Torres Strait Islander health workers seeking to upgrade their qualifications to Bachelor’s degree level, has been established to address health service delivery to Aboriginal people. The Nuclear Medicine Conversion course allows clinically qualified nuclear medicine technologists who hold a recognised certificate, associate diploma or diploma in Nuclear Medicine Technology awarded by an Australian tertiary institution, or equivalent, to upgrade to degree level status.

Another innovative new course is the Bachelor of Nursing by distance education, which enables enrolled nurses with the Advanced TAFE Certificate in Enrolled Nursing or equivalent to articulate their existing TAFE qualification and experience to a university degree. Other students who have completed the first year of the Bachelor of Nursing full-time on campus, or who have equivalent credit, are eligible to enrol in the third and later sessions of the degree as a distance education student.

The Faculty had its first graduation of students from the Bachelor of Social Science (Emergency Management). This ceremony boasted a number of firsts for the University: the group of eight graduates were the first to graduate internationally with a Bachelor’s Degree in Emergency Management by distance education; it was the University’s first graduation in Tasmania; and one of the graduates was the first woman in the world to graduate with this degree by distance education.

Three new undergraduate on campus courses will receive their first intakes from the beginning of 1998: the Bachelor of Applied Science (Nuclear Medicine Technology); the Bachelor of Health Science (Speech Pathology); and the Bachelor of Physiotherapy. Speech Pathology and Physiotherapy will expand the course offerings from the School of Community Health in Albury-Wodonga, while Nuclear Medicine will operate from the School of Medical Radiation Science in Wagga Wagga.

A Master of Applied Science (Medical Imaging), with specialisations in breast imaging and diagnostic radiography, will be launched next year and the Bachelor of Health Science (Pre-Hospital Care) will have its first intake of on campus students at Bathurst.

In 1998, the first graduates from the four-year Occupational Therapy course from the campus at Albury-Wodonga will be entering the workforce.

From January next year, the School of Nursing & Health Science will replace the School of Nursing & Administration, and the School of Public Health will replace the School of Paramedical Studies.
The Faculty of Science & Agriculture

This year has been one of consolidation and development of previously instituted projects.

The new National Wine & Grape Industry Centre has been established at CSU, a joint initiative of the University, NSW Agriculture and the NSW Wine Industry Association. This new centre is intended to be developed as the premier centre for the integration of research, education and training for technology adoption by the Australian wine industry.

Led by the Faculty’s professoriate, research activity increased once again in 1997. Several large research grants were awarded for projects in information technology, ecology/environmental science and animal science. Staff travelled to such diverse locations as South Africa and Brazil to present research papers at conferences.

This year marked the introduction of a new Faculty-wide Bachelor of Information Technology course that provides students with a high level of flexibility though eight possible major specialisations. The course replaces the Faculty’s three previous campus-specific courses and has allowed for significant rationalisation and cost-saving.

Following on from the undergraduate course, the Faculty finalised details of a new Graduate Diploma in Information Technology that will be introduced in 1998.

With the increased public focus on environmental issues and the rehabilitation of degraded and contaminated sites, the Faculty has produced the new Master of Applied Science (Environmental Management & Restoration) that will also be available for the first time in 1998. Using subjects from this course, the Faculty will also introduce a Graduate Diploma of Environmental Management.

Given the increased need to generate fee paying income, the Faculty introduced three new Graduate Certificates in 1997 that have had strong market appeal. These courses are the Graduate Certificate in Irrigation, the Graduate Certificate in Network Publishing and the Graduate Certificate in Biometrics. All of these courses were developed with significant input from industry.

Several additional niche-market Graduate Certificate courses were readied for introduction next year. The Graduate Certificate in Applied Science (Ornithology) has been developed to cater to the needs of both professionals and amateurs and is the only course of its type in Australia. The Graduate Certificate in Applied Science (Captive Vertebrate Management) was developed in collaboration with the Western Plains Zoo, Dubbo, and is in strong demand by prospective students.

New scientific instrumentation was purchased for installation in the Environmental and Analytical Laboratory (EAL) at a cost of about $200,000. This equipment will greatly enhance the EAL’s research and commercial capabilities.

Construction commenced on new animal science and agronomy laboratories at the School of Agriculture to augment the recently refurbished Sutherland Laboratories complex.

Construction of the cheese production facility and pilot scale food processing plant was near completion at the end of the year. The commercial production of cheese will begin in 1998 to be sold alongside CSU’s award winning wines. These facilities will also provide students enrolled in food science courses with valuable “hands-on” experience.

The indoor arena at the Equine Centre was completed and officially opened in April. Several overseas Olympic teams have inquired about using the Centre as a training base leading up to the 2000 Olympic Games.

Professor Geoff Scollary was appointed Professor of Wine Science and also head of the National Wine & Grape Industry Centre at CSU. The University has received national and international recognition as a centre for excellence in wine science and it is expected Professor Scollary will play a key role in its continued development into the next millennium. He has also taken on the role of Head of the School of Wine & Food Science following the retirement of Associate Professor Alan Nichol. Professor Nichol was the driving force in the development of food science at CSU and made significant contributions to the development of the Faculty.
A National Overview

In 1997, Charles Sturt University further secured its position as a premier regional university.

The naming of Charles Sturt University as The University of the Year for 1997 – The University of the First Generation by the Good Universities Guide was recognition of its substantial achievements in a competitive and changing environment.

The University won this prestigious award on the basis of its exemplary ability to offer a university education to first generation students, that is, students who are the first of their families to go on to tertiary studies.

In announcing the award at Parliament House on 24 July, the then Minister for Education, Training and Youth Affairs, Senator Amanda Vanstone said it was “particularly pleasing to see that a regional university has won this coveted accolade. Charles Sturt is innovative and adaptive, and a model for all universities, not just regional institutions.”

The award was received for teaching students well and giving them the best possible chance in the employment market.

From campuses at Albury-Wodonga, Bathurst, Dubbo and Wagga Wagga plus centres at Broken Hill, Canberra, Goulburn and Manly, CSU offers more than 300 courses to almost 25,000 students by on-campus and distance education study.

Today CSU is the largest provider of distance education in Australia, with about half its students enrolled in distance education courses.

In order to support this market in the best possible way, CSU has become a leader in the delivery of information technology services, allowing students to study from all over the world. The University operates one of the busiest mainstream web servers in Australia, receiving almost 15 million inquiries to its homepage each year.

The University prides itself on giving graduates a head-start in employment through practical components in many courses, industry involvement in curricula and long-standing cooperative associations with industry. The University’s rapidly developing scholarship program reflects the support CSU receives from employers.

International Operations

The University’s achievements in Australia were supported by continued growth in its international operations during the year.

International student numbers grew again in 1997 with significant growth in the off-shore program, especially in the areas of commerce and information technology. The off-shore program now provides courses in Hong Kong, Singapore, Malaysia, New Zealand, Portugal, Canada and the United Kingdom with student numbers continuing to grow. The off-shore program covers a wide range of courses and includes areas such as wine science, medical imaging and emergency services.

The International office continues to run two ELS English Language Centres, with strong enrolments at the Wagga Wagga campus and a growing cohort at the second campus in Sydney. The ELS franchise targeted specific groups during the year with specially designed English language packages. Successful programs were begun with the Japanese Local Government Association, training Japanese Local Government officials, and with the Council for International Education Exchange, providing English language preparation for international exchange students.

In a major new venture, the University signed an agreement during the year with the private education group IRI (Hong Kong) Pty Ltd, which has the potential to create a ten-fold expansion in the number of international distance education students enrolling with the University. The agreement creates a new external CSU program to be taught through the company’s network of teaching centres across Asia. The first courses will be delivered through the HELP Institute in Malaysia in 1998.

The University continued to manage the Australian Consortium for Higher Education in Malaysia (ACHEM) program delivered through the Yayasan Pelajaran MARA. The program moved during the year from leased premises in Trolak north of Kuala Lumpur to new premises at Bangi, close to the proposed new capital city development.
The year also saw the launch of CSU international campuses in Sydney and Brisbane in conjunction with a large British private provider, Study Group International. The campuses, located in the central business districts of both cities, will begin Business and Information Technology courses in 1998.

The successful on-shore student program also grew in 1997. Marketing has intensified in an attempt to maintain numbers in the adverse climate beginning to be experienced towards the end of the year.

The Division maintained active interaction with a range of international student associations through orientation, international student nights and valedictory ceremonies. In collaboration with the Division of Student Services, ongoing tutorial support has been enhanced at the campus at Bathurst.

International graduations were held in Malaysia, Hong Kong, Canada and the United Kingdom, catering for distance graduates and on-shore students who had returned home.

A significant area of activity for the Division was the coordination of many international visits to the University. These included visitors from many partner institutions with which the University has student and staff exchange agreements and the placement of a senior Thai University official for a seven-week internship.

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### Report on Overseas Travel

The following University staff made promotional visits during the period January–December 1997

<table>
<thead>
<tr>
<th>Staff Member</th>
<th>Faculty/Division</th>
<th>Month</th>
<th>Destination</th>
<th>Purpose</th>
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</thead>
<tbody>
<tr>
<td>Noyes, G</td>
<td>ACHEM</td>
<td>March</td>
<td>Malaysia</td>
<td>education exhibition</td>
</tr>
<tr>
<td>Bannikoff, A</td>
<td>International</td>
<td>March</td>
<td>Asia</td>
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</tr>
<tr>
<td>Harding, J</td>
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<td>March</td>
<td>Hong Kong</td>
<td>education exhibition</td>
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<td>International</td>
<td>March</td>
<td>Asia</td>
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</tr>
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<td>Orient</td>
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</tr>
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<td>Pakistan</td>
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<td>May</td>
<td>Canada</td>
<td>course promotion</td>
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<tr>
<td>Allan, J</td>
<td>Health</td>
<td>May</td>
<td>Canada</td>
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<td>Meyenn, R</td>
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<tr>
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<td>Lindley, D</td>
<td>Science &amp; Agriculture</td>
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<tr>
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<td>December</td>
<td>Indonesia</td>
<td>education exhibition</td>
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</table>
Charles Sturt University has a strong tradition of flexible learning, most apparent through the comprehensive selection of courses offered by distance education.

The University’s technology strategy supports the increasing use of computers and the internet by students and has implemented World Wide Web (WWW) technology as its standard for communication.

To coordinate efforts in support of teaching and learning, particularly in the area of technology support, the University established the Information and Learning Systems Group (ILSG) in 1995 following a recommendation by the McKinnon Review. The group comprises the Executive Directors of the Division of Information Technology, the Division of Library Services and the Open Learning Institute.

Since its formation, the group has instigated an active program of projects in the areas of staff development and the application of on-line technologies in learning and teaching.

The short term objective is that by 1999, all subjects offered by the University will be supported on-line in addition to most administrative and support services used by students.

Division of Information Technology

During the year, the Division of Information Technology made further progress towards establishing an audited QA system with the continuation of a technical writing course and progressive internal auditing of documentation.

Other developments in technology to enhance learning and teaching during 1998 included:

- a rapid growth in the availability of on-line support to subjects across the University;
- the successful completion of project based work involving staff from the constituent members of the ILSG in relation to on-line activities;
- the introduction of Windows NT as the standard desktop operating system; and
- the commencement of construction of the CSU microwave system providing high speed data connectivity between campuses.

In 1999, the Division will:

- continue the development of the Division so as to make its staff, services and facilities available to its clients across all campuses in as friendly, efficient and effective a manner as possible;
- continue the introduction of a QA system which complies with ISO9002.

Open Learning Institute

The Open Learning Institute (OLI) provides a focus for the definition of “openness” at the University, as well as holding responsibility for the provision and support of many of the open learning activities. The OLI is committed to the development of excellence in learning and teaching through the innovative use of communications and technology.

The Centre for the Enhancement of Teaching and Learning (CELT) was established in January. The Centre combines existing units of the OLI and has particular responsibilities for research into learning and teaching issues; academic staff development; and educational design and education innovation, including the use of technology in education.

In June, the Continuing and Professional Education Centre (CPEC) was established within the OLI to be responsible for the marketing and management of the continuing education activities of the University.

This year, the number of subjects offered by distance education increased by 16 per cent and the number of distance education students increased by 11 per cent. This was achieved without an increase in staff and with significant cost savings.

New ways of delivering essential information to students were found to deliver further savings.

A successful trial of on-line support for subjects this year will be extended in 1998 to whole courses, with the aim of all courses being supported on-line by the start of the 1999 academic year.

The OLI warehouse building was modified in April to accommodate two vertical carousels to enable vertical storage of distance learning materials with computer-controlled retrieval of individual items. The carousels have a capacity of eight million pages of printed material and store up to 80 per cent of materials for dispatch.

Goal 3

Being committed to open learning through access, articulation and student support programs
Division of Student Services

The University is committed to providing the highest possible quality of support services for its students.

The Division of Student Services provides the following services for students: careers and graduate employment advice, counselling, chaplaincy, disability support, health services, International Students’ support, learning skills, off campus accommodation assistance, Special Assistance Students Loans Scheme and Student Equity.

Flexible delivery of service provision continued to be a key priority for 1997, with the following highlights during the year:

- total number of recorded student contacts nearly doubled with only a fractional increase in resources;
- distance education student numbers accessing the Division’s services continued to increase;
- student consultation services by phone, facsimile and email exceeded the number of face-to-face consultations;
- students accessing services in groups was nearly as large as the number of students serviced on the more traditional one-to-one basis;
- off campus orientation sessions for distance education students continued to grow; and
- current and planned delivery of on-line services also increased.

Other developments included:

- co-curricula student development programs were conducted as enabling courses for the faculties of Science & Agriculture and Commerce;
- support counsellor systems and procedures were established and developed to enhance student access to counselling services;
- a University-wide disability advisory group was established to facilitate provision and coordination of services for students with disabilities;
- a Student Services Consultative Committee was instituted as an additional mechanism to strengthen links and coordinate student representatives and other stakeholders; and
- a peer mentoring program for commencing distance education students was investigated and will be piloted in 1998.

Division of Library Services

In 1998 the Division of Library Services expanded the provision of online services, providing access to thousands of publications, journals and texts.

The University acknowledges the importance of providing remote access and considerable effort has been maintained in enhancing and developing these services.

Highlights included:

Library

- Electronic Reserve inaugurated
- Digitisation equipment acquired, installation partially complete
- Significant library resources and services provided for Online Supported Subjects
- Library Web pages revised and augmented
- Online Resource Guides commenced
- Marked increase in email requests
- Review of periodicals in the face of major financial stresses
- 2,000 online periodicals now available
- Move to image-based online products commenced
- National Council for Intellectual Disability collection incorporated at Albury

Archives

- Accessions managed on a database/lateral filing introduced
- Letona Cannery Co-op records completely processed
- Records accessioned from the following sources:-
  - Joe Schipp’s Wagga electoral office
  - Noel Hicks’ Wagga and Griffith electoral office
  - Southern Riverina City Council
  - CSU School of Visual and Performing Arts
- Exhibitions prepared for Wagga Wagga Teachers’ College Reunions for the years 1958-59 and 1966-67
- Concise Guide to State Archives from Riverina and Murray Regions published and available for 1998
- The Archives hosted Agriculture and Science 1997-98 summer research scholar, Troy Whitford
- Disposal work carried out on student files

Art Collection

- Extensive program of restoration and reframing to best practice standards
- Continuing acquisition of major Australian artists, including a Jeffrey Smart oil on canvas painting
- Recent acquisitions exhibition, Landscape, with publication of a fully illustrated catalogue
- Finalisation of a gift of over 500 art works by the artist, Professor David Green, through the Taxation Incentives for the Arts Scheme
- Planning for the tour of the Landscape show and the Cinderella Gems exhibition in 1999

and which emphasises an ongoing development and review of quality assurance procedures, service level agreements and performance indicators covering all aspects of the Division’s services;

- ensure that its staff remain abreast of development in technology by the provision of planned training activities and to support its staff in their vocational and professional development;
- work towards further standardising the desktop computing environment;
- complete the conversion of campus computing laboratories for 24 hour access;
- introduce high speed data backbones on all campuses;
- facilitate the introduction of high quality video conferencing for teaching to the Dubbo campus;
- actively develop the technology that underpins CSU On-line; and
- continue the support and project management of HSC On-line.

Other developments included:

- Intercampus loan traffic increased
- Increased collaboration with Police Academy Library following the CSU/NSW Police Service Agreement for the Constables’ Education Program
- Advice on distance education library services sought by Australian and New Zealand Theological Librarians’ Association

The University is committed to providing the highest possible quality of support services for its students.

The Division of Student Services provides the following services for students: careers and graduate employment advice, counselling, chaplaincy, disability support, health services, International Students’ support, learning skills, off campus accommodation assistance, Special Assistance Students Loans Scheme and Student Equity.

Flexible delivery of service provision continued to be a key priority for 1997, with the following highlights during the year:

- total number of recorded student contacts nearly doubled with only a fractional increase in resources;
- distance education student numbers accessing the Division’s services continued to increase;
- student consultation services by phone, facsimile and email exceeded the number of face-to-face consultations;
- students accessing services in groups was nearly as large as the number of students serviced on the more traditional one-to-one basis;
- off campus orientation sessions for distance education students continued to grow; and
- current and planned delivery of on-line services also increased.

Other developments included:

- co-curricula student development programs were conducted as enabling courses for the faculties of Science & Agriculture and Commerce;
- support counsellor systems and procedures were established and developed to enhance student access to counselling services;
- a University-wide disability advisory group was established to facilitate provision and coordination of services for students with disabilities;
- a Student Services Consultative Committee was instituted as an additional mechanism to strengthen links and coordinate student representatives and other stakeholders; and
- a peer mentoring program for commencing distance education students was investigated and will be piloted in 1998.
Charles Sturt University is dedicated to meeting the need of its students who are drawn from diverse educational, social, ethnic and economic backgrounds.

Ethnic Affairs

The University is currently in the process of developing an Ethnic Affairs Priorities Statement (EAPS). It already has, however, put in place many initiatives to facilitate cultural diversity.

Specific initiatives for 1997 included:
- the introduction of Study Skills for University Success – a language and culturally based university preparation program for students with English language difficulties;
- the appointment of an English Skills Adviser to the campus at Bathurst;
- cultural awareness training for staff, oriented to Aboriginal cultural and educational issues;
- a series of seminars and discussions run by the University’s Centre for Enhancement of Learning and Teaching, focusing on responding to student diversity;
- the opening of a Muslim prayer room at the Bathurst campus to complement the Islamic Centre at the Wagga Wagga campus; and
- University support for an annual multicultural event organised on each campus by international students.

Key strategies for 1998 include:
- devolution of EAPS responsibilities through the University management structure;
- establishment of a database for staff and more focused analysis of staff and student data to provide information for the development of EAPS strategies;
- integration of diversity issues and equal employment opportunity principles into mainstream staff development programs; and
- a re-evaluation of all teaching activities to incorporate an approach responsive to the ethnic diversity of the student population, in the context of the policy on Teaching & Learning approved by the Academic Senate.

Student Equity

The success of the University in providing accessible and supportive higher education to students from non-traditional backgrounds was recognised this year by the award of The University of the Year – The University of the First Generation.

Many of the most successful equity programs at CSU have been integral to the functioning of the University for some years. For example:
- provision of a wide spectrum of courses by distance education, that enable even the most isolated students to participate in higher education;
- the Special Admissions Scheme, that gives consideration to a wide range of disadvantages on an individual basis; and
- provision of a wide range of personalised support services for students with a disability.

Specific initiatives for 1997 included:
- the University was awarded 38 Commonwealth Merit Based Equity Scholarships, with equity staff providing counselling and advice to all winners;
- a series of information sessions in rural centres, hosted by TAFE, to promote access to university for non-school leavers;
- equity input into mainstream staff development programs, with Equity and Disability staff producing resources for on-line discussion, workshops and video conferences on the theme ‘responding to a diverse range of students’; and
- the University being an active participant in the joint TAFE-University Regional Disability Liaison Officer initiative, hosting the officer for southwestern NSW.

Key equity strategies for 1998 include:
- expansion of outreach programs for students in rural and isolated areas;
- preparation and implementation of a peer mentoring program for distance education students in selected courses; and
- production of resources for use in promoting information technology studies to rural students, especially women.

Goal 4

Providing a variety of learning environments to meet the different needs of students drawn from diverse educational, social, ethnic and economic backgrounds
Research & Graduate Studies

The significant growth in research income, particularly from industry and State and Commonwealth Government sources, and in research higher degree students which had been evident over the previous three years, continued in 1997.

Research highlights for the year were:

- the target of a minimum of five new ARC Large Grants per annum suggested in the McKinnon Walker Review (1995) was achieved for the first time;
- total research funding exceeded $3 million for the first time;
- the signing of a research contract with Newcrest Mining to conduct environmental research relating to the impact of the company’s mining activity will provide significant research funding over a five-year period;
- the research quantum was increased to $806 000;
- the University hosted a visit by Professor R Johnstone, Chair of the ARC Small Grants Review Panel;
- the first Vice-Chancellor’s Award for Research Excellence and Faculty Awards for Research Excellence were announced;
- following a review by the Research Management Committee, four of the five accredited research centres were reaccredited for a further three years;
- the first of what are intended to be annual seminar days for postdoctoral research fellows to present their research to the University community was held;
- admission of the first postgraduate research students under the joint agreement with Sukhothai Thammathirat Open University in Thailand;
- finalisation of policies on outside professional work and intellectual property;
- development of a minimum resources statement for postgraduate research students;
- further development of a code of practice for good research conduct;
- a comprehensive review of the research higher degree regulations;
- a review of the guidelines for ARC and CSU Small Grants;
- establishment of the National Wine & Grape Industry Centre and the National Rural Health Centre;
- continuation of research funding for four development groups, three for a second year and one for a third year;
- the University hosted the first Visiting Research Fellows funded by the Research Management Committee;
- five externally funded postdoctoral fellows took up their appointments at CSU;
- the University expanded its research links with a number of regionally based companies;
- establishment of the Spatial Analysis Unit as a research service unit;
- the allocation of Australian Postgraduate Research Awards increased from four to six;
- a significant increase in the number of students with scholarship support to study for research higher degrees;
- a review of the Teaching Fellowship Scheme (implemented at the end of 1995) was conducted; and
- the number of postgraduate research students increased by 10 per cent over the previous year.

Funding for Research

The University Research Fund was increased to provide additional support for research centres, research groups and individual staff members.

The CSU Seed Grant program supported small scale research projects to provide opportunities for new or inexperienced researchers. ARC Small Grants and CSU Small Grants were awarded to staff who submitted projects which were assessed as having potential for external funding at a later stage.

Staff support grants were provided to staff who were awarded a National Competitive grant. Thirty-six grants were awarded with amounts ranging from $500 to $3550 depending on the amount of the external grant. The $66 500 CSU Staff Support fund complemented $1.349 million of external funding.

Goal 5

Conducting high quality research of regional significance and international distinction
CSU Research Fund – Major Programs

- Contribution to University Research Centres: $500,000
- Seed Grant Program: $30,000
- Staff Support Grants: $66,500
- CSU Small Grants: $30,000
- International Collaborative Grants: $40,000
- CSU Postgraduate Studentships: $264,000
- CSU Studentship and APA Subsidies: $50,000
- Research Development Fund: $45,000
- Summer Scholarships: $20,000
- Visiting Fellowships: $100,000
- Writing Up Awards: $17,000
- Research Fellowships: $100,000
- Special Projects: $40,000

Total: $1,302,500

Research Infrastructure Block Grants

- Centre for Cultural Risk Research/
  Centre for Rural Social Research/
  Australian Rural Health Institute at CSU: $40,999
  Research development officer

- Farrer Centre
  Laboratory freeze drier: $30,245

- Rural Biomedical Research Group
  Base equipment for a pharmaceutical formulation unit: $23,719

- School of Agriculture
  Equipment for research in irrigation and water resources: $30,200

- National Wine & Grape Industry Centre
  High pressure liquid chromatography equipment: $46,305

- School of Environmental & Information Sciences/
  Division of Information Technology
  Research support programmer: $42,532

Total: $214,000

Research Higher Degree Students – 1997

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Master Students</th>
<th>Doctoral Students</th>
<th>Total by Faculty</th>
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<tbody>
<tr>
<td>Arts</td>
<td>21</td>
<td>27</td>
<td>48</td>
</tr>
<tr>
<td>Commerce</td>
<td>5</td>
<td>18</td>
<td>23</td>
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<tr>
<td>Education</td>
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<td>8</td>
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<tr>
<td>Science &amp; Agriculture</td>
<td>30</td>
<td>53</td>
<td>83</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>152</strong></td>
<td><strong>225</strong></td>
</tr>
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</table>

Dr Dirk Spennemann was presented the Inaugural Vice-Chancellor’s Award for Research Excellence.
Commitment to community services and enhancement of regional culture is an integral part of CSU’s vision to remain Australia’s premier regional university.

As well as developing and sustaining initiatives in these regions, the University continues to act globally, making a significant and growing contribution to the national and international communities.

Cultural Activities

Charles Sturt University coordinates and invests in a wide range of activities that enrich the cultural life of its regions, including the:

- Music Conservatorium Centres at Albury-Wodonga, Bathurst and Wagga Wagga;
- Riverina Playhouse at Wagga Wagga and the Ponton Theatre at Bathurst;
- University Library;
- CSU Art Collection;
- Booranga Writers Centre;
- CSU Regional Archives;
- professorial inaugural lectures;
- community radio station 2MCE-FM at Bathurst;
- CSU Friendship Exchange for international students;
- Islamic Study Centre on campus at Wagga Wagga; and
- the Regional Academies of Sport on campus at Wagga Wagga and Bathurst.

Industry and Affiliate Institute Linkages

Charles Sturt University offers a range of educational programs in cooperation with industry that facilitate the sharing of research infrastructure and the sponsorship of collaborative research projects and scholarships. Recent initiatives include an agreement with the Coleambally Irrigation Board to offer an education program and an agreement with NSW Agriculture and NSW Wine Industry Association to form the National Wine & Grape Industry Centre.

The University has formed strategic links with employers in Australia such as the Commonwealth and NSW Police Services, the NSW Ambulance Service, Tasmanian Emergency Services and the Royal Australian Navy; and off-shore with twinning arrangements such as the Northumbrian Ambulance Service in the United Kingdom.

Regional Development

The University is the largest single organisation in western NSW or northern Victoria, measured in both expenditure and employment terms. It employs 1500 people and creates an estimated 650 further jobs in the community.

Other examples of CSU’s interaction with its regions include:

- The University Foundation, a company which provides support for the University and its students through sponsorship from individuals, companies, corporations, organisations or other interested groups;
- Professional, technical and information services, including the Environmental Analytical Laboratories, the Spatial Data Analysis Network and the Equitation Centre at Wagga Wagga, and the Psychology Services Centre at Bathurst;
- Research Centres and Groups, including the Centre for Rural Social Research, the Centre for Cultural Risk Research, the Farrer Centre for Conservation Farming, the National Wine & Grape Industry Centre, the Johnstone Centre for Parks, Recreation & Heritage, the Regional Economics Research Unit, the Group for Research in Employment and Training, the Group for Research into Teacher Education, the Rural Biomedical Research Group and the Australian Rural Health Research Institute; and
- The Bathurst Education Advancement Group which comprises 53 educational institutions in the Bathurst/Central West region.

Professional Contributions

Charles Sturt University staff play a major role in regional professional activities and are increasingly involved nationally and internationally. CSU is expanding its international activities both on-shore and off-shore and staff from the University are consultants to aid programs in the South Pacific mediated by AusAID.

Staff edit many international journals and represent Australia on a number of Boards, such as the Australian Education Office in North America and UNESCO Committee on Biosphere Reserves.

In the future, the University will continue to implement its strategies for the management and support of community service.
A new Division of Human Resources was formed in July as a result of a merger of the Staff Development and Training Unit, Equal Opportunity Unit, Occupational Health & Safety Unit and the Division of Personnel Services.

The objective of the Division is twofold. First, to support CSU’s investment in people and their capacity to contribute to the University and, second, to assist in strengthening the University’s standing within the higher education sector so it can continue to attract, retain and employ quality staff.

To meet this objective, the new Division provides a range of human resource and support services to enable the University to recruit, retain and develop staff within a safe and supportive working environment.

Employee Relations

In the last 12 months, the Division has:

• provided information and data to the University’s employer association, the Australian Higher Education Industrial Association (AHEIA) on a range of matters including superannuation, enterprise bargaining, casual employment and non-continuing appointments;

• conducted seminars on each campus on industrial relations matters;

• published, via email, regular updates on industrial relations matters affecting the University and its staff;

• provided a consultancy service to Deans, Heads of School and Sections as well as staff on a range of employee and industrial relations matters;

• provided briefings for the University’s solicitor in matters before the Human Rights Commission and the NSW Equal Opportunity Commission; and

• contributed to the fostering of harmonious industrial relations with the academic and general staff unions.

In addition, Academic and General Staff Consultative Committees continued to meet under the Chair of the Deputy Vice-Chancellor (Management Services) as an effective line of communication between management and staff.

The following enterprise agreements were certified by the Australian Industrial Relations Commission in 1997:

• Charles Sturt University (Academic Staff) Enterprise Agreement 1997–1999;

• Charles Sturt University (English Language Teachers) Enterprise Agreement 1997; and

• Charles Sturt University (General Staff) Enterprise Agreement 1997–1999.

Equal Opportunity

Developments in equal employment opportunity included:

• the purchasing of special equipment and arranging for workplace modification for existing and new staff with disabilities;

• cultural awareness training, focusing on indigenous Australians;

• a highly successful conference involving women in the community and the University, entitled “Women Making a Difference”;

• consultations with women for the development of a new Affirmative Action Plan and reviewing the last five years’ achievements which showed an increase in the representation of women. The increase among academic staff was 24 to 31 per cent, at senior lecturer level and above from 12 to 21 per cent and among management positions for general staff from 24 to 37 per cent; and

• the introduction of a package of flexible working conditions to accommodate the needs of workers with family responsibilities contained in the 1996 enterprise agreement.

Ethnic Affairs

The University is currently in the process of developing an Ethnic Affairs Priority Statement.
Organisational and Staff Development

Highlights for 1997:

• prepared staff for the introduction and implementation of performance management schemes. Related information sessions were held for management and will continue to be offered in the workplace for Schools and Sections until early 1998;

• conducted human resources forums for managers and supervisors. The most recent of these has been arranged to facilitate discussion of the enterprise agreement with a particular focus on managing the flexible working hours scheme;

• facilitated work-based activities involving whole sections or units;

• conducted the induction program for new staff in March and September at the three main campuses;

• designed and piloted a new program for selection and recruitment of staff;

• through the campus Human Resource Managers, assisted Academic Probation Review Committees in the review of a significant number of staff;

• assessed and acted on staff development needs of Heads of School and committees wherever possible;

• attended all probation reviews and disseminated Centre for Enhancement of Learning and Teaching (CELT) information on teaching portfolios and other support offered;

• assisted Deans of Faculty with debriefing unsuccessful applicants for promotion;

• awareness sessions offered to academic staff to ensure consistent understanding of guidelines and processes prior to applications for the 1997 round of Academic Promotions;

• commenced review of Human Resources Policy, procedures and guidelines to ensure coherence with other Human Resource processes applied to academic staff – recruitment, induction, probation and the Professional Development Scheme; and

• Human Resource staff attended training in Alternative Dispute Resolution; attended Australian Higher Education Developers Conference; undertaken development in AHRI, Human Resource awareness, information technology, administration skills, facilitation and counselling workshops and also attended a number of local OH&S seminars.

Grievances

In 1997, 86 complaints were made under the University’s grievance procedure. This does not represent all grievances handled by the University, only those made to Equal Opportunity staff and Grievance Advisers. Multiple complaints sometimes involved up to seven complainants. The majority of complaints were resolved informally. Most complainants were female, to some extent reflecting the demographics of the University’s workforce and internal student population.

Alleged complaints were based on a range of factors: staff matters including unfair treatment, harassment, discrimination, work and family issues and problems with supervision and management; and student matters including unethical conduct, harassment and biased or unfair treatment.

Environment, Health & Safety

Key developments for the year:

• gained approval for a new University Committee structure which ties together environmental awareness, Occupational Health & Safety (OH&S) and emergency response, to be activated in 1998;

• strengthened the campus-based OH&S committees through provision of training and specialist advice;

• conducted University-wide training in Safe Office Practices, Manual Handling and Occupational Health & Safety Awareness;

• reviewed and introduced new policies and increased staff in specialist areas (such as Emergency Control Organisation and Radiation Safety) and liaison with the Critical Incident Response Units across the three campuses;

• reviewed first-aid officer coverage, training and appointment;

• reviewed CSU’s approach towards and provision of Workers’ Compensation; and

• participated in Workers’ Compensation claims review meetings with insurance company with a view to managing claims so as not to unduly impact on premium.

<table>
<thead>
<tr>
<th>Campus*</th>
<th>Staff</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Albury-Wodonga</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Bathurst</td>
<td>4</td>
<td>16</td>
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<tr>
<td>Wagga Wagga</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>40</td>
</tr>
</tbody>
</table>

* Campus represents the campus location of the EO Coordinator or grievance adviser to whom the complaint was made.
Personnel Administration

Administration assisted in the smooth implementation of change brought about by organisational restructuring during the year.

Other initiatives for 1997:

- developed new reporting procedures for Executive Director and Professorial probation reviews;
- supported Heads of School in the conduct of probation reviews to ensure consistency and compliance with policy and procedures to focus on a formative rather than summative approach and articulation with the Professional Development Scheme;
- reviewed the 1996 promotion processes;
- facilitated and coordinated the 1997 round of academic promotions;
- introduced the upgraded version of the CONCEPT Human Resources Information System;
- developed and introduced a significantly enhanced pay advice notice that incorporates leave balances and future planned leave;
- enhanced the development of the WWW pages for the Division;
- continued with the capture and compilation of statistics required by the Department of Employment, Education, Training and Youth Affairs (DEETYA), Australian Bureau of Statistics (ABS), Office of the Director of Equal Opportunity in Public Employment (ODEOPE), Affirmative Action (AA) and Workcover. Also surveyed all staff to capture data related to equal opportunity planning and data required by ODEOPE. In addition, the survey sought updated information related to staff emergency contact details;
- conducted two rounds of general staff job evaluations and used an outside consultant to work with the University to enhance the administration of the job evaluation process. The review recommended a number of changes to streamline the process, make managers and supervisors more aware of the system and to assist staff in the completion of position descriptions;
- participated in tenure, probation, promotion, job evaluation, personnel, AA, equal employment opportunity (EEO), OH&S, critical incident response, Principal’s advisory, corporate apparel, human resource/finance working group, Murray campus management advisory and Aboriginal education committees;
- ensured accurate listing of staff and qualifications in Handbook; and
- celebrated Human Resources Week by publicising a range of activities organised by the newly-formed North East/Riverina Network of the Australian Human Resources Institute and by inviting staff of the campus at Albury-Wodonga to celebrate the creation of the new Division of Human Resources.

Recruitment

The following developments took place in 1997:

- established regular cross-campus meetings to maintain consistency in recruitment activities, specifically in the application of selection criteria, to monitor the move to a new advertising agency and to develop a new advertising format;
- commenced review of continuum between Academic processes of recruitment, probation, promotion and professional development; and
- completed criteria and draft policy for Research Only Academics.
Site Development

During 1997 the University completed the purchase of 67.87ha of land at Thurgoona for $1.655m. This additional land provides the University with a consolidated site of approximately 87ha for the development of the Thurgoona Campus. The University is leasing the creek area on the boundary between the land owned by the University and the land owned by TAFE. The University will rehabilitate the creek area for environmental research purposes and for future recreational needs.

The University has negotiated the acquisition of 48.166ha of Crown land currently occupied by the Wagga Wagga Agriculture Research Unit of NSW Agriculture. This land will enable further development of the University’s wine and food teaching, research and enterprise facilities at the campus at Wagga Wagga.

Office of Design

During 1997 the Office of Design undertook the planning and concept design of major construction, refurbishment and site services projects and has managed selected architectural and engineering consultants to complete the detailed design and documentation of these projects. Projects included: campus at Thurgoona – site services, an academic office building, a herbarium facility, and teaching accommodation; campus at Albury-Wodonga – anatomy laboratory, physiology laboratory, visual arts renovations; campus at Bathurst – a multipurpose laboratory, sports pavilion, early intervention centre, gymnasium renovations, FM radio station and sound studio renovations and additions, student union and students services facilities; campus at Wagga Wagga – performing arts offices and precinct, plant pathology and microbiology laboratory, animal science and agronomy research laboratories, pharmacy laboratory, nuclear medicine laboratory, Atkins Hall renovations and additions.

CSU’s Campus at Thurgoona

His Excellency The Honourable Sir William Deane, AC, KBE, Governor-General of the Commonwealth of Australia, unveiled a plaque and foundation stone on Friday 18 April 1997 to mark the commencement of construction of the new campus at Thurgoona.

Stage 1 site services comprising the construction of the access road, car parking area, the utilities service corridor and the planting of 6000 native trees and shrubs were completed in 1997. The University received a RiverCare 2000 Silver Award for the design and implementation of its stormwater management system and its contribution to the quest for clean, healthy, and productive rivers by the year 2000.

Construction of an academic office building, a herbarium facility, and teaching accommodation commenced in August and is due for completion in July 1998 (estimated cost $2.830m). Refurbishment of the administration/teaching building to provide an additional ten academic offices was completed in February 1997.

CSU’s Campus at Albury City

The Board of Governors has accepted a recommendation of the Vice-Chancellor that the teaching facilities for the School of Community Health be located at the campus at Albury-Wodonga. Construction commenced on the renovations to existing buildings at an estimated cost of $0.800m to provide an anatomy laboratory and a physiology laboratory for the physiotherapy course in 1998.

Renovations are being undertaken in the visual arts building to provide specialist teaching facilities for the early childhood course and to construct a new colour photography darkroom and associated facilities at an estimated cost of $0.125m.

CSU’s Campus at Bathurst

Four student residential accommodation cottages were completed in February 1997 at a cost of $0.750 million. Each cottage comprises eight single bed/study rooms, self-catering facilities, common room, two bathrooms and toilets, and a laundry.

Construction of the Centre for Professional Development Stage 2 comprising 16 ensuite bedrooms and a common room was completed in March 1997 at a cost of $0.850 million.

A sports pavilion adjacent to the rugby oval was completed in July 1997 at a cost of $0.193 million. This facility was jointly funded by the University, the Students Sports Levy Fund, and the Mitchell Association of Student Councils.
Stormwater drainage minor work ($0.040 million) was carried out to improve the drainage of the rugby field to permit usage during wet weather.

The conversion of Allen House, formerly student residential accommodation, to academic offices for the School of Teacher Education and associated renovations were completed in September 1997 at a cost of $1.325 million.

Renovations and refurbishments were carried out to the student, staff, and functions dining facility at the cost of $0.140 million. Renovations and refurbishment to the office building vacated by the School of Teacher Education are being undertaken to provide office accommodation for the School of Public Health and accommodation for the Division of Student Services at an estimated cost of $0.100m.

CSU’s Campus at Wagga Wagga

WACOBU Cottage was completed in February 1997 at a cost of $0.240m. The building provides residential accommodation for postgraduate students and commemorates a centenary of teaching of Agriculture on the Agriculture Campus at Wagga Wagga. The project is jointly funded by the Wagga Agriculture College Old Boys Union (WACOBU) and the University.

In April 1997 the indoor arena was completed at the Equine Performance Centre to provide an all weather teaching and research facility for equine related studies. The cost of $0.325m included a $0.125m grant from the Department of Sport, Recreation and Racing.

Renovations to a laboratory in the Sutherland Laboratory building were completed in March 1997 at a cost of $0.185m.

Stage 1a renovations and upgrade to the major kitchen and student dining facilities in Atkins Hall were completed in October 1997. Stage 1b commenced in November 1997. This project will be completed in stages over a number of years as resources become available to fund the project.

Construction of a food and wine technology facility and a wine storage facility to support the teaching and research of the School of Wine & Food Sciences will be completed in January 1998 at an estimated cost of $1.050m.

Construction of office accommodation for the School of Performing Arts commenced in June 1997 and is due for completion in January 1998 at an estimated cost of $0.450m.

Construction of a pharmacy laboratory commenced in September 1997 and is due for completion in July 1998 at an estimated cost of $1.300m.

The Trustees of the Roman Catholic Church for the Diocese of Wagga Wagga constructed a student residential college on the campus at Wagga Wagga on 1.189ha of Crown land Reserve 8900 leased from the University. The Stage 1 development comprises 53 bedrooms and associated facilities and will accommodate university students from the commencement of the 1998 academic year.

Renovations and alterations (cost $0.070m) were carried out to the Open Learning Institute warehouse facility to enable the installation of two computerised vertical carousel storage systems to improve the efficiency of the storage and distribution of distance education student resource materials. Additions and alterations are being made to the environmental analysis laboratory at a cost of $0.110m.

Australian Graduate School of Police Management at Manly

The University and the Australian Institute of Police Management jointly funded the construction of academic offices and library facility at the Institute’s Manly campus. Construction was completed in February 1997 at a cost to the University of $0.180m.

The Governor-General, Sir William Deane, AC, KBE, unveiling the Foundation stone for the campus at Thurgoona, pictured with the Chancellor, Mr David Asimus, AO.
Charles Sturt University (CSU) was formed in July 1989 by the combination of two institutions – Mitchell College of Advanced Education in Bathurst and the Riverina-Murray Institute of Higher Education in Wagga Wagga and Albury.

CSU is a federated network university. Its headquarters are at The Grange on the campus at Bathurst, where the Vice-Chancellor and some senior officers are based.

Unlike other multi-campus network universities, CSU’s innovative organisational structure means its five faculties are university-wide, spread over the three campuses.

The faculty and division heads are responsible for activities at all three campuses, but are not necessarily located at the University’s headquarters.

This ‘integrated but decentralised’ structure avoids unnecessary replication of administrative and academic effort and increases students’ access to academic opportunities and expertise at other campuses.

Board of Governors

The Board of Governors is the governing and policy-making authority of the University. The Board oversees the University’s resources and the development of broad policies for academic planning and administrative and teaching facilities.

Personnel Committee

The Personnel Committee:

- recommends on the University’s personnel policies to the Board of Governors;
- provides advice on any personnel matter referred to it by the Board of Governors or its committees, the Vice-Chancellor or the chief executive officer of each campus; and
- exercises other functions on personnel matters that may be assigned to it by the Board of Governors.

Finance Committee

The Finance Committee:

- reviews the University’s draft budget with respect to capital and recurrent spending for transmission with advice to the Board of Governors;
- advises the Board of Governors on fees, charges and fines;
- reviews the University’s financial report and duly audited statement of accounts and transactions for transmission with advice to the Board of Governors;
- considers and advises on any other financial matter referred to it by the Board of Governors, its committees or the Vice-Chancellor; and
- exercises other functions in relation to financial matters as may be assigned to it by the Board of Governors.

Audit Committee

The Audit Committee is responsible for:

- reviewing the audit plan of the external auditors;
- reviewing and approving the audit plan of the internal auditors;
- evaluating the overall effectiveness of both the internal and external audit through regular meetings with each group;
- determining that no management restrictions are placed upon either the internal or external auditors;
- evaluating the adequacy and effectiveness of the University’s administrative, operating and accounting policies through communication with operating management, internal audit and the external auditors;
- evaluating the adequacy of the University’s accounting control system by reviewing written reports from the internal and external auditors and monitoring management’s responses and actions to correct any noted deficiencies;
• reviewing all financial reports to be made to the public prior to their release;
• reviewing any regulatory reports submitted to the University and monitoring management’s response to them;
• evaluating the University’s exposure to fraud;
• taking an active interest in ethical considerations of the University’s administrative and financial policies and practices;
• monitoring the standard of corporate conduct in areas such as arm’s length dealings and likely conflicts of interest;
• requiring reports from management, the internal auditors and external auditors on any significant regulatory, accounting or reporting issue, assessing the potential impact upon the University’s financial reporting process;
• reviewing and approving all significant accounting policy changes;
• reviewing annual financial statements with the Executive Director, Division of Financial Services and, where appropriate, with a nominee of the Auditor General of New South Wales;
• identifying and directing any special projects or investigations deemed necessary; and
• preparing a report to the Board of Governors summarising the Committee’s work during the year.

Honorary Awards Committee

The Honorary Awards Committee is responsible for:
• considering all nominations for an honorary award proposed; and
• in accordance with any rule, resolution or regulation passed by the Board of Governors, recommend to the Board that person(s) upon whom the University would wish to bestow an award honoris causa.

Vice-Chancellor

The Vice-Chancellor is the principal executive officer of the University and is responsible to the Board of Governors for the efficient operation of the University.

Heads of Campus

Each Head of Campus is responsible for representing their respective campus and its interests within the University. Heads of Campus also have University-wide responsibilities such as Deputy Vice-Chancellors or Pro-Vice-Chancellors.

Advisory councils of the Albury-Wodonga, Bathurst, Dubbo and Wagga Wagga Campuses

Each has an advisory council, which includes the Head of Campus, community members appointed by the Board of Governors, elected staff and student representatives and a nominee of the Board of Governors. Each council advises the Board on matters relating to its particular campus.

Academic Senate

The Academic Senate is the University’s major academic body, responsible for developing and monitoring academic policies and advising the Board and Vice-Chancellor on matters relating to teaching, scholarship and research.

Higher Degrees Committee

The Higher Degrees Committee is the principal advisory body of the Academic Senate on all higher degree academic policies. The Committee comprises the Presiding and Deputy Presiding Member of the Academic Senate, the Deputy Vice-Chancellor (Academic), the Presiding Member of the Research Management Committee, nominees of the University of NSW, presiding officers of the faculty boards and nominees of the Academic Senate.

Faculty Boards

The Faculty Board is the principal academic body of each faculty. Faculty boards advise the Academic Senate on all matters relating to teaching, scholarship and research delegated to it by the Board of Governors, Academic Senate or Vice-Chancellor. The Faculty Boards comprise faculty professors, elected representatives from each school of the faculty, students, support staff representatives and members nominated from the administrative divisions who provide direct support to the faculty.

The major committees of the faculty boards are the standing committees, course subcommittees and school boards.
University Committees

Board of Governors

Official members

Chancellor
Mr D Asimus, AO, BEc Syd., HonDSc UNSW, HonDAgrEc Syd.
Vice-Chancellor
Professor C D Blake, AM, BAgSc Syd., PhD Lond.
Head, Albury-Wodonga Campus
Professor B Rothwell, BSc Lond., PhD Bath
Head, Bathurst and Dubbo Campuses
Dr P G Hodgson, BSc UED Natal, BA Essex, MEdAdmin N.E., PhD N.U.I.
Head, Wagga Wagga Campus
Professor K Bowmer, BSc PhD Nott.
Presiding Member of the Academic Senate
Professor D L Green, NDD Des R.C.A. London

Parliamentary members

One member of the Legislative Council elected by that Council
The Honourable I Macdonald, BA LaT., MLC

One member of the Legislative Assembly elected by that Assembly
Mr W Beckroge, MP

Appointed members

Four persons appointed by the Minister, being persons nominated by the Council of the University of New South Wales
(term from 19 October 1998 to 30 June 1999)
Ms S Benedyka, GDipBus C.Sturt
Mr J Mahon, DipAgr Wagga Agr. Coll.
Mr G O’Meara, BBus C.Sturt
Mr J Sutton, BA UNE

Elected members

Two persons, who are members of the academic staff of the University, who have such qualifications as prescribed by the by-laws and who are elected in the manner prescribed by the by-laws
(term from 1 July 1998 to 30 June 2000)
Dr R D Allen, MA Calif. State, EdPsychD San Francisco
Mr J Saw, BA Nott., MA A.N.U.

One person who is a member of the support staff of the University and who has such qualifications as may be prescribed by the by-laws and who is elected in the manner prescribed by the by-laws
(term from 1 July 1998 to 30 June 2000)
Mr B Storrier ADipComp Riverina-Murray I.H.E., BAppSc C.Sturt

One person who is a student of the University but who is not a member of the academic or support staff, who has such qualifications as may be prescribed by the by-laws and who is elected in the manner prescribed by the by-laws
(term from 1 July 1998 to 30 June 2000)
Ms L Schofield

Attendances – Board of
Governors Meetings

During 1998 the Board of Governors held five ordinary meetings. Attendances at the meetings were as follows:

<table>
<thead>
<tr>
<th>Member</th>
<th>Possible Maximum</th>
<th>Number Attended*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr D J Asimus, AO</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Professor C D Blake, AM</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Professor K Bowmer</td>
<td>5</td>
<td>5(2)</td>
</tr>
<tr>
<td>Professor B Rothwell</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Ms J Woolley</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dr P G Hodgson</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Professor B Cornish</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Professor D L Green</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Mr B Beckroge, MP</td>
<td>5</td>
<td>0(4)</td>
</tr>
<tr>
<td>The Hon I Macdonald, MLC</td>
<td>5</td>
<td>1(4)</td>
</tr>
<tr>
<td>Professor J Hagan, AM</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Mrs A Brassil</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Mr G Beavan</td>
<td>5</td>
<td>4(1)</td>
</tr>
<tr>
<td>The Rev A Ewin</td>
<td>5</td>
<td>2(3)</td>
</tr>
<tr>
<td>Ms S Benedyka</td>
<td>5</td>
<td>3(1)</td>
</tr>
<tr>
<td>Mr J Mahon</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Mr G O’Meara</td>
<td>5</td>
<td>2(3)</td>
</tr>
<tr>
<td>Mr J Sutton</td>
<td>5</td>
<td>2(3)</td>
</tr>
<tr>
<td>Dr R Allen</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Mr B Storrier</td>
<td>5</td>
<td>4(1)</td>
</tr>
<tr>
<td>Mr J Saw</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Ms L Schofield</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

* The number in parentheses is the number of meetings for which leave of absence was granted or for which apologies for absence were received.

Personnel Committee

Deputy Chancellor
Professor J Hagan, AM

Vice-Chancellor
Professor C D Blake, AM

Head, Albury-Wodonga Campus
Professor B Rothwell

Head, Bathurst and Dubbo Campuses
Dr P G Hodgson

Head, Wagga Wagga Campus
Professor K Bowmer

Four other members of the Board of Governors, nominated by the Board of Governors
Dr R Allen
Mr G Beavan
The Reverend A Ewin
Ms L Schofield

Audit Committee

Three members of the Board of Governors who are not staff of the University, appointed by the Board of Governors
Mr D Asimus, AO
Mr G Beavan
Mr G O’Meara

Honorary Awards Committee

Chancellor
Mr D Asimus, AO

Deputy Chancellor
Professor J Hagan, AM

Vice-Chancellor
Professor C D Blake, AM

Head, Albury-Wodonga Campus
Professor B Rothwell

Head, Bathurst and Dubbo Campuses
Dr P G Hodgson

Head, Wagga Wagga Campus
Professor K Bowmer

Presiding Member of the Academic Senate
Professor D L Green

Finance Committee

Deputy Chancellor
Professor J Hagan, AM

Vice-Chancellor
Professor C D Blake, AM

Head, Albury-Wodonga Campus
Professor B Rothwell

Head, Bathurst and Dubbo Campuses
Dr P G Hodgson

Head, Wagga Wagga Campus
Professor K Bowmer

Four other members of the Board of Governors, nominated by the Board of Governors
Dr R Allen
Mr G Beavan
The Reverend A Ewin
Ms L Schofield

Head, Albury-Wodonga Campus
Professor B Rothwell

Head, Bathurst and Dubbo Campuses
Dr P G Hodgson

Head, Wagga Wagga Campus
Professor K Bowmer

Presiding Member of the Academic Senate
Professor D L Green
**Academic Senate**

**Elected Member of the Professoriate (Presiding Officer)**
Professor B Cornish (until 19.8.98)
Professor D L Green (from 28.10.98)

**Deputy Presiding Officer**
Professor D L Green (until 28.10.98)

**Vice-Chancellor**
Professor C D Blake, AM

**Nominee of the Vice-Chancellor**
Dr P Hodgson

**Nominee of the Vice-Chancellor**
Professor G Scollary

**Deputy Vice-Chancellor (Academic)**
Professor K Bowmer

**Pro Vice-Chancellor (Academic Support)**
Professor B Rothwell

**Dean, Faculty of Arts**
Professor R Chambers

**Dean, Faculty of Commerce**
Professor J Hicks

**Dean, Faculty of Education**
Professor R Meyenn

**Dean, Faculty of Health Studies**
Professor D Battersby

**Dean, Faculty of Science & Agriculture**
Professor J Pratley

**Director, Australian Graduate School of Police Management (AGSPM)**
Professor T Rohl

**Elected Member, AGSPM Board of Studies**
Dr M O’Mullane

**Pro Vice-Chancellor (Planning & Development)**
Mr B O’Donnell

**Nominee of the Director, Aboriginal Education**
Ms B Anning

**Executive Director, Library Services**
Ms M Macpherson

**Executive Director, Open Learning Institute (OLI)**
Dr I Barnard

**Undergraduate Student Member**
Mr D Whelan

**Postgraduate Student Member**
Mr L Mesiti (until 19.8.98)

**Elected Member Faculty of Arts**
Professor S Miller

**Elected Member Faculty of Arts**
Dr L Ritter

**Elected Member Faculty of Commerce**
Professor C Noble

**Elected Member Faculty of Education**
Associate Professor R Francis (until July 1998)
Professor M McFadden (from 19.8.98)

**Elected Member Faculty of Education**
Associate Professor J Parker (until 19.8.98)
Mr D McKinnon (from 28.10.98)

**Elected Member Faculty of Health Studies**
Mr R Kerr

**Elected Member Faculty of Science & Agriculture**
Dr G McKenzie

**Elected Member Faculty of Science & Agriculture**
Mr R Allen

**Elected Member Faculty of Science & Agriculture**
Dr A Tunstall

**Academic Programs Committee**

**Pro Vice-Chancellor (Academic Support), (Presiding Officer)**
Professor B Rothwell

**Presiding Officer, Academic Senate**
Professor B Cornish (until 19.8.98)
Professor D L Green (from 28.10.98)

**Executive Director, Open Learning Institute (OLI)**
Dr I Barnard

**Pro Vice-Chancellor (Planning & Development)**
Mr B O’Donnell

**Board of Graduate Studies**

**Deputy Vice-Chancellor (Academic) (Presiding Officer)**
Professor K Bowmer

**Presiding Officer, Academic Senate**
Professor B Cornish (until 19.8.98)
Professor D L Green (from 28.10.98)

**Nominee of the Academic Senate**
Dr P Hodgson

**Nominee of the Academic Senate**
Mr D Whelan

**Nominee of the Academic Senate**
Mr L Mesiti (until 19.8.98)

**Elected Member Faculty of Arts**
Professor S Miller

**Elected Member Faculty of Arts**
Dr L Ritter

**Elected Member Faculty of Commerce**
Professor T Heazlewood (until 13.5.98)
Professor V Fatseas (from 24.6.98)

**Dean of Studies**
Ms J Woolley (until 30.6.98) (Position deleted from membership)

**Elected Member Faculty of Commerce**
Professor C Noble

**Elected Member Faculty of Education**
Associate Professor R Francis (until July 1998)
Professor M McFadden (from 19.8.98)

**Elected Member Faculty of Education**
Associate Professor J Parker (until 19.8.98)
Mr D McKinnon (from 28.10.98)

**Elected Member Faculty of Health Studies**
Mr R Kerr

**Elected Member Faculty of Science & Agriculture**
Dr G McKenzie

**Elected Member Faculty of Science & Agriculture**
Mr R Allen

**Elected Member Faculty of Science & Agriculture**
Dr A Tunstall

**Nominee of the Vice-Chancellor**
Dr A Ardagh

**Nominee of the Vice-Chancellor**
Mr G Lee

**Nominee of the Vice-Chancellor**
Associate Professor J Murray

**Nominee of the Vice-Chancellor**
Professor R Doyle

**Postgraduate Student Nominated by the Students’ Associations**
Mr P Vanderau

**Faculty of Arts Board**

**Dean and Presiding Officer of Faculty Board**
Professor R Chambers

**Head, School of Social Science & Liberal Studies**
Dr M Tulloch

**Head, School of Humanities & Social Sciences**
Professor S Miller

**Head, School of Communication and Performing Arts**
Mr F Goldsworthy

**Head, School of Theology**
Rev Dr S Pickard

**Member of Professoriate**
Professor D L Green

**Member of Professoriate**
Associate Professor W Blood

**Member of Professoriate**
Associate Professor G Tyson

**Member of Professoriate & Director of Research**
Professor J Tulloch

**Member of Professoriate**
Professor B Bradley

**Member of Professoriate**
Associate Professor M Alston

**Member of Professoriate**
Professor D Thompson

**Member of Professoriate**
Associate Professor D Lupton

**Member of Professoriate**
Professor R Doyle

**Member of Professoriate**
Associate Professor S Sarantakos

**Member of Professoriate**
Associate Professor A Thompson

**Member of Professoriate**
Professor J Painter

**Member of Professoriate**
Professor J Marcus

**Member of Professoriate**
Professor D Potts
Nominee of Executive Director, Library Services
Mr D Boadle

Nominee of Executive Director, Information Technology
Vacant

Nominee of Pro Vice-Chancellor (Academic Support)
Mr G Simmons

Executive Director, Open Learning Institute (OLI)
Dr I Barnard

Academic Staff Member, Faculty of Commerce
Mr W Guild

Academic Staff Member, Faculty of Education
Mr B Hill

Academic Staff Member, Faculty of Health Studies
Ms T Fortune

Academic Staff Member, Faculty of Science & Agriculture
Dr J Kennedy

Elected Staff Member, School of Visual & Performing Arts
Ms K Donnelly

Elected Staff Member, School of Visual & Performing Arts
Mr R Goodlass

Elected Staff Member, School of Humanities & Social Sciences
Ms L Osburn

Elected Staff Member, School of Humanities & Social Sciences
Ms K King

Elected Staff Member, School of Social Sciences & Liberal Studies
Dr L Kitter

Elected Staff Member, School of Social Sciences & Liberal Studies
Mr D Bull

Elected Staff Member, School of Communication
Mr B Blaikie

Elected Staff Member, School of Communication
Ms A Dunn

Elected Support Staff Member
Ms L Hall

Nominee of the Director, Aboriginal Education Unit
Ms B Anning

Undergraduate Student Representative
Ms L Fawkes

Undergraduate Student Representative
Ms R Riordan

Postgraduate Student Representative
Ms N Blacklow

Sub Dean, Higher Degrees
Dr I Gray

Professional Development Centre (Policing) (Acting Head)
Ms C Layton

Elected Member, Professional Development Centre (Policing)
Acting Inspector P Hatte

Elected Member, Professional Development Centre (Policing)
Dr C Jennett

Faculty of Commerce Board

Dean and Presiding Officer
Professor J Hicks

Sub-Dean (International Programs) (Deputy Presiding Officer)
Professor T Heazlewood

Sub-Dean (Accounting/Law/Local Government)
Professor V Fatsas

Sub-Dean (Economics)
Mr T Watson

Sub-Dean (Management)
Mr J Saw

Sub-Dean (Research)
Dr D Jarratt

Sub-Dean (Information and Education Technology)
Associate Professor J Williams

Sub-Dean (Marketing and Tourism)
Dr R McKercher

Head, School of Business
Associate Professor N Philp

Head, School of Accounting
Associate Professor T Bishop

Head, School of Marketing & Management
Dr G Walker

Head, School of Management
Associate Professor A Smith

Head, School of Financial Studies
Dr A Ardagh

Member of Professoriate
Associate Professor G Bamberry

Member of Professoriate
Professor C Noble

Nominee of the Executive Director, International Office
Mr R Doyle

Nominee of the Executive Director, Library Services
Ms K Amery

Nominee of the Executive Director, Division of Information Technology
Mr R Harvey

Nominee of the Pro-Vice Chancellor (Academic Support)
Mr G Honey

Nominee of the Executive Director, Open Learning Institute
Ms K Wood-Meyer

Representative of the Aboriginal Education Unit
Ms R Riley

Academic Staff Member from Faculty of Science and Agriculture
Mr J Geyer

Academic Staff Member from Faculty of Arts
Ms A Warren

Academic Staff Member from Faculty of Health Studies
Ms L Brown

Academic Staff Member from Faculty of Education
Dr R Hall

Elected Academic Member, School of Marketing & Management
Ms J Lynch

Elected Academic Member, School of Marketing & Management
Ms D Keogh

Elected Academic Member, School of Financial Studies
Mr C Marzilli

Elected Academic Member, School of Financial Studies
Ms M Sims

Elected Academic Member, School of Management
Mr K Sharma

Elected Academic Member, School of Management
Mr M Morris

Elected Academic Member, School of Business
Mr G Voll

Elected Academic Member, School of Business
Ms M Callaway

Elected Academic Member, School of Accounting
Mr C Latham

Elected Academic Member, School of Accounting
Mr B Kierath

Nominated Student Member (Undergraduate)
Mr G Schlesinger

Nominated Student Member (Undergraduate)
Mr M Smolders

Nominated Student Member (Undergraduate)
Mr D Whelan

Elected Support Staff Member
Ms S Walkom
## Faculty of Education Board

**Dean and Presiding Officer**  
Professor R Meyenn  

**Head, School of Teacher Education**  
Associate Professor J Parker (until 2.10.98)  
Mr D McKinnon (Acting from 5.10.98)  

**Head, School of Education**  
Professor M McFadden  

Course Coordinator, Education Unit  
Ms B Sparrow  

Member of Professoriate  
Associate Professor R Francis  

Member of Professoriate  
Associate Professor D Hill  

Elected Academic Member  
Ms B Sparrow  

Elected Support Staff Member  
Ms A Rosser  

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## Faculty of Health Studies Board

**Dean and Presiding Officer**  
Professor David Battersby  

**Head, School of Health & Human Services (Deputy Presiding Officer)**  
Dr L Hemmings  

**Head, School of Nursing & Health Science**  
Ms J Allan  

**Head, School of Medical Radiation Science**  
Ms J de Sousa  

**Head, School of Biomedical Studies**  
Miss C Mills  

**Head, School of Community Health**  
Ms B Anning  

**Sub-Dean of the Faculty**  
Mr B Jeeawody  

**Sub-Dean of the Faculty**  
Dr P Towers  

**Sub-Dean of the Faculty**  
Dr G McKenzie  

**Member of Professoriate**  
Associate Professor P Lloyd  

Elected Academic Member,  
School of Education  
Mr J Tuovinen  

Elected Academic Member, School of Education  
Mr P Williams  

Nominated Student Member  
(Undergraduate)  
Ms T Hirst  

Nominated Student Member  
(Postgraduate)  
Mr P Street  

Elected Academic Member,  
School of Biomedical Sciences  
Dr R Kennedy  

Elected Academic Member,  
School of Biomedical Sciences  
Dr J Wilkinson  

Elected Academic Member,  
School of Health & Human Services  
Mr R Kerr  

Elected Academic Member,  
School of Health & Human Services  
Mr G Ross  

Elected Academic Member,  
School of Biomedical Sciences  
Dr J Wilkinson  

Elected Academic Member,  
School of Medical Radiation Science  
Mr R Davidson  

Elected Academic Member,  
School of Medical Radiation Science  
Dr H Swan  

Elected Academic Member,  
School of Medical Radiation Science  
Ms K Pollard  

Elected Academic Member,  
School of Nursing & Health Science  
Ms J Brackenreg  

Elected Academic Member,  
School of Nursing & Health Science  
Ms L Brown  

Elected Academic Member,  
School of Community Health  
Ms C Bevan  

Elected Academic Member,  
School of Community Health  
Ms C Wilding  

---
Elected Member,
School of Community Health
Dr H Jelinek
Elected Support Staff Member
Ms J Lamb
Undergraduate Student Member
Ms S Vaughan
Undergraduate Student Member
Vacant
Postgraduate Student Member
Vacant

Faculty of Science & Agriculture Board

Dean and Presiding Officer
Professor J Pratley
Sub-Dean of Administrative Affairs
Mr D Hatherly
Head, School of Information Studies
Associate Professor R Moore
Head, School of Information Technology
Professor T Bossomaier
Head, School of Agriculture
Mr P Cregan
Head, School of Environmental & Information Sciences
Mr B Lord
Head, School of Science & Technology
Dr K Page
Head, Environmental Studies Unit
Associate Professor D Goldney
Head, School of Wine & Food Sciences
Professor G Scollary
Member of the Professoriate
Associate Professor S Black
Member of the Professoriate
Professor T Wolfe
Member of the Professoriate
Associate Professor M Sillence
Member of the Professoriate
Associate Professor B Freeman
Member of the Professoriate
Associate Professor M Rochester
Member of the Professoriate
Professor D Green
Member of the Professoriate
Professor A Robertson
Member of the Professoriate
Associate Professor K Robards
Member of the Professoriate
Associate Professor M Allen
Nominee of Executive Director,
Library Services
Ms M Macauley
Nominee of Executive Director,
Information Technology
Vacant

Nominee of Executive Director,
Open Learning Institute (OLI)
Mrs C Shaw
Nominee of Pro Vice-Chancellor
(Academic Support)
Vacant
Academic Staff Member,
Faculty of Health Studies
Dr C Fogliani
Academic Staff Member,
Faculty of Arts
Dr F Vanclay
Academic Staff Member,
Faculty of Commerce
Mr S Rahman
Academic Staff Member,
Faculty of Education
Associate Professor R Francis
Elected Academic Member,
School of Environmental and Information Sciences
Mr J Ash
Elected Academic Member,
School of Environmental & Information Sciences
Mr R Allen
Elected Academic Member,
School of Agriculture
Mr A Tunstall
Elected Academic Member,
School of Information Studies
Dr J Louis
Elected Academic Member,
School of Information Studies
Mr J Henri
Elected Academic Member,
School of Science & Technology
Dr H Wood
Elected Academic Member,
School of Science & Technology
Dr G Chapman
Elected Academic Member,
Environmental Studies Unit
Dr A Gibbs
Elected Academic Member,
School of Wine & Food Sciences
Dr T Harden
Elected Academic Member,
School of Wine & Food Sciences
Mr G Pickering
Elected Member,
School of Information Technology
Ms J Walker
Elected Member,
School of Information Technology
Mr A Hammond

Elected Support Staff Member
Mr P Ryall
Undergraduate Student Member
Vacant
Undergraduate Student Member
Vacant
Postgraduate Student Member
Mr G Flower
Nominee of Director,
Aboriginal Education Unit
Ms R Riley
CSU-Mitchell Advisory Council

Principal
Professor S Humphrey

Community Members
Mr A Bedwell
Mr B Cameron
Mr K Dykes
Ms J Hudson
Mr H King
Ms C McDiarmid
Dr C McDonogh, AM
Ms K Stapleton

Nominee of the Board of Governors
Reverend A Ewin

Academic Staff
Professor T Bossomaier
Dr L Ritter

Support Staff
Mr B Yau

Student Representatives
Ms M Boon-Kuo
Ms C Garner

CSU-Murray Advisory Council

Principal
Professor B Rothwell

Community Members
Sr F Fitzpatrick
Mr W Hanrahan
Dr D Mitchell
Mr G O’Meara
Ms J Stocker
Mr Ray Stubbs
Vacant
Vacant

Elected Members
Mrs M Callaway
Mr A Ilott
Mr D Kandoi
Dr C Noble
Dr J Ross

Nominee of the Board of Governors
Mr G Beavan

By invitation (invited to every meeting)
Mr H Saunders

CSU-Riverina Advisory Council

Principal
Professor K Bowmer

Community Members
Mr P Adams
Mr B Andrews
?? Y Braid
Bishop W Brennan
Mr G Gorrel
Mr B Jarratt
Colonel J Platt
Major P Pickett

Elected Members
Ms N Blacklow
Professor D Green
Mr G Schlesinger
Ms D Warner
?? R Ward

Nominee of the Board of Governors
Mrs A Brassil

Advisory Committee for the Dubbo Campus

Vice-Chancellor
Professor C D Blake, AM

Pro-Vice-Chancellor (Public Affairs)
Dr P G Hodgson

Nominees of the Vice-Chancellor
Dr I Barnard
Professor D Battersby
Professor J Hicks

Community Members
Ms S Benedyka
Mr N Black
Dr I Denney
Mr M Feddersen
Mr T McGrane, OAM
Ms L Riley-Mundine
Mr M Kennedy
Mr G Page
Mr R Fairweather
1. Preamble

1.1 This Code aims to foster and maintain public trust and confidence in the integrity and professionalism of the staff of the University by ensuring that staff shall:

(a) maintain appropriate standards of conduct;
(b) develop, where necessary, those skills necessary for the efficient performance of their duties;
(c) maintain fairness and equity in decision making; and
(d) maintain and enhance the reputation of the University.

1.2 The University shall guarantee academic freedom of both enquiry and expression. While academic freedom is a right, it carries with it the duty of academics to use the freedom in a manner consistent with a responsible and honest search for and dissemination of knowledge and truth. Within the ambit of academic freedom lies the traditional role of academics in making informed comment on societal mores and practice and in challenging held beliefs, policies and structures.

1.3 All staff of the University have the responsibility to participate in the life of the University, in its governance and administration, through membership on committees and organisations, provided that this participation is consistent with the discharge of their primary responsibilities.

1.4 This Code focuses on general matters affecting the University as a corporate entity. Faculty and Division policy documents, which should be read in conjunction with this Code, cover matters specifically relating to them.

2. Personal and Professional Conduct

2.1 The personal and professional behaviour of University staff should conform to standards that could reasonably be expected of such persons by virtue of their positions.

This includes:

(a) a commitment to perform official duties with professionalism, care, skill, fairness and diligence and to exercise their given powers for the purposes for which those powers have been granted;
(b) the promotion of the rights of staff within the University;
(c) engaging in conduct which is professional and which has regard to the University’s interests and policies and which does not bring the University into disrepute;
(d) treating students, staff and members of the public with courtesy, and with respect for their rights, duties and aspirations; and
(e) when presenting a professional judgment on a colleague at the request of an appropriate University committee or authority (e.g. a committee dealing with appointments, tenure, dismissal or research grants) the obligation both to the colleague and to the University to be fair and objective.

3. Equal Opportunity

3.1 The University is committed to following policies and practices that do not discriminate against individuals on the basis of race, ethnicity, sex, homosexuality, marital status, pregnancy, disability, age or religious or political affiliation.

3.2 The University considers that harassment is unacceptable behaviour and is committed to the prevention and elimination of harassment within the University community.

3.3 Staff are required to comply at all times with the legislation and established University policies and guidelines in these matters.

4. Confidentiality of Personal Information

4.1 Staff and students are entitled to confidentiality and privacy with respect to information which is personal to them. Staff have a duty to maintain the confidentiality, integrity and security of such information to which they have access in the normal course of their duties.
5. Disclosure of Information

5.1 The University is entitled to the protection and integrity of the information it holds.

5.2 Staff should only release information that they are authorised to release in the course of their duties.

5.3 Staff should not release information in a manner which is misleading or which is likely to be misused.

5.4 To protect the integrity of official University information, any University Information released by staff will not have attached to it any expression of opinion on official University policy or practice.

6. Protected Disclosure of Information

6.1 In the public interest, staff are encouraged to report to an appropriate authority breaches of this Code, suspected corrupt conduct, maladministration or serious or substantial waste of public money.

6.2 The University will use its best endeavours to protect staff who in good faith report breaches referred to in clause 6.1 and shall be afforded protection pursuant to the provisions of the Protected Disclosures Act 1994.

6.3 Disclosures pursuant to clauses 6.1 and 6.2 shall not be deemed to be a breach of this Code.

7. Public Comment

7.1 The University is committed to encouraging public comment and the engagement of staff in intellectual debate and cultural pursuits.

7.2 Public comment includes public speaking engagements, comments on radio or television and expressing views in letters to newspapers or in books, journals or notices where it might be expected that the publication or circulation of the comment will spread to the community at large.

7.3 In making written or oral comments which purport to represent the views or authority of the University and which might reasonably be expected to become public, staff have a responsibility to ensure that they hold proper authority to make such public comments, and that such authority has been given to them by a person holding actual authority on behalf of the University.

7.4 Staff may make public comment on any issue subject to the following:

i. where the matter of a media statement or letter relates directly to the academic or other specialised area of a staff member’s appointment, the staff member may use the University’s name and address and give the title of his or her University appointment in order to establish his or her credentials; or

ii. where the matter does not relate directly to the academic or other specialised area of a staff member’s appointment, the staff member should clearly indicate that his or her comments are being made in a private capacity and should not be attributed as official comment of the University.

8. University Resources

8.1 Staff members have a general responsibility to safeguard, properly use and care for University resources. They are responsible for the maintenance and protection of University property and for the proper expenditure of University funds. Financial procedures and systems are designed to ensure that the University is publicly accountable for expenditure of monies entrusted to it. Fraud or theft by a staff member may result in dismissal, and where appropriate, legal action will be taken.

8.2 Staff members have a general responsibility to use University resources only for official University business. University facilities are necessarily provided in an accessible manner on trust to staff and students. Staff have a responsibility not to abuse that implied trust. University equipment, including motor vehicles, is for official use by staff and students. Other use of equipment, or its use by persons who are not staff or students of the University, must be pursuant to University policy and must be undertaken only with the approval of a duly authorised University officer.

8.3 Staff members have a general responsibility to use University information systems only for official University business. Electronic equipment and copying devices
Represent particular areas where staff are obliged to act responsibly. University information systems, including software and computer equipment, may be used only by staff or students of the University pursuant to University policy, and only with the approval of a duly authorised University officer.

9. Acceptance of Gifts and Benefits

9.1 When acting for the University, staff shall not do anything which could compromise either their or the University’s position.

9.2 Staff must not solicit gifts or benefits which might in any way compromise or influence them as employees of the University.

9.3 Gifts received as employees of the University may be accepted pursuant to University policy, provided there is no possibility that the recipient may be, or might appear to be, compromised in the process or where the gift could be seen by others as either an inducement or reward which might place a staff member under an obligation.

9.4 Where staff, directly or indirectly, receive a royalty, gratuity, commission or any other benefit in respect of any patented or protected article or process used in any work with which they are connected as employees of the University, full disclosure shall be made to the Secretary to the Board of Governors in writing.

10. Outside Employment and Private Practice

10.1 Staff may be permitted to engage in private practice and/or employment outside the University upon terms and conditions prescribed by the University.

11. Conflict of Interest

11.1 Staff should avoid situations in which private interests, whether pecuniary or otherwise, conflict or might reasonably be thought to conflict with their duties to the University.

11.2 Staff shall disclose immediately to their supervisor any matter which could directly or indirectly compromise the performance of staff members’ duties, or conflict with the University’s interests.

11.3 Examples of conflict of interest are where staff members’ personal or family relationships could:
   (i) influence the selection, appointment or promotion of staff; or
   (ii) impinge on employment related decisions where one staff member is in a supervisory relationship to another.

11.4 Where a relationship has created or has the potential to create a conflict in the supervision, teaching and/or assessment of a student, staff must formally terminate any supervisory and/or evaluative role and make alternative arrangements for the supervision and/or evaluation of the student’s work.

11.5 Staff who consider that they are actually or potentially involved in a conflict of interest with a student should ensure that the matter is referred to the relevant Head of School, Dean of Faculty or other senior officer for appropriate action.

11.6 Where staff are unsure as to whether a conflict of interest has occurred or may occur, advice should be sought from their supervisor or other senior officer.

12. Health and Safety

12.1 Every staff member shall:
   i. take reasonable care for the health and safety of persons who are at their place of work and who may be affected by their acts or omissions at work; and
   ii. as regards any requirement imposed in the interests of health, safety and welfare on the University or any other person by or under occupational health and safety legislation, cooperate so far as it is necessary to enable that requirement to be complied with.


13.1 Breaches of this Code should be dealt with as a breach of discipline or misconduct under any relevant registered industrial award or agreement, or any legislation, policy or By-law of the University.

14. Related Legislation and University Policies

14.1 This Code is to be read in conjunction with other relevant legislation and University policies.

14.2 The main legislation which is relevant to staff members and which should be read in conjunction with this Code are:
   - Affirmative Action Act 1986
   - Anti-Discrimination Act 1977
   - Charles Sturt University Act 1989
   - Crimes Act 1900
   - Freedom of Information Act 1989
   - Independent Commission Against Corruption Act 1988
   - Occupational Health and Safety Act 1983
   - Protected Disclosures Act 1994
   - Public Finance and Audit Act 1983
   - Workplace Relations Act 1996

14.3 The University policy documents which deal with the following subjects should be read in conjunction with this Code:
   - Academic Regulations
   - Code of Conduct for Research
   - Equal Opportunity and Affirmative Action
   - Grievance
   - Personnel
   - Occupational Health and Safety
   - Code of Conduct for Users of Electronic Facilities

   Staff are required to comply at all times with these policies in these matters.

14.4 The University subscribes to the Commonwealth Government approved Code of Practice for fee-paying overseas students and that Code should be read in conjunction with this document.

14.5 The publication entitled “AVCC Generic Guidelines – Universities and their Students: Expectations and Responsibilities” adapted, as appropriate, by Faculties and Schools, should be read in conjunction with this document.
# Freedom of information

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Applications for Access to Documents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Received</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Brought Forward</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Granted in Full</td>
<td>3</td>
<td>0</td>
</tr>
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<td>1</td>
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<tr>
<td>Refused</td>
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<tr>
<td>Withdrawed</td>
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<tr>
<td>Carried Forward</td>
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| **Applications for Amendment of Personal Records** | 1997 | 1996 |
| Received                        | 0    | 0    |

<table>
<thead>
<tr>
<th><strong>Processing Time (hours)</strong></th>
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<th></th>
</tr>
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<tbody>
<tr>
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<td>2</td>
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</tr>
<tr>
<td>11 – 20</td>
<td>1</td>
<td>0</td>
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<td>&gt;20</td>
<td>0</td>
<td>0</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Fees Charged</strong></th>
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<td>Access Standard Fee $30.00</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Access 50% Reduced Fee $15.00</td>
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<td>0</td>
</tr>
<tr>
<td>Processing 50% Reduced $15.00/hour</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

| **Internal Review** |      |      |
| Received            | 0    | 0    |
| Determination Upheld | 0    | 0    |
| Determination Varied | 0    | 0    |
| Withdrawn           | 0    | 0    |

| **External Appeal** |      |      |
| Appeal to Ombudsman | 0    | 1    |
The University has established a range of publications which are available to the public, including prospectuses, newsletters, graduation and scholarship literature, University-wide course brochures and University-wide handbooks/calendars.

Newsletters
- Times – published quarterly for external audiences
- Billboard – staff newsletter

Handbooks
- Undergraduate Handbook
- Postgraduate Handbook

Brochures
- Undergraduate course brochures for the:
  - Faculty of Arts
  - Faculty of Commerce
  - Faculty of Education
  - Faculty of Health Studies
  - Faculty of Science & Agriculture
- Postgraduate course brochures and Postgraduate fee-paying course brochures for the:
  - Faculty of Arts
  - Faculty of Commerce
  - Faculty of Education
  - Faculty of Health Studies
  - Faculty of Science & Agriculture
  - Australian Graduate School of Police Management

Scholarships – lists available scholarships

Living on campus – a guide to living on campus at CSU

Division of the International Office brochures:
- Programs for international on-shore and off-shore students including postgraduate and undergraduate courses
- ELS brochure

Program brochures for the Open Learning Institute:
- Programs including industry-based courses and short courses, bridging and enabling courses.

Reports
- Annual Report
- Annual Report to the Affirmative Action Agency
- Annual Report to the Director of Equal Opportunity in Public Employment

Other publications
- Prospectus – a guide for prospective students
- Distance Education Prospectus – a comprehensive guide listing distance education study details
- International Prospectus – a guide for prospective international students
- International Distance Education Guide – a guide listing international distance education study details
- St Mark’s Prospectus – a guide to courses offered through the School of Theology at St Mark’s National Theological Centre in Canberra
- New Directions in Policing – a prospectus for the Professional Development Centre (Policing)
- Graduation Ceremony booklet

For more information on these publications, contact:

Publications Manager
Charles Sturt University
PO Box 588
Wagga Wagga NSW 2678
Telephone 02 6933 2763
Facsimile 02 6933 2764
Charles Sturt University’s indicators of institutional context and performance are based on data supplied annually to the Department of Employment, Education, Training and Youth Affairs (DEETYA). The reference date for student and staff data is 31 March.

Student data include all categories: Grant Funded, Industry Places and Employer Funded, Fee-paying Overseas Students and Fee-paying Postgraduate Students, unless otherwise stated.

The term EFTSU means Equivalent Full-Time Student Unit. The term FTE means Full-Time Equivalent.

**Indicator 1**

**Admission Categories - 1995 to 1997**

Indicator 1 shows that a small and declining proportion of intakes into CSU are school leavers. In 1997, only 13.9% of the University admissions were school leavers admitted on the basis of TER or University assessment, while 36.8% entered after completing a higher education qualification.
## Indicator 2
### Unmet Demand for Distance Education Places, Total Applicants by Faculty - 1995 to 1997

The ratio of distance education applications to available quota in 1997 for CSU was 2.83, a decline of 19.6% since 1995. Applications declined between 1996 and 1997 by 15.9%.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AGSPM</td>
<td>316</td>
<td>190</td>
<td>1.66</td>
<td>463</td>
<td>190</td>
<td>2.44</td>
<td>396</td>
<td>190</td>
<td>2.09</td>
<td>46.5%</td>
<td>-14.0%</td>
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<tr>
<td>Arts</td>
<td>3994</td>
<td>777</td>
<td>5.14</td>
<td>3465</td>
<td>834</td>
<td>4.15</td>
<td>3170</td>
<td>853</td>
<td>3.72</td>
<td>-13.2%</td>
<td>-8.5%</td>
</tr>
<tr>
<td>Commerce</td>
<td>3048</td>
<td>589</td>
<td>5.17</td>
<td>2265</td>
<td>556</td>
<td>4.07</td>
<td>2040</td>
<td>524</td>
<td>3.89</td>
<td>-25.7%</td>
<td>-9.9%</td>
</tr>
<tr>
<td>Education</td>
<td>1261</td>
<td>637</td>
<td>1.98</td>
<td>1409</td>
<td>630</td>
<td>2.24</td>
<td>1448</td>
<td>595</td>
<td>2.43</td>
<td>11.7%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Health Studies</td>
<td>1164</td>
<td>489</td>
<td>2.38</td>
<td>1469</td>
<td>549</td>
<td>2.68</td>
<td>1066</td>
<td>588</td>
<td>1.81</td>
<td>26.2%</td>
<td>-27.4%</td>
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<tr>
<td>Science &amp; Ag.</td>
<td>3675</td>
<td>1114.5</td>
<td>3.22</td>
<td>3202</td>
<td>1171</td>
<td>2.73</td>
<td>2205</td>
<td>894</td>
<td>2.47</td>
<td>-12.9%</td>
<td>-31.1%</td>
</tr>
<tr>
<td>Total</td>
<td>13458</td>
<td>3823.5</td>
<td>3.52</td>
<td>12273</td>
<td>3930</td>
<td>3.12</td>
<td>10327</td>
<td>3644</td>
<td>2.83</td>
<td>-8.8%</td>
<td>-15.9%</td>
</tr>
</tbody>
</table>

## Indicator 3
### Demand for Internal Places, Applicants by Faculty (First Preference Only) - 1995 to 1997

Demand for internal places in 1997 (as measured by the ratio of first preference applications through UAC and VTAC to the available quota) was 1.57, down from 1.58 in 1996 and a decline of 23.4% since 1995. Between 1996 and 1997 first preferences declined by 0.3%, with all faculties, except the faculties of Arts and Health Studies, experiencing a decline in preferences.

**Note:**
1. Quota numbers include full-time and part-time.
2. First preference applications include UAC and VTAC (Murray campus) on-time and late.
**Indicator 4**

Total Student Load (EFTSU) by Level/Faculty – 1995 to 1997

**Notes:**
1. All load is attributed to the course of enrolment irrespective of which faculty teaches the subjects.
2. Numbers have been rounded, however sub-totals and percentage rates are based on the unrounded numbers.

<table>
<thead>
<tr>
<th>LEVEL BY FACULTY</th>
<th>Full-Time</th>
<th>Part-Time</th>
<th>Distance Education</th>
<th>Mixed Mode</th>
<th>Total 1995/96</th>
<th>1996/97 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGPSM</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postgraduate Coursework</td>
<td>0.0</td>
<td>0.0</td>
<td>13.6</td>
<td>13.6</td>
<td>13.6</td>
<td>119.3%</td>
</tr>
<tr>
<td>Other Postgraduate</td>
<td>0.0</td>
<td>0.0</td>
<td>16.3</td>
<td>16.3</td>
<td>16.3</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>TOTAL AGPSM</strong></td>
<td>0.0</td>
<td>0.0</td>
<td>17.6</td>
<td>17.6</td>
<td>17.6</td>
<td>16.9%</td>
</tr>
<tr>
<td>Faculty of Arts</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Postgraduate Research</td>
<td>9.0</td>
<td>13.0</td>
<td>11.0</td>
<td>11.0</td>
<td>22.8</td>
<td>47.3%</td>
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<tr>
<td>Postgraduate Coursework</td>
<td>4.0</td>
<td>4.0</td>
<td>88.9</td>
<td>88.9</td>
<td>96.1</td>
<td>17.3%</td>
</tr>
<tr>
<td>Other Postgraduate</td>
<td>0.0</td>
<td>0.0</td>
<td>113.0</td>
<td>113.0</td>
<td>113.0</td>
<td>16.6%</td>
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<tr>
<td>Bachelor Degrees</td>
<td>151.2</td>
<td>1535.4</td>
<td>581.0</td>
<td>581.0</td>
<td>2135.2</td>
<td>34.6%</td>
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<tr>
<td>Diploma</td>
<td>0.0</td>
<td>0.0</td>
<td>131.1</td>
<td>131.1</td>
<td>190.4</td>
<td>14.3%</td>
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<tr>
<td>Non-Award</td>
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<td>44.9</td>
<td>44.9</td>
<td>48.2</td>
<td>7.3%</td>
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<td><strong>TOTAL FACULTY OF ARTS</strong></td>
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<td>1371.6</td>
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<td>1552.6</td>
<td>2620.8</td>
<td>10.3%</td>
</tr>
<tr>
<td>Faculty of Commerce</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postgraduate Research</td>
<td>1.5</td>
<td>0.0</td>
<td>10.5</td>
<td>10.5</td>
<td>20.0</td>
<td>146.7%</td>
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<tr>
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<td>2.3</td>
<td>32.5</td>
<td>27.1</td>
<td>27.1</td>
<td>32.8</td>
<td>20.8%</td>
</tr>
<tr>
<td>Other Postgraduate</td>
<td>0.0</td>
<td>0.0</td>
<td>33.8</td>
<td>33.8</td>
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<td>-5.7%</td>
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<tr>
<td>Bachelor Degrees</td>
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<td>-4.1%</td>
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<td>Cross Institution</td>
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<td>-10.0%</td>
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<td>0.5</td>
<td>0.1</td>
<td>1.8</td>
<td>1.8</td>
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<td>-25.5%</td>
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<td><strong>TOTAL FACULTY OF COMMERCE</strong></td>
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<td>811.5</td>
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<td>1552.6</td>
<td>2620.8</td>
<td>4.7%</td>
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<tr>
<td>Postgraduate Research</td>
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<td>0.8</td>
<td>0.8</td>
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<td>15.7%</td>
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<td>87.9</td>
<td>88.5</td>
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<tr>
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<td>110.9</td>
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<td>1053.0</td>
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<td>289.7</td>
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<td>6.0</td>
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<td>44.3</td>
<td>44.3</td>
<td>1.5%</td>
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<td>4.2</td>
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<tr>
<td>Non-Award</td>
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<td>1.0</td>
<td>1.6</td>
<td>1.6</td>
<td>3.0</td>
<td>73.9%</td>
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<tr>
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<td>1107.6</td>
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<td>1552.6</td>
<td>2620.8</td>
<td>8.2%</td>
</tr>
<tr>
<td>Faculty of Health Studies</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Postgraduate Research</td>
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<td>0.0</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>1.6%</td>
</tr>
<tr>
<td>Postgraduate Coursework</td>
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<td>0.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>21.6%</td>
</tr>
<tr>
<td>Other Postgraduate</td>
<td>30.1</td>
<td>53.3</td>
<td>110.9</td>
<td>110.9</td>
<td>200.0</td>
<td>-23.0%</td>
</tr>
<tr>
<td>Bachelor Degrees</td>
<td>1058.0</td>
<td>1053.0</td>
<td>289.7</td>
<td>289.7</td>
<td>1461.7</td>
<td>3.2%</td>
</tr>
<tr>
<td>Advanced Diploma</td>
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<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
<td>6.1%</td>
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<td>1527.2</td>
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<td>5.8</td>
<td>5.8</td>
<td>-26.1%</td>
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<tr>
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<td>8.8</td>
<td>8.8</td>
<td>10.4</td>
<td>62.3%</td>
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<tr>
<td><strong>TOTAL MISCELLANEOUS</strong></td>
<td>8.4</td>
<td>10.4</td>
<td>8.8</td>
<td>8.8</td>
<td>10.4</td>
<td>22.9%</td>
</tr>
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</table>
Total load in award courses in 1997 was 12506.3 EFTSU, of which 51.1% or 6385 EFTSU were in the distance education mode, 36.8% were internal full-time and the remainder in the mixed and part-time modes. These enrolments reflect, in part, the fact that only 14% of our commencing students were school leavers, while the remainder were mature aged. The University is becoming more dependent on distance education enrolments to offset the fall in school leaver enrolments, when distance education applications have fallen sharply in the last three years.
Indicator 6
Student Enrolments (Headcount) in Award Courses by Faculty/Gender - 1997

In 1997, 55.5% of commencing enrolments and 55.0% of total enrolments in award courses were female. In terms of total student load, 57.5% were female. Between 1996-1997, commencing female enrolments rose by 9.5% compared with 6.3% between 1995-1996.

The graph below shows the gender distribution across the University’s faculties for award course enrolments. While females are disproportionately represented in Arts, Education and Health Studies, they are under-represented in Commerce, Science and Agriculture and the AGSPM. However, the relative proportions of males and females in the Commerce and Science & Agriculture faculties are moving steadily closer together.

Indicator 7
Total Student Enrolments (Headcount) by Geographic Area - 1995 to 1997

It can be seen that there has been strong growth in enrolments from Metropolitan NSW - a trend since 1995. The University continues to attract increasing numbers of students from interstate and overseas, with enrolments in the latter rising by 57% since 1995.

Note:
1. Students classified by Home Location Postcode.
Indicator 8
Total Student Enrolments by Campus Regions and Rurally Isolated Areas
(Headcount) 1995 to 1997

Regional enrolments at the University grew by 7.7% between 1996 and 1997, with an increase of 12.1% for the triennium 1995-1997.

Note:
1. Students classified by Home Location Postcode.
2. Regional areas are defined as students with a home location within 60 km radius of campus.

Indicator 9
Total Student Enrolments by Campus Catchment Areas and CSU Catchment Area
(Headcount) 1995 to 1997

The University continues to be an attractive choice for students from its regional catchment areas. However, data for the whole of the higher education system show that large numbers of regional students continue to bypass Charles Sturt University to attend other Universities in NSW. The regional contribution to total enrolments of persons resident in Australia remained steady at 43% between 1995 and 1997.

Note: 1. Students classified by Home Location Postcode.
# Indicator 10

Fee Paying On-shore Total Student Enrolments (Headcount) by Course - 1995 to 1997

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COMM</td>
<td>CONT</td>
<td>TOTAL</td>
</tr>
<tr>
<td>AGSPM</td>
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<td></td>
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<tr>
<td>GradCertPoliceMgt</td>
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<tr>
<td>TOTAL AGSPM</td>
<td>1</td>
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<tbody>
<tr>
<td></td>
<td>COMM</td>
<td>CONT</td>
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<td>3</td>
</tr>
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</tr>
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<tr>
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<td>6</td>
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<tr>
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<tr>
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<td>COMM</td>
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<td>BAppSc(MedLabSci)**</td>
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</table>
For the period 1995 to 1997 there was an increase in commencing fee paying onshore enrolments of 67.7%.
Total enrolments for the same period rose 69.9%.

Note:
* In 1997, these courses were moved from the Faculty of Science and Agriculture to the Faculty of Health Studies.
Indicator 11
Fee Paying Onshore Total Student Load (EFTSU) in Award Courses by Faculty - 1995 to 1997

Fee paying overseas students continue to be concentrated in the Faculties of Commerce and Science and Agriculture. While fee paying onshore course load experienced a rise of 25.4% for the 1995-1997 triennium, there has been a decline of 49 EFTSU or 10.4% between 1996 and 1997.

Indicator 12
Fee Paying Offshore Total Student Load (EFTSU) in Award Courses - 1995 to 1997

Total load (EFTSU) in fee paying offshore award courses was 232 in 1997, of which 67.79% or 157 EFTSU were commencing enrolments. The overall growth in all offshore award courses for the 1995-1997 triennium was 15.8%.

Indicator 13
Course Completions by Level, Total Student Enrolments (Headcount) - 1995 to 1997

Course completions grew by 8.25% between 1996 and 1997, with a growth rate of 17.53% for the period 1995 to 1997.

Note: 1. Students completed study in year prior to graduation. For example, graduates in 1995 completed their studies in 1994.
Indicator 14
Course Completions by Broad Field of Study, Total Student Enrolments (Headcount) 1995 to 1997

The major broad field of study that continues to experience a strong growth in course completions is ‘Law, Legal Studies’. This is due to the rapid increase in enrolments in policing courses in CSU.

Note:
1. Students completed study in year prior to graduation. For example, graduates in 1997 completed their studies in 1996.
2. The field of study ‘Architecture’ covers courses in environmental and town planning which are being phased out.
3. The ‘Law, Legal Studies’ field encompasses courses in policing and criminal justice.

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<th>1997</th>
<th>TOTAL</th>
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<td>185</td>
<td>636</td>
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<td>25</td>
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<td>721</td>
<td>864</td>
<td>2291</td>
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<td>Business, Administration and Economics</td>
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<td>4238</td>
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Indicator 15
Graduates as a Proportion of Student Enrolments (Headcount) in Award Courses 1995 to 1997

The data below are a broad indicator of the University’s capacity to retain students until they graduate. The ratios suggest this capacity is rising.

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<td>Graduates (Last Year of Study Previous Year)</td>
<td>3606</td>
<td>3915</td>
<td>4238</td>
</tr>
<tr>
<td>Proportion</td>
<td>4.7:1</td>
<td>4.9:1</td>
<td>5.0:1</td>
</tr>
</tbody>
</table>
Indicator 16
Graduate Destinations, Total Student Enrolments (Headcount) - 1995 to 1997

In 1997, 85.1% of graduates of CSU surveyed were in employment at the time of the survey. This compares with 86.0% in 1996 and 87.2% in 1995.

Note:
1. Categories changed in 1996 and were not directly comparable to prior years.
2. 1995: Analysis from the GCCA 1995 Survey, which received 2,441 responses from CSU’s 3,606 graduates. (67.7% response rate)
3. 1996: Analysis from the GCCA 1996 Survey, which received 2,735 responses from CSU’s 3,915 graduates. (69.9% response rate)
4. 1997: Analysis from the GCCA 1997 Survey, which received 2,712 responses from CSU’s 4,238 graduates. (64.0% response rate)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Public Service</td>
<td>154</td>
<td>135</td>
<td></td>
<td>5.6%</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>State Public Service</td>
<td>617</td>
<td>721</td>
<td></td>
<td>22.6%</td>
<td>26.6%</td>
<td></td>
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<tr>
<td>Local Government</td>
<td>128</td>
<td>132</td>
<td></td>
<td>4.7%</td>
<td>4.9%</td>
<td></td>
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<tr>
<td>Education, Public</td>
<td>240</td>
<td>166</td>
<td></td>
<td>8.8%</td>
<td>6.1%</td>
<td></td>
</tr>
<tr>
<td>Education, Private</td>
<td>100</td>
<td>77</td>
<td></td>
<td>3.7%</td>
<td>2.8%</td>
<td></td>
</tr>
<tr>
<td>Private Sector</td>
<td>577</td>
<td>550</td>
<td></td>
<td>21.1%</td>
<td>20.3%</td>
<td></td>
</tr>
<tr>
<td>Self Employed</td>
<td>47</td>
<td>50</td>
<td></td>
<td>1.7%</td>
<td>1.8%</td>
<td></td>
</tr>
<tr>
<td>Non-Profit Organisations</td>
<td>47</td>
<td>57</td>
<td></td>
<td>1.7%</td>
<td>2.1%</td>
<td></td>
</tr>
<tr>
<td>Unknown</td>
<td>36</td>
<td>29</td>
<td></td>
<td>1.3%</td>
<td>1.1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Full-Time Employment</strong></td>
<td>1699</td>
<td>1946</td>
<td>1917</td>
<td>69.6%</td>
<td>71.2%</td>
<td>70.7%</td>
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<tr>
<td><strong>Total Other Employment</strong></td>
<td>430</td>
<td>407</td>
<td>392</td>
<td>17.6%</td>
<td>14.9%</td>
<td>14.5%</td>
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<tr>
<td><strong>TOTAL EMPLOYMENT</strong></td>
<td>2129</td>
<td>2353</td>
<td>2309</td>
<td>87.2%</td>
<td>86.0%</td>
<td>85.1%</td>
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<tr>
<td><strong>TOTAL SEEKING EMPLOYMENT</strong></td>
<td>140</td>
<td>150</td>
<td>149</td>
<td>5.7%</td>
<td>5.5%</td>
<td>5.5%</td>
</tr>
<tr>
<td><strong>TOTAL NOT SEEKING EMPLOYMENT</strong></td>
<td>71</td>
<td>154</td>
<td>187</td>
<td>2.9%</td>
<td>5.6%</td>
<td>6.9%</td>
</tr>
<tr>
<td><strong>UNKNOWN</strong></td>
<td>101</td>
<td>78</td>
<td>67</td>
<td>4.1%</td>
<td>2.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>2441</td>
<td>2735</td>
<td>2712</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
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</table>
## Indicator 17
### Total Academic and General Staff by Gender (Full-time Equivalent) - 1995 to 1997

For the 1995-1997 triennium the number of academic and general staff increased by 7.1% and 5.6% respectively.

**Note:**
1. The above table does not include casual staff. It does include full-time/fractional full time staff - full-time equivalent.
2. The General Staff Category includes staff from non-operating grant funds such as: National Priority (Reserve) Fund, research grants, consultancy and University enterprises.

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>FEMALE</th>
<th>MALE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Academic Staff</td>
<td>146.90</td>
<td>166.45</td>
<td>167.85</td>
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<tr>
<td></td>
<td>366.87</td>
<td>374.50</td>
<td>382.47</td>
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<tr>
<td></td>
<td>513.77</td>
<td>540.95</td>
<td>550.32</td>
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<td>Academic Staff</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>2.00</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>4.00</td>
<td>4.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Vice Chancellor &amp; Deputies</td>
<td>2.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>18.00</td>
<td>19.00</td>
<td>22.50</td>
</tr>
<tr>
<td></td>
<td>20.00</td>
<td>22.00</td>
<td>25.50</td>
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<tr>
<td>Level E</td>
<td>2.00</td>
<td>4.00</td>
<td>8.00</td>
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<tr>
<td></td>
<td>28.00</td>
<td>29.00</td>
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</tr>
<tr>
<td></td>
<td>30.00</td>
<td>33.00</td>
<td>42.00</td>
</tr>
<tr>
<td>Level D</td>
<td>23.00</td>
<td>24.60</td>
<td>23.60</td>
</tr>
<tr>
<td></td>
<td>91.50</td>
<td>93.50</td>
<td>98.50</td>
</tr>
<tr>
<td></td>
<td>114.50</td>
<td>118.10</td>
<td>122.10</td>
</tr>
<tr>
<td>Level C</td>
<td>79.80</td>
<td>92.00</td>
<td>103.60</td>
</tr>
<tr>
<td></td>
<td>193.47</td>
<td>193.00</td>
<td>183.17</td>
</tr>
<tr>
<td></td>
<td>273.27</td>
<td>285.00</td>
<td>286.77</td>
</tr>
<tr>
<td>Level B</td>
<td>39.10</td>
<td>40.85</td>
<td>27.65</td>
</tr>
<tr>
<td></td>
<td>32.90</td>
<td>38.00</td>
<td>40.30</td>
</tr>
<tr>
<td></td>
<td>72.00</td>
<td>78.85</td>
<td>67.95</td>
</tr>
<tr>
<td>Level A</td>
<td>1.60</td>
<td>0.50</td>
<td>0.10</td>
</tr>
<tr>
<td></td>
<td>6.40</td>
<td>0.30</td>
<td>0.60</td>
</tr>
<tr>
<td></td>
<td>7.20</td>
<td>6.20</td>
<td>9.70</td>
</tr>
<tr>
<td>General Staff</td>
<td>413.58</td>
<td>425.44</td>
<td>425.31</td>
</tr>
<tr>
<td></td>
<td>222.91</td>
<td>218.35</td>
<td>234.75</td>
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<tr>
<td></td>
<td>636.49</td>
<td>643.79</td>
<td>660.06</td>
</tr>
<tr>
<td>HEW: Levels 1 to 5</td>
<td>79.81</td>
<td>94.51</td>
<td>99.81</td>
</tr>
<tr>
<td></td>
<td>97.50</td>
<td>110.00</td>
<td>107.60</td>
</tr>
<tr>
<td></td>
<td>177.31</td>
<td>204.51</td>
<td>207.41</td>
</tr>
<tr>
<td>HEW: Levels 6 to 9</td>
<td>6.00</td>
<td>5.00</td>
<td>6.00</td>
</tr>
<tr>
<td></td>
<td>19.00</td>
<td>18.00</td>
<td>18.00</td>
</tr>
<tr>
<td></td>
<td>25.00</td>
<td>23.00</td>
<td>24.00</td>
</tr>
<tr>
<td>HEW: Levels 10 and above</td>
<td>505.51</td>
<td>529.95</td>
<td>532.12</td>
</tr>
<tr>
<td></td>
<td>339.41</td>
<td>346.35</td>
<td>360.35</td>
</tr>
<tr>
<td></td>
<td>844.92</td>
<td>876.30</td>
<td>892.47</td>
</tr>
<tr>
<td>Total General Staff</td>
<td>652.41</td>
<td>696.40</td>
<td>699.97</td>
</tr>
<tr>
<td></td>
<td>706.28</td>
<td>720.85</td>
<td>742.82</td>
</tr>
<tr>
<td></td>
<td>1358.69</td>
<td>1417.25</td>
<td>1442.79</td>
</tr>
</tbody>
</table>

| ALL CLASSIFICATIONS       | 652.41   | 696.40   | 699.97   |
|                           | 706.28   | 720.85   | 742.82   |
|                           | 1358.69  | 1417.25  | 1442.79  |
Between 1996 and 1997 the total number of academic staff (including casuals) rose by 23 FTE or 3.75%, while the number of general staff rose by 2.51%. Between 1996 and 1997 the ratio of students to academic staff fell from 17.0:1 to 16.9:1.

Note:

1. Staff figures for 1997 include estimates for casual general staff and casual academic staff.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>1997</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (FTE) (Includes Casuals)</td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>636</td>
</tr>
<tr>
<td>General</td>
<td>1021</td>
</tr>
<tr>
<td>All Staff</td>
<td>1657</td>
</tr>
<tr>
<td>Students (Operating Grant)</td>
<td></td>
</tr>
<tr>
<td>Headcount</td>
<td>18451</td>
</tr>
<tr>
<td>EFTSU</td>
<td>10748</td>
</tr>
<tr>
<td>Operating Grant</td>
<td>$97,227,000</td>
</tr>
<tr>
<td>Operating Grant/Student (EFTSU)</td>
<td>$9,046</td>
</tr>
<tr>
<td>Student/Staff Ratios</td>
<td></td>
</tr>
<tr>
<td>Student (EFTSU)/Academic Staff (FTE)</td>
<td>16.90:1</td>
</tr>
<tr>
<td>Student (EFTSU)/General Staff (FTE)</td>
<td>10.53:1</td>
</tr>
<tr>
<td>Student (EFTSU)/All Staff (FTE)</td>
<td>6.49:1</td>
</tr>
</tbody>
</table>
## Non operating summary 1996

<table>
<thead>
<tr>
<th></th>
<th>Receipts</th>
<th>Payments</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENTERPRISE FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Enterprises</td>
<td>700,000</td>
<td>675,000</td>
<td>25,000</td>
</tr>
<tr>
<td>OLI Trading</td>
<td>3,742,000</td>
<td>4,142,000</td>
<td>(400,000)</td>
</tr>
<tr>
<td>International Office Trading</td>
<td>1,000,000</td>
<td>975,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Conservatorium Centres</td>
<td>1,250,000</td>
<td>1,200,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Special Assistance Loan Scheme</td>
<td>600,000</td>
<td>600,000</td>
<td>0</td>
</tr>
<tr>
<td>Residences &amp; Catering</td>
<td>7,500,000</td>
<td>7,500,000</td>
<td>0</td>
</tr>
<tr>
<td>Trading Enterprises</td>
<td>1,800,000</td>
<td>1,750,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Agricultural Enterprises</td>
<td>1,750,000</td>
<td>1,725,000</td>
<td>25,000</td>
</tr>
<tr>
<td></td>
<td>18,342,000</td>
<td>18,567,000</td>
<td>(225,000)</td>
</tr>
</tbody>
</table>

| **RESEARCH FUNDS** |          |          |          |
| Teaching/Research Centres | 1,750,000 | 1,750,000| 0        |
| Research Grants       | 1,500,000 | 1,500,000| 0        |
|                      | 3,250,000 | 3,250,000| 0        |

| **SPECIAL FUNDS** |          |          |          |
| General             | 1,000,000 | 1,000,000| 0        |

| **TRUST FUNDS** |          |          |          |
| 1,750,000 | 1,750,000 | 0        |

| **PROVISIONS/RESERVES** |          |          |          |
| 1,750,000 | 1,750,000 | 0        |

**Total Non Operating Budgets**

|                      | 26,092,000 | 26,317,000| (225,000)|

| **OPERATING BUDGET** |          |          |          |
| 101,601,900 | 101,601,900 | 0        |

| **CAPITAL BUILDING WORKS** |          |          |          |
| (not included elsewhere) | 2,469,000 | 2,898,000| (429,000)|

**TOTAL UNIVERSITY BUDGETS**

|                      | 130,162,900 | 130,816,900| (654,000)|
## Budgets

### Non operating summary 1997

<table>
<thead>
<tr>
<th></th>
<th>Receipts</th>
<th>Payments</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENTERPRISE FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Enterprises</td>
<td>700,000</td>
<td>675,000</td>
<td>25,000</td>
</tr>
<tr>
<td>OLI Trading</td>
<td>4,100,000</td>
<td>3,750,000</td>
<td>350,000</td>
</tr>
<tr>
<td>International Office Trading</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td>Conservatorium Centres</td>
<td>1,250,000</td>
<td>1,200,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Special Assistance Loan Scheme</td>
<td>600,000</td>
<td>600,000</td>
<td>0</td>
</tr>
<tr>
<td>Residences &amp; Catering</td>
<td>8,000,000</td>
<td>8,000,000</td>
<td>0</td>
</tr>
<tr>
<td>Trading Enterprises</td>
<td>1,000,000</td>
<td>950,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Agricultural Enterprises</td>
<td>3,000,000</td>
<td>2,750,000</td>
<td>250,000</td>
</tr>
<tr>
<td></td>
<td>20,650,000</td>
<td>19,925,000</td>
<td>725,000</td>
</tr>
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<td><strong>RESEARCH FUNDS</strong></td>
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<td>Research Grants</td>
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</tr>
<tr>
<td></td>
<td>5,000,000</td>
<td>4,900,000</td>
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</tr>
<tr>
<td>General</td>
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<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>TRUST FUNDS</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>PROVISIONS/RESERVES</strong></td>
<td>1,750,000</td>
<td>1,750,000</td>
<td>0</td>
</tr>
<tr>
<td>Total Non Operating Budgets</td>
<td>30,400,000</td>
<td>29,575,000</td>
<td>825,000</td>
</tr>
</tbody>
</table>

| **OPERATING BUDGET** |          |          |         |
|                      | 105,120,782| 105,120,782| 0       |

| **TOTAL UNIVERSITY BUDGETS** | 135,520,782| 134,695,782| 825,000 |
## Budgets

### 1997 Available funds

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income Summary</th>
<th>Faculty Non Operating Income Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$500,000</td>
<td>BALANCE FROM PRIOR YEAR</td>
</tr>
<tr>
<td></td>
<td>$91,442,300</td>
<td>Base Operating Grant</td>
</tr>
<tr>
<td></td>
<td>$1,431,000</td>
<td>Cost Adjustment Escalation</td>
</tr>
<tr>
<td></td>
<td>$0</td>
<td>Superannuation supplementation</td>
</tr>
<tr>
<td></td>
<td>$92,873,300</td>
<td>DEET OPERATING GRANTS</td>
</tr>
<tr>
<td></td>
<td>$1,105,000</td>
<td>INVESTMENT INTEREST</td>
</tr>
<tr>
<td></td>
<td>$3,600,000</td>
<td>On-shore</td>
</tr>
<tr>
<td></td>
<td>$1,500,000</td>
<td>Off-shore</td>
</tr>
<tr>
<td></td>
<td>$50,000</td>
<td>Commissions, etc.</td>
</tr>
<tr>
<td></td>
<td>$225,000</td>
<td>Faculty Admin fee</td>
</tr>
<tr>
<td></td>
<td>$100,000</td>
<td>Publication sales</td>
</tr>
<tr>
<td></td>
<td>$250,000</td>
<td>Students fees &amp; fines</td>
</tr>
<tr>
<td></td>
<td>$100,000</td>
<td>Sale obsolete plant</td>
</tr>
<tr>
<td></td>
<td>$145,000</td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td>$140,000</td>
<td>OLI LEVY (5%)</td>
</tr>
<tr>
<td></td>
<td>$100,588,300</td>
<td>OPERATING FUNDS AVAILABLE</td>
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</table>

### FACULTY NON OPERATING INCOME SUMMARY

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<th>Revenue</th>
<th>Total</th>
<th>Income</th>
</tr>
</thead>
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<td>Fee paying Australian Students</td>
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<td></td>
</tr>
<tr>
<td>Associate Students</td>
<td>$190,000</td>
<td></td>
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<tr>
<td>Consultancies</td>
<td>$180,000</td>
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<tr>
<td>Other</td>
<td>$100,000</td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,013,600</strong></td>
<td><strong>$1,370,000</strong></td>
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</table>

**TOTAL FUNDS AVAILABLE**

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<thead>
<tr>
<th>Year</th>
<th>Available Funds</th>
<th>Available Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>$100,588,300</td>
<td>$103,750,782</td>
</tr>
<tr>
<td>1997</td>
<td>$101,601,900</td>
<td>$105,120,782</td>
</tr>
</tbody>
</table>
### OPERATING EXPENDITURE SUMMARY

<table>
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</thead>
<tbody>
<tr>
<td>- upgrade Administrative computing system</td>
<td>$150,000</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>- Campus wide networking/Email</td>
<td>$137,000</td>
<td>$75,000</td>
<td>$100,000</td>
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<tr>
<td>- CASMAC membership</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
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<tr>
<td>- Major teaching equipment</td>
<td>$1,021,500</td>
<td>$1,125,000</td>
<td>$1,350,000</td>
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<tr>
<td>- Voice mail/Residential phones</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
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<tr>
<td>- Upgrade PABX (AGSPM, Manly)</td>
<td>$35,000</td>
<td>$0</td>
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<tr>
<td>- Major administrative equipment</td>
<td>$300,000</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>- Information Technology equipment (Thurgoona)</td>
<td>$250,000</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>- Contribution to Technology Strategy *</td>
<td>$452,000</td>
<td>$500,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>- Upgrade teaching equipment in lecture and tutorial rooms</td>
<td>$50,000</td>
<td>$50,000</td>
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<tr>
<td></td>
<td>$2,495,500</td>
<td>$2,180,000</td>
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<table>
<thead>
<tr>
<th>DEVELOPMENT FUND</th>
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<tbody>
<tr>
<td>- Teaching and Research Infrastructure</td>
<td>$400,000</td>
<td>$425,000</td>
<td>$425,000</td>
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<tr>
<td>- Library Development Fund</td>
<td>$500,000</td>
<td>$600,000</td>
<td>$750,000</td>
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<tr>
<td>- Establishment Fund - Research</td>
<td>$100,000</td>
<td>$50,000</td>
<td>$50,000</td>
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<tr>
<td>- Building Fund</td>
<td>$2,060,000</td>
<td>$2,700,000</td>
<td>$2,280,000</td>
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<tr>
<td>- Aboriginal Development Fund</td>
<td>$0</td>
<td>$92,000</td>
<td>$95,000</td>
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<tr>
<td>- Research Supplement</td>
<td>$380,000</td>
<td>$450,000</td>
<td>$400,000</td>
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<tr>
<td></td>
<td>$3,440,000</td>
<td>$4,317,000</td>
<td>$4,000,000</td>
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<table>
<thead>
<tr>
<th>CONTINGENCY FUND</th>
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<tbody>
<tr>
<td></td>
<td>$750,166</td>
<td>$4,450,696</td>
<td>$2,971,080</td>
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<table>
<thead>
<tr>
<th>RESEARCH FUND</th>
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<tr>
<td></td>
<td>$740,000</td>
<td>$800,000</td>
<td>$800,000</td>
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<table>
<thead>
<tr>
<th>COMMONWEALTH CAPITAL WORKS PROJECTS</th>
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<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>$5,007,000</td>
<td>$5,176,000</td>
<td>$5,176,000</td>
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<table>
<thead>
<tr>
<th>FACULTY ALLOCATIONS</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$43,759,808</td>
<td>$43,069,948</td>
<td>$44,678,969</td>
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<table>
<thead>
<tr>
<th>ABORIGINAL TEACHING SUPPORT **</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>$247,926</td>
<td>$253,200</td>
<td>$253,200</td>
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</table>

<table>
<thead>
<tr>
<th>DIVISION ALLOCATIONS</th>
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<tbody>
<tr>
<td></td>
<td>$44,147,900</td>
<td>$43,503,938</td>
<td>$44,503,707</td>
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| TOTAL OPERATING EXPENDITURE                         | $100,588,300 | $103,750,782 | $104,712,956 |

<table>
<thead>
<tr>
<th>FACULTY NON OPERATING EXPENDITURE SUMMARY</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Faculty Strategic Initiatives</td>
<td>$1,013,600</td>
<td>$1,370,000</td>
<td>$1,507,000</td>
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</tbody>
</table>

| TOTAL FACULTY NON OPERATING EXPENDITURE             | $1,013,600 | $1,370,000 | $1,507,000 |

| TOTAL EXPENDITURE                                   | $101,601,900 | $105,120,782 | $106,219,956 |

---

* Technology Strategy includes a tied $105,000 allocation to the Open Learning Institute for new staff (Instructional Designers and Programmers) to be located in the Faculties and $100,000 for new technology at Dubbo campus.

** Aboriginal Teaching Support to be allocated to the Faculties on the advice of the Pro-Vice-Chancellor (Academic Support).
## Budgets

### 1997 Expenditure classification

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Cost</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACADEMIC PURPOSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- direct teaching</td>
<td>43,069,948</td>
<td></td>
</tr>
<tr>
<td>- non operating</td>
<td>1,370,000</td>
<td></td>
</tr>
<tr>
<td>Faculty Contingency</td>
<td>1,750,000</td>
<td></td>
</tr>
<tr>
<td>Equipment for teaching</td>
<td>1,700,000</td>
<td></td>
</tr>
<tr>
<td>Academic staff salary oncosts</td>
<td>4,800,000</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>1,569,026</td>
<td></td>
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<tr>
<td>Aboriginal teaching support</td>
<td>253,200</td>
<td></td>
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<tr>
<td>Academic staff development, Bridging programs, Equal Opportunity, EDGE, Research Excellence and Teaching Excellence Awards</td>
<td>682,390</td>
<td></td>
</tr>
<tr>
<td>New and ongoing academic initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Teaching and research infrastructure</td>
<td>425,000</td>
<td></td>
</tr>
<tr>
<td>- Faculty strategic developments</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>- Aboriginal development</td>
<td>92,000</td>
<td></td>
</tr>
<tr>
<td>- Library development</td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td>- Upgrade computing teaching labs</td>
<td>50,000</td>
<td>1,317,000</td>
</tr>
<tr>
<td><strong>Academic support</strong></td>
<td></td>
<td></td>
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<tr>
<td>- Open Learning Institute</td>
<td>3,623,443</td>
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<tr>
<td>- Libraries</td>
<td>5,206,837</td>
<td></td>
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<tr>
<td>- Information technology (acad only)</td>
<td>3,272,857</td>
<td></td>
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<tr>
<td>- Rent off-campus teaching facilities</td>
<td>315,000</td>
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</tr>
<tr>
<td>- Teaching enterprise subsidies</td>
<td>476,000</td>
<td>12,894,136</td>
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<tr>
<td><strong>TOTAL ACADEMIC PURPOSES</strong></td>
<td>69,405,700</td>
<td>71.86%</td>
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</table>

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Cost</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td><strong>ADMINISTRATION COSTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings, grounds, maintenance, cleaning, water and waste services</td>
<td>5,604,582</td>
<td></td>
</tr>
<tr>
<td>Heating and lighting</td>
<td>1,640,500</td>
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</tr>
<tr>
<td>Student support services</td>
<td>1,887,149</td>
<td></td>
</tr>
<tr>
<td>Student record administration</td>
<td>3,668,404</td>
<td></td>
</tr>
<tr>
<td>Student recruitment (including International Office)</td>
<td>1,739,800</td>
<td></td>
</tr>
<tr>
<td>Insurances</td>
<td>250,456</td>
<td></td>
</tr>
<tr>
<td>Support to Off-shore Programs</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Other administration (Personnel, Planning and Development, Computing, Finance, Vice-Chancellor, Principals, Pro-Vice-Chancellors, etc.)</td>
<td>11,884,523</td>
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</tr>
<tr>
<td><strong>TOTAL ADMINISTRATION COSTS</strong></td>
<td>27,175,414</td>
<td>28.14%</td>
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<table>
<thead>
<tr>
<th>Purpose</th>
<th>Cost</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL NON-CAPITAL EXPENDITURE</strong></td>
<td>96,581,114</td>
<td>100%</td>
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<table>
<thead>
<tr>
<th>Purpose</th>
<th>Cost</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPITAL PROJECTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth government funded</td>
<td>5,176,000</td>
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</tr>
<tr>
<td>University funded</td>
<td>2,700,000</td>
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<tr>
<td>Projects’ and Architect’s Offices</td>
<td>663,668</td>
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<tr>
<td><strong>TOTAL CAPITAL PROJECTS</strong></td>
<td>8,539,668</td>
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<table>
<thead>
<tr>
<th>Purpose</th>
<th>Cost</th>
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<tbody>
<tr>
<td><strong>TOTAL CAPITAL AND NON-CAPITAL EXPENDITURE</strong></td>
<td>105,120,782</td>
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</table>
## 1997 Allocation

### OPERATING EXPENDITURE ESTIMATES SUMMARY

<table>
<thead>
<tr>
<th>1996</th>
<th>PAYMENTS</th>
<th>1997</th>
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<tbody>
<tr>
<td>$67,874,423</td>
<td>Salaries and Oncosts</td>
<td>$67,518,637</td>
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<tr>
<td>$504,586</td>
<td>Promotion Expenses</td>
<td>$556,901</td>
</tr>
<tr>
<td>$2,044,459</td>
<td>Books &amp; Periodicals</td>
<td>$2,161,157</td>
</tr>
<tr>
<td>$4,643,506</td>
<td>Fees For Services</td>
<td>$4,877,834</td>
</tr>
<tr>
<td>$1,650,000</td>
<td>Heating &amp; Lighting</td>
<td>$1,640,500</td>
</tr>
<tr>
<td>$9,329,216</td>
<td>Buildings &amp; Site Development</td>
<td>$10,355,300</td>
</tr>
<tr>
<td>$430,652</td>
<td>Motor Vehicle Expenses</td>
<td>$440,051</td>
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<tr>
<td>$1,997,494</td>
<td>Communications</td>
<td>$2,033,057</td>
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<tr>
<td>$247,976</td>
<td>Insurance</td>
<td>$250,456</td>
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<tr>
<td>$5,611,421</td>
<td>Stores &amp; Provisions</td>
<td>$5,778,917</td>
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<tr>
<td>$1,530,500</td>
<td>Travel</td>
<td>$1,584,570</td>
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<tr>
<td>$216,626</td>
<td>Staff Appointments</td>
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<td>$649,086</td>
<td>Staff Development</td>
<td>$639,081</td>
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<td>$2,995,500</td>
<td>Assets/Equipment Committees</td>
<td>$2,533,000</td>
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<tr>
<td>$650,838</td>
<td>Contingency/Miscellaneous</td>
<td>$3,163,807</td>
</tr>
<tr>
<td><strong>$100,376,283</strong></td>
<td><strong>TOTAL PAYMENTS</strong></td>
<td><strong>$103,750,782</strong></td>
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</tbody>
</table>