

Administration and Services

Office of the Registrar and Vice-Principal

Late in 2001 the software product Student One was implemented as the basis of the University's Academic Management Information System (AMIS), replacing the Student Information System that had been operating for over 25 years.

The new system was implemented using a process of staged introductions of functionalities: this strategy of gradual implementation enabled the wider University community to gain experience in the system. The University's specialist project team, led by Suzanne Kelly as Project Director, worked throughout the implementation period with great enthusiasm and a willingness to work long hours. In 2002 enrolments and re-enrolments will take place using the new system.

During the year the refurbishment of the Lincoln Student Services Building was completed. The Accommodation Service and Student Enquiry Service were the last groups to occupy the refurbished space. The refurbishment required staff and services to be relocated as the renovations proceeded, calling for sensitive handling of staff and builders' requirements. The Registrar's Office Liaison Officer, Kylie Shorrock, greatly assisted this process.

A feature of the refurbished building was a designated location for the newly-established Student Enquiry Service. This facility is a single point of enquiry for students and prospective students and was used extensively by students after it became available in the second half of the year. In the light of rising demand, expanded coverage is planned.

To mark the completion of the refurbishment, a formal function was held to acknowledge the contributions to the University of Dr John Lincoln, Emeritus Deputy Chancellor, and the late Mrs Joan Lincoln, after whom the building was named. Among the guests were former senior officers and members of the University, distinguished public supporters of the University, staff, student representatives and members of Dr Lincoln's family.

In one of several measures designed to increase the number of postgraduate research students and to improve services to them, early in the year the Vice-Chancellor decided that responsibility for research students would be transferred to the Office of the Deputy Vice-Chancellor (Research). A new unit will be established to support the administrative functions associated with research students. When these transfer arrangements are implemented the Postgraduate Studies Section within the Office of the Registrar and Vice-Principal will continue to be responsible for supporting

postgraduate students enrolled in coursework programs but not those enrolled in research programs.

The simplification of the Bachelor Degree Rules, which accompanied the introduction of the new Student System, involved the Registrar's Office in a major review of academic policies and procedures. The development of programs of study was a key policy outcome of this review.

Through their generous efforts, David Blair, Head, Division of Humanities and Dr Halyna Koscharyk contributed to the determination and coordination of these programs. Their work culminated in the issue of an additional publication, *A Supplement to the Handbook of Undergraduate Studies*. The publication was to be available for use in enrolments at the commencement of 2002.

Later in the year, the Commonwealth Government announced a new loans facility for postgraduate coursework students, the Postgraduate Education Loans Scheme (PELS). Revised procedures were devised to provide this service to Macquarie postgraduate coursework students.

Staff changes included the departure of Barbara McGarity, Head of the Publications Unit, who retired after more than 10 years service; and the appointment of Stephen Mu Sung as Manager, Postgraduate Studies Section. In addition, several staff seconded to the AMIS Student System Project continued with their duties for the duration of the project.

Staff of the Registrar's Office worked with great enthusiasm and dedication in a year requiring attention to special issues such as the refurbishment of the Lincoln Building and, even more demanding, the introduction of Student One.

Centre for Open Education

As in the preceding year, there was further growth in the Centre's core distance education award enrolments. According to the Centre's student system, (2000 figures in brackets), 5689 (5809) students undertook 10 310 (9355) student units of enrolment from 670 (662) distance education units offered.

The Centre coordinated 323 on-campus sessions, sent 80 394 (74 473) packages of teaching materials and registered 15 492 (14 438) assignments.

The 2001 Summer Course Program attracted 992 students in 1069 student units of enrolment across the 21 viable units offered by three Divisions. This represented a 6.5 percent increase over enrolments in 2000. Tuition fee revenue increased by 15 percent to \$1.3m.

The Centre completed an analysis of the performance of Summer Course students, which found encouragingly that students performed as well as in normal semesters.

As in 2000, there was similar growth in the Non-Award Program, and increasing interest in the Program as a pathway into award studies (25 percent of all applicants). The Centre presented a paper to the Australian Tertiary Education Management Conference on the performance and articulation of non-award students, which found strong evidence of success relative to traditional student cohorts.

In early 2001 the Association of Superannuation Funds of Australia Ltd (ASFA) advised the University that at the end of the year it intended to resume the administrative and academic support responsibilities for its educational programs. Although the decision was in many respects a natural one, it sadly brought to an end the long association between the Centre and ASFA. In the 11 years in which the Centre had been associated with the program, approximately 8000 students completed the Certificate of Superannuation, while 1000 completed the demanding 8-unit Diploma.

The conclusion of the Centre's involvement with ASFA provided an outstanding opportunity to reassign its scarce resources to its core Macquarie responsibilities. To facilitate this, the Centre undertook a major restructure of its academic support staff.

The primary objectives of the restructure were to provide appropriate administrative responsibility to meet the University's goal of further developing the Non-Award and Summer Course programs, while maintaining excellent student services to its growing distance education enrolment.

One objective of the restructure was to provide additional resources to the burgeoning Conveyancing – Law and Practice program, where student units of enrolment increased from 650 in 2000 to 878 in 2001. The growing importance of this program was reflected in the University's decision to provide advanced standing to students who had completed the program, and to approve the first prize in the program: the Dale Turner Prize for Conveyancing, donated by the Australian Institute of Conveyancers (NSW Division).

Personnel and Industrial Matters

As anticipated in the 2000 Annual Report, the Macquarie University Enterprise Agreement 2000-2003 was certified by the Australian Industrial Relations Commission in January and the University began to implement the new provisions.

A suite of effective training programs was conducted by the Centre for Professional Development. They included training for selection committee members; for advisers of general staff under the Performance Management

System; for contact officers to assist with grievances; and for the new safety coordinators.

As part of the University's Indigenous Employment Strategy, training was provided in cross-cultural awareness for staff who would be working with Indigenous employees.

Again as anticipated in the 2000 Report, the University applied for Workplace Reform funding. After being advised that its first application was unsuccessful, the University lodged a successful appeal (treated as a new application), with the payment backdated to 24 August 2001.

What is generally described as salary supplementation of 2 percent is Workplace Reform funding to supplement the University for salary increases under the Enterprise Agreement. It is applied to only 75 percent of the Operating Grant from the Commonwealth Government, because the Department of Education, Science and Training uses a formula which treats universities as spending only 75 percent of their Operating Grant on staffing costs.

As Macquarie spends more than 75 percent on staffing costs, the full Operating Grant is in fact supplemented by 1.5 percent. However, this provides a small but significant addition to the budget and the University will make every effort to ensure that the grant continues through a second round application in 2002.

Funding was approved by the NSW Department of Employment and Workplace Relations to support the training and employment of staff under Indigenous employment strategies. The maximum contribution over two years may be over \$250 000, but the final amount depends on the success of the University in making appointments under the strategies.

Superannuation

A high level of advisory and administrative work continued to be accomplished with the Personnel Office meeting all superannuation fund submission targets and receiving incentive payments from Unisuper. Personnel staff continued to represent the University on the Advisory Committee for Unisuper.

Academic Promotions

As in past years, there were a significant number of applications for promotion at each level in the 2001 round of academic promotions.

For promotion from Level A to B (Associate Lecturer to Lecturer) 13 applications were received, 11 of which were successful; from Level B to C (Lecturer to Senior Lecturer) 19 applications were received, all of which were successful; and from Level C to D (Senior Lecturer to Associate Professor) 16 applications were received, of which 11 were successful.

25 Year Service Awards

Each year the University holds a special function to recognise the contribution of staff who attain 25 years service. In 2001, service awards were presented by the Chancellor to Dr Bonn Clarke, Dr Rosemary Colmer, Mary Feely, Maureen Fegan, Serge Galitsky, Ron Kendall, Michael Laves, Denise Osmand, Anne Mercieca, Margaret Mercieca, Rod Nurthen, Dr Malcolm Reed, Professor David Rich, David Ritchie, Rob Roy, Carol Smith, Professor Trevor Tansley and Helen Watson.

Occupational Health and Safety

The appointment of safety coordinators, one of the key OHS elements of the Enterprise Agreement, was implemented through a comprehensive training program, including on-site auditing and workplace inspection training.

While there was a marked increase in workplace surveillance, such as improved hazard management, the total number of significant injuries for the year was somewhat greater than for the previous four years (see table below). The injury severity index for 2001 was also higher than for the previous two years.

This increase cannot be easily explained using standard OHS investigation techniques. For example, the physical aspects of the workplace and safe work practices have had a marked improvement in the last four years. As observed in other industries, members of staff who are injured at work appear to delay their return to normal duties. To try to overcome this, considerable efforts were made in designing suitable return-to-work programs for injured staff.

YEAR * 1 day LTI Index	*5 day LTI Index	Severity Index
1997	9.74	5.73
1998	8.27	5.52
1999	9.49	2.96
2000	9.85	4.92
2001	13.78	8.15

Equal Employment Opportunity

The EEO Office experienced a dynamic year in 2001 implementing equity projects arising from the Enterprise Agreement. Many of these attracted funding.

As a result of collaboration with Divisions, Departments and Offices throughout Macquarie, great gains were achieved in creating and promoting an accepting, supportive workplace environment that is welcoming for all staff and students.

The University was recognised as an excellent EEO employer by the Equal Opportunity in the Workplace Agency (EOWA).

During 2001 Macquarie was acknowledged by EOWA as a waived organisation, one of only three state universities that were successful in having reporting requirements to EOWA waived for two years. The Agency uses this practice to encourage and reward organisations that have developed effective workplace programs for eliminating discrimination and achieving equal opportunity in the workplace.

Excellent outcomes were achieved in 2001 for women at Macquarie, with improved representation of women at all levels of senior management and decision-making committees (36% up from 35%), senior academic positions (Levels C+ 29% up from 27%) and in academic positions overall (41% up from 38%).

Macquarie's Indigenous Employment Strategy attracted funding of over \$250 000 from the Department of Employment and Workplace Relations. Support for this strategy was a principal project for the EEO Office and the Personnel Office during 2001. Encouraged by the University Research Park's Indigenous Employment Strategy during 2000, the Director Personnel offered to fund a similar consultancy within the University during 2001.

Indigenous consultants were engaged to deliver the proactive indigenous employment objectives of the Enterprise Agreement, which are to identify 15 general staff positions and 6 academic positions for indigenous staff. By the end of the year, four general staff and one postgraduate scholarship holder had commenced.

The EEO Officer received a grant from the Vice-Chancellor's Development Fund to develop *EEOonline*, an interactive EEO online training program tailored to Macquarie's workplace. The Centre for Flexible Learning created the design and provided development support. *EEOonline* comprises a series of modules based on each section of the Anti-Discrimination legislation – sex, race, disability, and age.

The program will provide staff with a readily available resource and ongoing assistance to deal responsibly and fairly with colleagues and members of staff whom they supervise. The implementation of *EEOonline* will be a major project for the EEO Office during 2002.

Under the Enterprise Agreement, the role of Contact Officers has been broadened to encompass all workplace grievances, rather than being confined to those that come under the heading of unlawful discrimination.

Over 30 new Contact Officers were appointed throughout Macquarie in 2001. Their network is coordinated by the EEO Officer, who provides ongoing training, advice on and interpretation of discrimination issues, and counselling support.

There were several strategic EEO training programs during 2001. A workshop on Disability in the Workplace explored issues in the successful employment of staff with a disability.

Academic Staff (continuing & contract): Representation of EEO Groups within Levels

Academic Level	2000					2001				
	Total Staff	Women	%	Racial, Ethnic, Ethno-religious minority	%	Total Staff	Women	%	Racial, Ethnic, Ethno-religious minority	%
Level A	135	65	48%	28	21%	148	84	57%	26	18%
Level B	220	109	50%	54	24%	217	110	51%	57	26%
Level C	181	55	30%	63	35%	197	62	31%	58	29%
Level D	78	24	31%	26	33%	85	28	33%	33	38%
Level E	74	12	16%	12	15%	71	14	20%	11	15%
DVC	3	0	0%	0	0%	4	0	0%	0	0%
VC	1	1	100%	0	0%	1	1	100%	0	0%
Total	692	266	38%	182	26%	723	299	41%	185	26%

General Staff (continuing & contract): Representation of EEO Groups within Levels

HEW Level	2000					2001				
	Total Staff	Women	%	Racial, Ethnic, Ethno-religious minority	%	Total Staff	Women	%	Racial, Ethnic, Ethno-religious minority	%
Level 1	1	1	100%	0	0%	1	1	100%	0	0%
Level 2	42	26	62%	5	13%	37	23	62%	4	10%
Level 3	48	33	69%	11	24%	50	37	74%	11	23%
Level 4	116	86	74%	23	20%	106	77	73%	25	23%
Level 5	227	167	74%	49	22%	217	150	69%	54	25%
Level 6	121	77	64%	37	30%	147	96	65%	41	28%
Level 7	104	54	52%	26	25%	110	63	57%	23	21%
Level 8	84	49	58%	22	26%	94	55	59%	30	32%
Level 9	38	17	45%	9	23%	36	14	39%	9	25%
10 & above	41	15	37%	9	22%	39	15	38%	8	21%
Total	822	525	64%	191	23%	837	531	63%	205	24%

Representation & Recruitment of Aboriginal & Torres Strait Islander Employees and Employees with a Disability (continuing & contract)

	2000					2001				
	Total Staff	Aboriginal & Torres Strait Islander People	%	People with a disability	%	Total Staff	Aboriginal & Torres Strait Islander People	%	People with a disability	%
Total Employees	1514	12	0.8%	110	7.3%	1560	11	0.7%	118	7.6%
Externally recruited in the last year	245	2	0.8%	1	0.4%	235	4	1.7%	1	0.4%

In another element of the Enterprise Agreement strategy, Indigenous Cultural Awareness workshops, presented by the Aboriginal Employment Coordinator, explored issues relating to successful outcomes in employment of Indigenous people.

Performance Management training focused on equity issues for academic staff. The equity training focus for the EEO Office during 2002 will be the implementation of Performance Management for general staff.

Ethnic Affairs Priorities Statement (EAPS)

Promoting access, removing barriers and providing a discrimination-free teaching and learning environment for all is an important part of the Macquarie University mission. Cultural diversity plans are integrated into University Strategic Planning.

2001 EAPS Progress and Achievements

- success with placing culturally diverse students under special course admission provisions
- success for culturally diverse students accessing academic support services
- success in external and internal recruitment of staff members from culturally diverse, non-English speaking backgrounds (recruitment representation exceeds 20 percent for non-English speaking background staff)
- success with providing English language workshop programs to the University community
- success with providing opportunities for non-English speaking background staff to attend English writing and pronunciation courses to develop their writing and lecturing skills

2002 EAPS Goals

- cultural diversity will continue to be recognised in the vision and outcomes of the University
- University staff in management and supervisory positions will continue to be provided with training in cultural diversity
- cultural diversity will continue to be integrated into University corporate planning processes
- successful special course admission provisions for culturally diverse students will continue
- successful academic support services to culturally diverse students will continue
- EEO and CPD will collaborate on a cultural diversity staff workshop

Internal Audit

The University's internal audit function in 2001 was undertaken by Ferriers Practice Pty Ltd Chartered

Accountants, who were appointed in 2000, for three years, as the University's Internal Auditor.

The Internal Charter was modified by Council to reflect the role and responsibilities of internal audit to the University's Audit Committee. Further, the terms of reference of the Audit Committee were also modified by Council in relation to committee membership and the extension to current duties and responsibilities.

A strategic plan for the period 2000 – 2003 covering all major administrative systems and operations of the University was approved by the Audit Committee.

The financial audits undertaken in 2001 included reviews of the fixed assets system; GST post-implementation; management of information - financial reporting; payroll; treasury investment; and grant administration. Reviews of the information technology environment included a follow-up review of the existing information technology structure, computer backup and recovery policy and procedures, and Unix administration and security.

Audit findings were submitted to University senior management for agreement and implementation before being presented to the Audit Committee for review. All major recommendations of the Internal Auditor have been or are being implemented.

Freedom of Information

Under the Freedom of Information Act 1989, members of the public, including staff and students of the University, have a legally enforceable right to obtain access to documents containing personal information or information concerning the functioning or activities of government agencies and public authorities, of which the University is one.

The University has a policy of open access to information and much is routinely available. Records and Archives Services are responsible for student files, central administrative files and the University Archives. Access is usually granted to *bona fide* researchers, although some restrictions apply.

For access to material the University considers confidential or otherwise exempt under the Act, a Freedom of Information application is required. The application fee for a freedom of information request is \$40; the processing charge is \$30 per hour, although 20 hours' processing is included in the application fee where the information relates to the applicant's personal affairs.

During 2001, freedom of information requests impacted significantly on the University's resources, with a substantial growth in the number of applications compared with previous years. The University dealt with a number of internal review applications in 2001.

Tables on page 73-76 provide information on the processing of FOI requests, showing the figures for the 2001 calendar year. The 2000 figures appear in brackets.

FOI STATISTICS

SECTION A Number of new FOI requests

FOI requests	Personal	Other	Total
A1 New (including transferred in)	0(3)	10(0)	10(3)
A2 Brought forward	0(1)	0(0)	0(1)
A3 Total to be processed	0(4)	10(0)	10(4)
A4 Completed	0(3)	6(0)	6(3)
A5 Transferred out	0	0	0
A6 Withdrawn	0	1	1
A7 Total Processed	0(3)	6	6
A8 Unfinished (carried forward)	0(1)	3	3

SECTION B What happened to completed requests

Result of FOI Request	Personal	Other
B1 Granted in full	0(3)	3(0)
B2 Granted in part	0(0)	3(0)
B3 Refused	0(0)	0(0)
B4 Deferred	0(0)	0(0)
B5 Completed	0(3)	6(0)

SECTION C Ministerial Certificates

C1 Ministerial certificates issued	N/A
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SECTION D Formal consultations

	Issued	Total
D1 Number of requests requiring formal consultation	4(0)	4(0)

SECTION E Amendment of personal records

Result of Amendment Request	Total
E1 Result of amendment - agreed	0(0)
E2 Result of amendment - refused	0(0)
E3 Total	0(0)

SECTION F Notation of personal records

F3 Number of requests for notation	0(0)
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SECTION G FOI requests granted in part or refused - Basis of disallowing access

Basis of disallowing or restricting access	Personal	Other
G1 Section 19 {applic incomplete, wrongly directed}	0(0)	0(0)
G2 Section 22 {deposit not paid}	0(0)	0(0)
G3 Section 25(1)(a1) {diversion of resources}	0(0)	0(0)
G4 Section 25(1)(a) {exempt}	0(0)	3(0)
G5 Section 25(1)(b),(c),(d) {otherwise available}	0(0)	0(0)
G6 Section 28(1)(b) {documents not held}	0(0)	0(0)
G7 Section 24(2) {deemed refused, over 21 days}	0(0)	0(0)
G8 Section 31(4) {released to Medical Practitioner}	0(0)	0(0)
G9 Totals	0(0)	3(0)

SECTION H Costs and fees of requests processed

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$610(\$150)	\$610(\$150)

SECTION I Discounts allowed

Type of Discount Allowed	Personal	Other
I1 Public interest	0(0)	0(0)
I2 Financial hardship - Pensioner/Child	0(0)	0(0)
I3 Financial hardship - Non profit organisation	0(0)	0(0)
I4 Totals	0(0)	0(0)
I5 Significant correction of personal records	0(0)	0(0)

SECTION J Days to process

Elapsed Time	Personal	Other
J1 0-21 days	0(1)	2(0)
J2 22-35 days	0(2)	2(0)
J3 Over 35 days	0(0)	2(0)
J4 Totals	0(3)	6(0)

SECTION K Processing time

Processing Hours	Personal	Other
K1 0-10 hrs	0(1)	1(0)
K2 11-20 hrs	0(2)	2(0)
K3 21-40 hrs	0(0)	2(0)
K4 Over 40 hrs	0(0)	1(0)
K5 Totals	0(3)	6(0)

SECTION L Reviews and Appeals

L1 Number of internal reviews finalised	3(0)
L2 Number of Ombudsman reviews finalised	0(0)
L3 Number of District Court appeals finalised	0(0)

Bases of Internal Review

GROUNDS ON WHICH INTERNAL REVIEW REQUESTED	Personal		Other	
	Upheld*	Varied*	Upheld*	Varied*
L4 Access refused	0(0)	0(0)	0(0)	2(0)
L5 Deferred	0(0)	0(0)	0(0)	0(0)
L6 Exempt matter	0(0)	0(0)	1(0)	0(0)
L7 Unreasonable charges	0(0)	0(0)	0(0)	0(0)
L8 Charges unreasonably incurred	0(0)	0(0)	0(0)	0(0)
L9 Amendment refused	0(0)	0(0)	0(0)	0(0)
L10 Totals			1(0)	2(0)