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Vice-Chancellor's Overview

From its birth in 1964 Macquarie has striven to carve a niche for itself as an interdisciplinary, internationalised institution with a focus on research and a commitment to excellence in teaching and learning. Thanks to the dedication of its staff over more than 40 years it has developed a national and global reputation of which we can all be proud.

The challenge accepted in 2006 is to take Macquarie to a new level so that at age 50 it will be among the top eight research universities in Australia and among the top 200 in the world.

In 2006 Macquarie for the first time was awarded money from the Government's teaching excellence fund for our teaching in education and the arts. A number of Macquarie academics also received citations for outstanding contributions to student learning from the Carrick Institute for Learning and Teaching in Higher Education. We plan to increase these awards each year by supporting and enhancing our teaching quality.

Other initiatives include a comprehensive and wide-ranging scholarship offering, especially to students from lower socio-economic backgrounds. We are also driving several projects to encourage students to study science, engineering and mathematics. One such project involves mentoring of local high-school teachers and students by our own academic experts in each discipline.

On many measures Macquarie has been performing well. Its total assets amount to $1.23 billion. Plans are in hand for a property trust which, working with the University's business arm, will raise $1 billion in investment funds within the next 10 years; our first stock market float based on research into sustainable lighting conducted mid-2006 has seen the share price quadruple; we have set about establishing a development office to drive fundraising; and we are busy concluding licensing agreements for intellectual property and facilitating more spin-off companies. Work has begun on a six-storey, 144-bed Macquarie University Private Hospital on campus which will also be home to the Australian School for Advanced Medicine, the first in Australia to provide advanced training for specialist surgeons.

We plan to increase these awards each year by supporting and enhancing our teaching quality.

These include a focused and systematic boost to the University's research activity, a commitment to delivering the highest possible standard of teaching, a new management structure, developing new resource streams, and changes to the way we conduct our day-to-day operations. All this has been done in a spirit of openness, with regular "Town Hall" meetings held to inform staff and encourage feedback. This has resulted in many innovative and constructive ideas sent from staff and students alike, some of which we are in the process of implementing.

The challenge accepted in 2006 is to take Macquarie to a new level so that at age 50 it will be among the top eight research universities in Australia and among the top 200 in the world.

Charter and Aims

The Macquarie University Act 1989 sets out the charter of the University. The Act provides that the functions of the University, within the limits of its resources, include:

(a) the provision of facilities for education and research of university standard,

(b) the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry,

(c) the provision of courses of study or instruction across a range of fields, and the carrying out of research to meet the needs of the community,

(d) the participation in public discourse,

(e) the conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards,

(f) the provision of teaching and learning that engage with advanced knowledge and inquiry,

(g) the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the values and goals referred to in the functions set out in this subsection, and that are sufficient to ensure the integrity of the University's academic programs.
Research

Research Strategy

Consistent with the Macquarie@50 vision the University's research strategy has been extensively redeveloped. Central to this strategy is the expansion of the University's research active staff, and the identification of the following areas as "Concentrations of Research Excellence (COREs)":

- Cognitive Sciences
- Earth and Planetary Evolution
- Laser and Photonics
- Ancient Cultures

In July 2006 the University embarked upon a major recruitment drive for these COREs. Forty-three positions were advertised, with the aim of having all positions filled by mid-2007. By recruiting the best researchers for these areas of excellence, both the University's reputation and research performance will be enhanced.

Research

A significant and meaningful measure of the University's research performance can be gauged by its relative performance under the Australian Research Council Discovery Projects Grants Scheme. In 2006 Macquarie's performance continued to be above the national average with a success rate of 25 percent (national average 24.5 percent).

Another major Commonwealth agency managing a national research grants scheme is the National Health and Medical Research Council (NHMRC). Until now Macquarie has not had a medical faculty, and so in comparison to institutions that do have such faculties, it has attracted only a small share of the available funds from the NHMRC. In 2006 Macquarie was awarded three new NHMRC grants, a number likely to grow when the University's new medical school—the Australian School of Advanced Medicine—is fully operational.

In the 2005 Annual Report it was noted that for the first time the University's research income from non-competitive sources was in excess of funding gained from Australian Competitive Grants (e.g. ARC and NHMRC). This trend has continued in 2006, with more than 54 percent of the total research income being derived from non-competitive sources.

Total research funding gained from external sources increased by 7 percent over 2005, to a record $30.9m in 2006.

Highlights of 2006 included renewal of funding of the University's nationally-funded Macquarie Centre for Cognitive Sciences (MACCS, an ARC Special Research Centre), and the receipt of Macquarie's fifth Federation Fellowship. This was awarded to Professor Larry Marshall, tenable for his work in the Centre for Lasers and Applications.
Research Training

The total higher degree research student numbers at Macquarie rose again in 2006, to new highs both for Australian domestic students (1,091) and international students (338). The total enrolment of 1429 students in 2006 represents a 3 percent increase over the 2005 figure. This result occurred in a very competitive national environment.

More importantly, completions in 2006 (170) increased by 16 percent over the 2005 figure (146). Since 2002 there has been a consistent increase every year of completions by higher degree research students.

Commercialisation of Research

The highlight for 2006 has been the formation of a new spin-off company BluGlass Pty Ltd. This company represents development of several years of research by researchers at the University’s Department of Physics. These researchers have discovered a new way to deposit gallium nitride (GaN) on glass, silicon and other low-cost substrates at low temperatures. This advance in technology represents a significant increase in efficiency and a lowering in the cost of manufacturing of these important semiconductors.

The company, which was listed on the Australian Stock Exchange on 22 September 2006, has raised some $15m in investment capital. It is the third most successful initial public offering in Australia.

Highlights of Divisional Research

Australian Centre for Educational Studies

- Professor Kevin Wheldall and Dr Robyn Beaman received $672,108 in association with The Exodus Foundation (through AccessMQ) for the Schoolwise Project for 2006—an Intensive Literacy Program for At-Risk Students in Years 5 and 6 in inner-western Sydney. The project is now in its eleventh year of operation.

- MULTILIT Cape York (Coen) Project, in association with Cape York Partnerships (through AccessMQ) (Professor Kevin Wheldall and Dr Robyn Beaman) was funded for $252,758 over two years 2005–2006. DEST funding has allowed the development and operation of a MULTILIT Tutorial Centre within the grounds of the State school in the remote community of Coen on the Cape York Peninsula.

Economic and Financial Studies

- Associate Professor Peter Petocz, as part of a network of academics, was awarded $100,000 by the Carrick Institute to assess research in business education.

- Dr Fei Guo has won an ARC Discovery grant for $237,000 for 2007–2009 for a project exploring rural migrant labour in large Chinese cities. Macquarie University is the lead institution in collaboration with the University of Adelaide.

Environmental and Life Sciences

- Dr Martin Slade received a grant of $386,658 over three years from the Sydney Catchment Authority for a project on "Cryptosporidium in Feral Animals".

- Dr Jane Williamson and Dr Devarajen Vaitilingon, members of the Marine Ecology Group secured funding of over $800,000 for the next 12 months from an AusIndustry Commercial Ready Grant and backing from private industry. The company AusUni Pty Ltd was established to research closed-cycle sea urchin aquaculture.
• A further $1.8m has been committed by the Department of the Environment and Water Resources to support the Australian Research Institute in Education for Sustainability (ARIES) for 2006–2008.

Humanities
• ARC Linkage Project funding was provided to Professors Roe and Jose and Dr McCooy for their significant work on the PEN project, the compilation of an anthology of Australian literature—a major scholarly work.

Information and Communication Sciences
• Professor Robert Dale is part of a team awarded one of three ARC Thinking Systems grants, worth more than $3m over five years.
• DEST International Science Linkage funding was awarded to support collaboration between the MQ node of the Centre for Ultrahigh Bandwidth Devices for Optical Systems (CUDOS) and the Tyndall Institute in Ireland to develop new photonic crystal materials, to Professor Jason Twamley for collaboration with an FP6 Integrated Project in Quantum Information ($250k) and to Professor Goldys to support an international workshop “Biophotonics in Australia: Showcase and Strategic Planning” which was held at the University in February 2006.

Law
• Associate Professor Cameron Stewart, as part of a team of researchers based at the University of Sydney, gained two significant National Health & Medical Research Grants (total funding of $394,000).

Linguistics and Psychology
• The Centre for the Integrative Study of Animal Behaviour enjoyed continued success with ARC Discovery-Project applications (two grants worth $530,000), building new collaborations with leading laboratories both overseas (University of Zurich) and in Australia (University of Adelaide). In addition, its partnership with industry continued to develop, attracting significant funding ($1.049m in 2006) for research in support of Australian horticulture.

Staff members from Linguistics and the Macquarie Centre for Cognitive Sciences (MACCS) were involved in major successful funding applications including an ARC Linkage Grant (AUS$970,000) to establish A MEG (brain-imaging) system to study cognitive processing in children.
• Academics Philip Newall, Catherine McMahon, Dunay Taljaard, Robert Mannell and Stephen Crain were members of a successful bid for a new DEST-funded Cooperative Research Centre (AUS$32.55 million) addressing the issue of hearing health in Australia.
• Michelle Dickson and colleagues were successful with a NSW Health tender for the Drug Crime Diversion (Magistrates Early Referral into Treatment) project ($345,000.00 for 2006–2008).

Macquarie Graduate School of Management
• Associate Professor John Rodwell and Professor Peter Steane were awarded $214,281 in ARC Linkage funding with AJ Noblet and S Osborne to investigate the “Impact of Work Design on Productive Wellbeing in Mercy Health: the Modernising Third Sector”.

Society, Culture, Media and Philosophy
• Externally commissioned research grants with the Department of Immigration and Multicultural and Indigenous Affairs, the NSW Department of Housing, Ryde Council, the Dunstan Foundation, the Rockefeller Foundation and the United Nations Research Institute for Social Development to the value of $153,340 were negotiated by the Division through the year.
Throughout 2006, Macquarie University’s efforts in relation to teaching and learning were guided by six goals, each of which formed part of the overall vision for teaching and learning within the University, outlined in the Vice-Chancellor’s Macquarie@50 statement to Council:

- To promote access and equity through high quality education
- To promote innovation and excellence in teaching and learning
- To promote internationalisation
- To develop and exploit innovative learning approaches through the use of appropriate technologies
- To adopt progressive staffing policies to support scholarly teaching
- To encourage, support and coordinate teaching and learning and to monitor, assure and enhance its quality.

Enrolment Profile

Macquarie continued to address access and equity issues through a variety of innovative access schemes including specially targeted scholarships and pathways from non-award study programs and from the Sydney Institute of Business and Technology. The latter teaches the first year of several popular degree programs and allows suitably qualified students to enrol directly into the second year of these programs at Macquarie. The success of these strategies is partially reflected in Macquarie’s strong enrolment profile. In 2006, total student numbers reached 31,660 (20,779 fulltime equivalent students), of whom 4.5 percent were higher degree research students (also 4.6 percent of load), 23.9 percent were postgraduate students (22.3 percent of load), and 33.3 percent were international students (35.7 percent of load). Fifty-one percent of the total student load was in Commonwealth supported places. Increases in student load were recorded in commerce and social sciences with a small increase in the area of science and technology.

There was some decline in demand for undergraduate places and as a result Macquarie had to drop its UAI cut-off points to achieve its targeted market share of 7 percent of UAC first preferences. However, the overall percentage of school-leaver entrants with a UAI greater than 95 remains high at 25.2 percent and with a UAI greater than 90 at 49.4 percent.

A very pleasing increase in enrolments was experienced in the distance education programs offered through Open Universities Australia (OUA). Student units of enrolment grew nearly 60 percent from 2,685 in 2005 to 4,234 in 2006, including a 50 percent increase in overseas enrolments. Enrolments in distance education also remained strong. Overall, 5,461 students enrolled in 12,321 student units of distance education enrolment in 2006, compared with 5,464 students in 12,458 student units of enrolment in 2005. There were 1,766 undergraduate and 1,390 postgraduate students enrolled in wholly distance education programs in 2006, together with 2,305 composite mode students.
Enrolments in the two main fee-paying programs managed by the Centre for Open Education remained solid. The previous decline in non-award enrolments was stabilised and 1,133 students enrolled in 6,057 student units of non-award enrolment in 2006, compared with 1,109 students in 6,418 student units of enrolment in 2005. Likewise, the 2006 Summer Course Program attracted 2,700 student units of enrolment compared with 2,606 in 2005 with gross tuition fee revenue rising from $3.81 million in 2005 to $4.18 million in 2006.

Teaching and Learning Performance

In 2003, as part of the Australian Government's higher education reform package, Our Universities: Backing Australia's Future, the Commonwealth announced the establishment of the Learning and Teaching Performance Fund to reward higher education providers who best demonstrate excellence in teaching and learning for domestic undergraduates. The fund operated for the first time in 2005 with institutional performance aggregated across all disciplines. Macquarie ranked 14, just missing out on a share of the performance based funding in 2005.

In 2006, however, funding was allocated on the basis of universities' performance in four broad discipline groups, rather than across the whole institution. In total, $83m was allocated and of this Macquarie University received $2.994m as a result of its performance in Humanities, Arts and Education.

Excellence in Teaching

Macquarie has exceptional teachers and throughout 2006 many of these were acknowledged, both within and outside the University, for their outstanding contributions to teaching, or in support of student learning.

Internally, 17 staff members were the recipients of Macquarie University awards in recognition of their contributions to teaching and learning.

Quality Assurance and Reviews

Macquarie has a clearly articulated framework for assuring the quality of learning and teaching throughout the University. Key elements of this strategy include the need for Academic Senate approval for all new and re-accredited programs, regular rounds of reviews of the academic Divisions, and regular surveying of the University's students to gain feedback on the quality of teaching, curricula, and the student experience.

In 2006, the Academic Program Committee continued to scrutinise all proposed new and accredited programs and course units to ensure that they met the University's standards; the cyclical review of the University's largest Division, the Division of Economic and Financial Studies, was completed; and a range of student surveys were administered including the Course Experience Questionnaire, the Graduate Destination Survey, and the Macquarie University Student Experience Questionnaire, in addition to the regular Learner Experience of Teaching and Learner Experience of Unit questionnaires. The findings from these instruments continue to inform development of learning and teaching throughout the University.

Carrick Institute for Learning and Teaching in Higher Education Awards

At the national level, four Macquarie staff were the proud recipients of Citations for Outstanding Contribution to Student Learning awards from the Carrick Institute for Learning and Teaching in Higher Education. They were:

- Professor John Croucher, Macquarie Graduate School of Management
- Associate Professor Peter Petocz, Division of Economic and Financial Studies
- Mr David Spencer, Division of Law
- Associate Professor Leonie Tickle, Division of Economic and Financial Studies.

In addition:

- Associate Professor John Shepherd, Division of Economics and Financial Studies, was the recipient of a prestigious Carrick Institute Award for Teaching Excellence.

Left: Associate Professor John Shepherd, Division of Economics and Financial Studies, was the recipient of a prestigious Carrick Institute Award for Teaching Excellence. Below: Citations for Outstanding Contribution to Student Learning awards from the Carrick Institute for Learning and Teaching from left: Mr David Spencer, Associate Professor Leonie Tickle, Associate Professor Peter Petocz, Professor John Croucher.
Graduates

In 2006, Macquarie University conferred more than 7,500 degrees, diplomas and certificates to undergraduate and postgraduate students in a series of successful graduation ceremonies. The ceremonies were conducted both at our campus in North Ryde and at off-shore venues in Singapore and Hong Kong.

A total of 7,634 awards (degrees, diplomas and certificates) were conferred, including 2,636 higher degrees (of which 120 were doctorates), 1,085 postgraduate, graduate and undergraduate diplomas and certificates, 181 bachelor honours degrees and 3,732 bachelor pass degrees. Of the awards conferred, 58 percent were to female students.

The University, in its 41st year of teaching, has now conferred over 107,845 awards, including undergraduate and postgraduate degrees, graduate and postgraduate diplomas and certificates, 109 honorary doctorates and 16 honorary fellowships.

University Medals

The following University Medals were awarded in 2006:
- Kathryn Oiana Bown, BEd (ECE) (Hons), Early Childhood Education
- Simon Peter Joseph Byrne BSc (Hons), Mathematics
- Ruth Elizabeth Cox, BA (Hons), Philosophy
- Gregory Ian Flannery, BA (Hons), Linguistics (Sociolinguistic Tradition)
- Stefan Nicolas Lampe, BSc (Hons), Chemistry
- Miriam Jayne Lentern, BA (Hons), Linguistics (Functional Tradition)
- Cameron James McLoughlin, BEd (Hons), Economics
- Claymore James Marshall, BCom-Act Stud (Hons), Actuarial Studies
- Robin Mhrshahi, BSc (Hons), Biology
- Brent Miszalski, BSc (Hons), Physics
- Wendy Maree Quinn, BA-Psych (Hons), Psychology
- Adam Peter Stebbing, BScSc (Hons), Sociology
- Mark Clive Wiese, BPsysch (Hons), Psychology
- Lauren Rachel Wilson, BA (Hons), Modern History

A new Senate commenced its term in 2006, the elected academic membership of which was renewed at the end of 2005 for a term of three years. In his first year as Vice-Chancellor, Professor Schwartz encouraged Academic Senate to increase its role in the development of academic policy. As a result, Academic Senate developed and endorsed a Statement on Academic Freedom (see: www.mq.edu.au/senate/rules/academic_freedom.doc).

Centre for Professional Development

The Centre for Professional Development (CPD) offered a comprehensive and diverse range of professional development programs. Staff interest and participation was very high, with a total of 4,289 participants in 123 individual programs and activities facilitated by the Centre.

CPD also administered several scholarship schemes. Staff were also frequently invited to provide consultancy services to external bodies, including the Australian Vice-Chancellors’ Committee, Billy Blue Schools Pty Ltd, Catholic Education Office, Department of Education and Training, and the Universities of Adelaide, Finders, Griffith, Newcastle, and New South Wales.

Staff members Dr Sharon Fraser and Dr Maree Gasper, each received a grant from the inaugural National Grants Scheme, offered through the Carrick Institute. Dr Fraser’s grant ($1,999,093) was for the project Leadership and Assessment: Strengthening the Nexus. The grant ($1,92,175) awarded to Dr Maree Gasper, was for the project The Impact of Web-based Lecture Technologies on Current and Future Practice.

Macleay University is the lead University in this collaborative project with Murdoch University, Finders University and the University of Newcastle.

The Research Development program expanded significantly, focusing on preparing academic staff to supervise higher degree research candidates, in support of the Macquarie Research Plan.

Staff Development programs included the Leadership Essentials program which was initiated for aspiring, or newly appointed, Heads of Departments and mid-level managers. This was the first of a suite of programs designed to develop leaders and managers at all levels at Macquarie University.

New Programs Approved by Senate 2006

Among the new programs approved by Senate and forwarded to University Council in 2006 were:
- Master of Policing, Intelligence and Counter Terrorism
- Master of Banking and Financial Regulation
- Doctor of Professional Communication
- Master of Development Studies and Culture Change
- Master of Wildlife Conservation
- Master of International Security Studies
- Master of International Studies
- Master of Arts, Late Antiquity program
- Master of Arts, Ancient Art, Architecture and Collections program
- Master of Geographical Education
- Master of Laboratory Quality Analysis and Management
- Master of Podiatry
- Master of Engineering Management
A program to assist staff from a non-English Speaking Background with their written, verbal and interpersonal communication skills was piloted in conjunction with the National Centre for English Language Teaching and Research.

The Workplace Relations Training Program, incorporating 21 different modules across a range of areas, addressed the mandatory requirements of the Macquarie University Enterprise Agreement 2003-06.

**Centre for Flexible Learning**

The Centre for Flexible Learning commenced a realignment of its activities according to the strategic direction and key performance indicators set by the Vice-Chancellor in the Macquarie@50 plan. Staff reviewed the support of learning and teaching and investigated emerging educational technologies.

Innovative projects managed by the Online Education Services section included the Bachelor of Arts online, offered through Open Universities Australia.

The Audio Visual Technology Services section supervised the completion of the $10.6m Macquarie University Audio Visual Infrastructure upgrade project. The project's features include a remote monitoring and support system (RMSS) and Lecture, which automatically records lectures and delivers them to the internet. The RMSS has resulted in 71 percent of service requests being resolved within one minute. Lecture recorded 28 percent of undergraduate and 11 percent of postgraduate units taught.

Recent multimedia projects for the Media Production section include MQtv, Cool Teens and TermFinder. Photography staff contributed to the archaeological research of Professor Kanawati through the production of a photographic record of his 2006 expedition to various tombs in Upper Egypt.

M-CAS (Macquarie Customised Accessiblity Services) converted learning materials for 48 study units to appropriate formats for students with disabilities. The major clients for this service were Macquarie University, Murdoch University and the University of Western Australia.

**Macquarie International**

A highlight of the year for Macquarie International was the receipt of two major awards: the Education Award from the Australia-Latin America Business Council and Pro-Vice-Chancellor (International), Professor Tony Adams was the co-recipient of the Charles Klaske Award for outstanding service to international education administration.

Macquarie University's global network of partner institutions continued to expand to include approximately 300 institutional partnerships.

**Recruitment**

Macquarie University remains the fourth largest university destination for international students enrolled onshore in Australia and the first in New South Wales. The total number of international students at Macquarie grew by nearly 9 percent between 2005 and 2006, with 8,076 students on campus and 513 students studying offshore in semester two. The major growth area was in postgraduate full degree programs, which increased by 21 percent.

Macquarie’s overall market share in 2006 was 5.8 percent of international students studying at Australian universities and 21 percent studying at New South Wales universities. Macquarie University saw a larger market share based on the total number of international students studying in Australia in 2006 in the following: South Korea 13 percent; Latin America 11 percent; Germany 11 percent; China 10 percent; Hong Kong 9 percent; France 8.5 percent; Norway 8 percent and United States of America 7 percent.
Macquarie Abroad: study abroad and exchange

In 2006, Macquarie University ranked third in Australia for its Inbound Study Abroad Program. The Outbound Program remained number one in Australia, with 28 percent growth and 1,084 students studying in 62 countries. Growth in the Outbound Program was driven by new Winter-Summer Program opportunities and by students studying abroad as part of the undergraduate Macquarie Global Leadership Program. This program contributes significantly to the University's generic skills priorities with student numbers in this program reaching 1,382 in 2006. A postgraduate Global Leadership Program is currently under development.

Forty students enrolled in dual degree programs in 2006, with Macquarie receiving its first students from Mexico, Chile, Colombia, Denmark and Indonesia. Further agreements are under negotiation with institutions in Turkey, Japan and the Netherlands.

The Internships program saw placements of 189 students in Sydney and overseas, including in Hong Kong, New York, Brazil, Rwanda, Luxemburg and India. Priorities for 2007 include the expansion of outbound internship options and 10-week full time internships.

Following the success of the Tsunami volunteer project in 2005, Macquarie Abroad ran two outbound volunteering programs in Fiji and in Vietnam. Three programs are planned for 2007 to encourage student development and global experience.

Marketing

E-marketing strategies continued to be important. An impressive 1,200,000 users visited the Macquarie International website, an increase of nearly 40 percent over 2005. Online “brochure builder” and email broadcast strategies, in support of marketing exhibitions and interviews, generated 11,747 new prospects. Improvements to the content and structure of the Macquarie International website and print publications were made throughout the year, reflecting the University’s focus on research and in response to online student surveys and benchmarking recommendations.

Macquarie International further developed its prospect management system, managed by the Student Recruitment Centre at Hobsons Asia-Pacific. The key components of the system include:

- enquiry management (on average 2,000 communications and 250 new prospects each week)
- filtering of new prospects using protocol classifications
- a follow up strategy.

The follow up strategy in particular has helped to dramatically improve Macquarie's conversion of offers to enrolments—to about 62 percent in 2006 (compared to an industry average in 2005 of 37 percent).

The Macquarie Globe online newspaper remains the only weekly online newspaper in Australia to target international students and is an integral part of Macquarie International’s virtual marketing plan. It currently attracts 50,000 subscribers from 75 different countries.

Student Services

Preparations were initiated to ensure compliance with the new National Code of Practice established by the Department of Education, Science and Training. This is scheduled to take effect from 1 July 2007 and demands a more structured system of monitoring and recording for students at risk, including early intervention strategies.

The Macquarie International accommodation office is organised to manage growth of 20 percent in line with student accommodation requirements. Currently, almost 700 places are available for international students enrolled at Macquarie University, with an occupancy rate of 99 percent.

Scholarships

To date, 120 full and partial scholarships have been awarded to international students from over 20 different countries. In 2006 Macquarie University also resumed participation in the Australian Government’s Overseas Aid Program, AusAID, with enrolment of 16 AusAID scholars from 7 different countries.

Library

Library activity data for 2006 indicates the success of the strategic transition to electronic service delivery and self-service options. Both support flexible access for staff and students. During 2006 there were 5,564 physical visits and 5,460 website visits to the Library each calendar day. Website visits were up 8 percent on 2005 whereas physical visits were down 5 percent. The most heavily used electronic service was eReserve, with more than 762,000 downloads of 36,300 documents during the year.

The Library received a 10 percent increase in the Acquisitions Budget and 64 percent of this was spent on electronic resources, including 32,000 journals and 22,587 new eBooks. The majority of new electronic titles came from the addition of The Making of Modern Law collection. Depth was also added to the electronic collections through the addition of journal backfiles across all disciplines.

The Library added 18,874 new print and audio-visual items and 18,452 journal issues to the physical collection. With assistance from the Department of Ancient History the Ehrhardt Collection of Ancient History was acquired—4,300 items with a focus on Greek and Roman history. Thirty-nine research monographs authored by academic staff were added to the Library collection.
Library staff worked with student mentors to conduct library tours for first-year students. The Liaison Librarians completed a large number of library impact statements for new and revised units and new course proposals under consideration by the Academic Program Committee. The Copyright Coordinator processed 202 inquiries from staff and students, comparable to levels of activity in 2005.

The Library IT Service Desk responded to 56,094 help requests from University staff and students. This represents a reduction of 39 percent compared to 2005, a direct result of service improvements implemented throughout 2006. Such improvements included students and staff accessing information and resolving queries through self-service systems, and the automated call distribution system that provides frequently requested information via pre-recorded messages.

In association with Murdoch University Library, Macquarie was awarded $40,000 from the DEST funded MAMS (Meta-Access Management System) Project to develop the online librarian service. The Library is also a partner in the DEST-funded Research Activityflow and Middleware Priorities Project (RAMP), which will assist in implementing a digital repository.

With a grant from the Vice-Chancellor's Development Fund the Library, in collaboration with the Department of Ancient History and the Centre for Flexible Learning, digitised 64 volumes and 132 pamphlets from the Brunner Collection of Egyptology. Transcriptions of Lachlan and Elizabeth Macquarie's journals for 1787-1824 were completed and the Historic Houses Trust of NSW became a partner in the Lachlan and Elizabeth Macquarie Historical Archive Project.

Eight exhibitions were shown in the Library with a focus on art and culture in a diverse range of communities, including Poland, Russia and Turkey. By 31 December the Library Friends Foundation had raised $53,080 for the Eoin H Wilkinson Memorial Appeal. More than 800 alumni registered for library borrowing and access to the EBSCO database.

The Library received 1,455 responses from a representative sample of staff and students to the 2006 Client Satisfaction Survey. The survey results also reflect the strategic shift to electronic service provision. In 2002, only two of the top ten issues of most importance to the Library's clients were related to the delivery of electronic resources and services. These issues made up five of the top ten in the 2006 Survey results.

A new Library Strategic Plan for 2007–2009 was developed in response to the University's new strategic direction and is supported by more detailed annual operational plans. University Council approved a project budget and a site for construction of a new library building.

### Library Statistics 2004-2006

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<td>91,377</td>
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Divisional Highlights

Australian Centre for Educational Studies

- The first edition of Educational Research at Macquarie (eRAM), a publication designed to disseminate information about Macquarie's educational research activity, was produced.

- The Children and Families Research Centre was established. The Centre is an interdisciplinary centre for research and outreach. Its focus is on the developmental, social and educational factors affecting children and families in Australia.

- A Collaboration Agreement was negotiated between the Children and Families Research Centre and Parents and Teachers International, Missouri, USA. This will enable the delivery of training sessions related to the Parents as Teachers parenting program in NSW and to promote the Born to Learn Curriculum.

- Professor Ian Gibson, Vincent Fairfax Foundation Chair in Education—Teachers for the Future, became President of the International Society for Information Technology and Teacher Education based in the USA. The connection with this international association will assist in positioning Macquarie as an emerging global leader in the field of teacher education.

- The pilot course, Leadership for Learning, was developed by Professor John Hedberg and Professor Stephen Marshall and offered to principals and school executives in the North Sydney region. The course was evaluated highly by participants and will be offered again in 2007.

- Teachers for the Future, a new initiative at Macquarie University, is working towards a new brand of teaching and learning that is appropriate for a technology-rich, global learning environment. Its first major outreach activity was organisation of the Children's Conference. The Conference was hosted in December in collaboration with Ryde Council, the NSW Department of Education and Training, and local schools. It brought together 250 primary school students and 40 high school students. The keynote address was delivered in real time by 15 children from Kansas in the United States and a pre-recorded presentation came from a group of children who live in the slums of Kenya.

- In September, Professor Kevin Wheldall and Dr Robyn Beaman presented the preliminary findings of their MULTILIT work with Aboriginal students in Coen to a Public Seminar on "Demanding Better Supply of Education in Cape York: The Coen Experience" held at The Cape York Institute for Policy and Leadership in Cairns.

- The Professional Pathways Report investigated numbers of Indigenous children in early childhood settings across Australia, the number of Indigenous early childhood teachers and issues associated with the gaining of early childhood university qualifications of Indigenous and Torres Strait Islander peoples. The report was jointly funded by DEST and Macquarie University and was formally presented to Carolyn Ho, Acting Director of the Early Childhood Schools Team, DEST by the Vice-Chancellor, Professor Steven Schwartz at a function held on 12 May.
• Professor Alan Rice was appointed by the Department of Education, Science and Training as literacy expert and adviser to the Reading Assistance Voucher Programme.

• Senior Lecturer, Dr Kerr-Ann O'Sullivan was the proud recipient of the 2006 NSW Institute for Educational Research award for Excellence in Educational Research.

• Professor Kevin Wheldall was elected into the prestigious Academy of the Social Sciences in Australia. The Academy comprises over 350 Fellows of whom just over 20 are from the Education discipline.

Division of Economic and Financial Studies

• As the gold sponsor, Macquarie University played a significant role in the 2006 EOWA Australian Census of Women in Leadership project. It was jointly directed by Professor Graham Wood, Head of the Department of Statistics, and Associate Professor Peter McGraw, Director of the Labour-Management Studies Foundation. This fourth census, conducted bi-annually, measured the status of women on boards and included all companies listed on the ASX200 index as at 1 February 2006.

• The 18th Women, Management and Employee Relations Conference, Australia's leading women's conference, presented by theLabour-Management Studies Foundation and the Macquarie Graduate School of Management, attracted 180 delegates from 67 organisations in Australia and New Zealand.

• Professor David Throsby from the Department of Economics and Victor Ginsburg published the Handbook of the Economics of Art and Culture, as part of the acclaimed Handbooks in Economics series, each of which is a definitive source, reference, and teaching supplement for use by professional researchers and advanced graduate students.

• Associate Professor Renee Radich won the prestigious Pearson Education/Finance Lecturer of the Year Award (the second consecutive year it has been won by an EFS academic staff member). The award aims to encourage and recognise innovative teaching practices in accounting and finance and recognises outstanding contributions to teaching.

• Applied Finance student, Solon Brown won the prestigious 2005-06 BRW National Student Share Investment Award of $10,000. Over 6,000 portfolios were entered from 3,292 participants nationwide.

Division of Environmental and Life Sciences

• The Division's record of research excellence is recognised with its association with five of the newly established COREs. The first three below are centred in ELS and the last two include ELS staff among the leaders and/or key participants:
  - Climate Risk/Ecology & Evolution
  - Earth & Planetary Evolution
  - Functional Proteomics & Cellular Networks
  - Social Inclusion (SCMP)
  - Integrative study of Animal Behaviour (Linguistics and Psychology)

• Professor Peter Nelson continued work on the $50m program of research regarding pollutant emissions and waste management from coal-fired power stations. The seven-year project is supported by the CRC for Coal in Sustainable Development.

• During the year, Australian Research Institute in Education for Sustainability (ARIES) released six research reports and commenced five new projects to investigate the use of learning-based change strategies to improve sustainability in local government, professional training in climate change adaptation, Indigenous perspectives in sustainability policies and organisational learning towards sustainability.

• Associate Professor Daniela Tilbury is leading a UNESCO IUCN Asia Pacific Project to assess progress towards Education for Sustainable Development in the region over the next ten years. The project involves UNESCO National Commissions from over 17 countries.
• As part of an ongoing program to engage Indigenous students in science, the Department of Chemistry and Biomolecular Sciences through the Indigenous Science, the first marine institute dedicated to research in an Australian urban environment, was established during the year. The Institute is a joint venture between Macquarie University, the University of New South Wales, the University of Sydney and the University of Technology, Sydney and is based at Chowder Bay.

• Associate Professor Robert Harcourt was successful in securing for the Sydney Harbour Institute of Marine Science, the Australian Acoustic Tagging and Monitoring System, a $4.3m component of the $55m NCRIS-Integrated Marine Observing System, a federally funded five-year research infrastructure investment plan. He is also a Co-investigator in the newly formed $2.5m Australian Centre for Applied Marine Mammal Research.

• A new “state-of-the-art” research and teaching clinic for Chiropractic opened in September 2006 at the University’s new premises at 299 Lane Cove Road.

• Craig O’Neill (National Key Centre for Geochemical Evolution and Metallogeny of Continents) was named as the Australian Young Scientist of the Year, a very prestigious award sponsored by The Australian newspaper and Fresh Science.

• The Division launched the Bachelor of Biotechnology program in 2006. Future program initiatives, still in the planning stages, include a postgraduate program in Podiatry and an accredited undergraduate degree in Planning.

• As part of an ongoing program to engage Indigenous students in science, the Department of Chemistry and Biomolecular Sciences through the Indigenous Science for Kids Tent on Open Day.

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Division of Humanities

• Four new Divisional Centres were introduced:
  • the Centre for Cultural History
  • the Centre for Extreme Science
  • the Centre for Indigenous Studies
  • the Centre for New Technologies
• the Centre for the Macquarie PEN Anthology of Australian Literature launched by author David Malouf on 11 December 2006, set up to promote scholarship and research into Australian writing, leading to the production of an anthology of Australian literature. The Centre, together with publishers Allen and Unwin, received an ARC Linkage grant to develop the Anthology, and significant funding for permissions has been given by the Australia Council and the Myer Foundation

• The Japan Australia Forum, as part of the 2006 Australia Japan Year of Exchange, was very successful with approximately 800 people attending to hear a number of distinguished international speakers. The event was jointly conducted with the Japan Foundation in Sydney, with the support of Waseda University in Tokyo, Consul General of Japan in Sydney, and the Australian Embassy in Tokyo.

• With the introduction of Spanish in 2006, the Division is now offering 10 European languages (the largest range nationally), with a number of alternatives for degree structures. More than 250 students were enrolled in either Certificate or Diploma programs, with a Memorandum signed this year with TAFE NSW to create a further pathway into the programs.

• DCMS Productions released their third student compilation CD via the Department’s record label, DCMS Records, and held successful launch events throughout Sydney, leading to Triple J airplay and one student band playing at Sydney’s Big Day Out.
A new Virtual Reality Laboratory was established as a major research facility for staff and students in the Computing Department.

Division of Information and Communication Sciences

- Two Centres of Research Excellence have been established:
  - Lasers and Photonics
  - Quantum Information Science and Cryptography.
- The Australian Antenna Measurement Facility (AusAMF) was officially opened in October by the Dean of ICS and CSIRO ICT Centre Director, Dr Alex Zelinsky. The Management Board of this facility, funded by ARC and seven collaborating institutions through a LIEF grant awarded to Macquarie University, is chaired by Associate Professor Karu Esselle.
- A joint scholarship program was established with the CSIRO ICT Centre. The scholarship fund, totalling $150,000, will be available for base and top up scholarships for projects in common areas of interest to ICS and CSIRO.
- Working with Macquarie International, the Postgraduate Professional Development Program has signed an agreement with EduFrance to join the prestigious N+I Network of Institutes, opening opportunities for study-exchange in France for IT and engineering students. Macquarie University is the only N+I university in NSW.
- Cotutele agreements were established for two programs in ICS, whereby PhD students can have their program jointly supervised by an academic from Macquarie and one from a French university.
- A focused review was held into the pass/fail rates in 100-level units within the Division. This resulted in a number of important suggestions for ways to increase the pass rate at this level.
- The highly successful 50th Annual Meeting of the Australian Mathematical Society was held in September. It attracted around 300 national and international participants and included such highlights as the plenary lecture by this year's Fields Medallist, Terence Tao. The program included a special education afternoon that attracted teachers and students.
- Professor Deb Kane was awarded the Australian Institute of Physics Women in Physics Lecturership, delivering lectures in all major capital cities within Australia.
- Dr Helen Pask and Dr Robert Carman received Macquarie University Vice-Chancellor’s Innovation Fellowships.
- Academic staff and postgraduate students won four of the Macquarie Innovation Awards:
  - Innovation in Research—Russell Connally, Dayong Jin, Peter Dekker, Hamish Ogilvy (with John Funnell, METS)
  - Invention Disclosure—Dayong Jin and Russell Connally
  - Postgraduate Innovation—Dayong Jin, Russell Connally and Jim Piper
  - Commercial Innovation—BluGlass Limited: Scott Butcher, Marie Wintrebert-Fouquet, Patrick Chen, with members of BluGlass and Access Macquarie.

Macquarie teaching and learning awards

Citations for Outstanding Contributions to Student Learning:
- Mr Sam Jebeile, Division of Economic and Financial Studies
- Professor John Croucher, Macquarie Graduate School of Management
- Dr Alan Taylor, Division of Linguistics and Psychology
- Dr Jemina Napier, Division of Linguistics and Psychology
- Dr Nathan Daczko, Division of Environmental and Life Sciences
- Dr Lawrence McNamara, Division of Law
- Ms Penelope Watson, Division of Law
- Associate Professor Hope Ashabor, Division of Law
- Associate Professor Martina Mollering, Division of Humanities.

Excellence in Education awards:
- Ms Dawn Cable (Team Nomination), Division of Economic and Financial Studies
- Ms Lindy Clark (Team Nomination), Division of Environmental and Life Sciences
- Ms Louella Almeida (Team Nomination), Division of Information and Communication Sciences.

Outstanding Teaching Awards:
- Dr Nicole Graham, Division of Law
- Dr Alexander Reilly, Division of Law
- Dr David Carns, Division of Linguistics and Psychology
- Associate Professor Kim Hawtrey, Division of Economic and Financial Studies
- Professor Rod O'Donnell, Division of Economic and Financial Studies.
Division of Law

- The new Macquarie University Centre, the Centre for Comparative Law, History and Governance was established.
- The public forum on Minor's Consent to Medical Treatment was convened in collaboration with the NSW Law Reform Commission. The Forum represented the first major outcome of a research project involving members of the Division with a range of government and industry partners, including the NSW Law Reform Commission, NSW Health, the NSW Office for Science and Medical Research, United Medical Protection, the Australian and New Zealand Association for Psychiatry, Psychology and Law, and the Royal Australian College of General Practitioners.
- The Department of Business Law co-sponsored the Seventh Annual Global Conference on Environmental Taxation - Instruments of Change for a Sustainable Economy, hosted by the University of Ottawa.
- The Macquarie student team of James Douglas, Emily Barrell, Tova Gordon and Eli Ball were very successful at the annual Shine Lawyers Torts Moot hosted by the Queensland University of Technology Law School, winning against the University of Queensland in the Grand Final.
- Final year student David Greenberg was one of three winners of the Corrs Prize in a national essay writing competition in business law, sponsored by Corrs Chambers Westgarth (lawyers).

Division of Linguistics and Psychology

- Two of the new Macquarie University COREs are hosted by the Division:
  - the Macquarie Centre for Cognitive Science (MACCS)
  - the Centre for the Integrative Study of Animal Behaviour (CISAB).
- The Centre of Emotional Health was established as a Macquarie University Research Centre, within the Department of Psychology, under the leadership of Professor Ron Rapee. The focus of this new centre will be on research into the nature, causes, treatment and prevention of anxiety, depression and other mental health problems.
- The Southern Hemisphere's first magnetoencephalography (MEG) laboratory, the KIT-Macquarie Brain Research Laboratory was opened in the Macquarie Centre for Cognitive Science, in collaboration with Kanazawa Institute of Technology (KIT). The project was funded by an ARC linkage grant. A second such laboratory, designed specifically for brain imaging research with children, is under construction. It will be the world's first MEG laboratory for child research.
- CISAB hosted the annual conference of the Australasian Society for the Study of Animal Behaviour at Macquarie.
- A project to produce teaching materials for a civics and citizenship curriculum for the Adult Migrant English Program (AMEP) was completed by the AMEP Research Centre. The curriculum and teaching materials were commissioned by the Department of Immigration and Citizenship. The Centre also worked on the development of a curriculum and materials for teachers working with 18-24 year-old migrants.
- CISAB developed a new undergraduate program of coherent study in Brain, Behaviour and Evolution.
- Macquarie Innovation Awards were awarded to:
  - Dr Peter Langford and the Voice Project team, who won the Macquarie University Innovative Partnership Award for their submission entitled Best Practice HR Benchmarks for the Not-for-Profit Sector.
  - Mike Cunningham and his team, who were highly commended in the Postgraduate Innovation Award category for their "Cool Teens" CD Rom (Anxiety Management for Young People).
  - Mr Colin McNaught and colleagues, who were also highly commended for their IELTS online project, as was Dr Jemina Napier, Department of Linguistics, for the AUSLAN project.
  - The innovative online language course, IELTS Online, which was developed by NCELTR and designed to help students prepare for the IELTS test, which received a Highly Commended award.
  - Professor Stephen Crain (MACCS) was elected a Fellow of the Academy of the Social Sciences in Australia.
  - Dr. Jennifer Hudson (Psychology) was a recipient of the ASSA Early Career Award for 2006.
  - Associate Professor Arthur Shores was elected a Fellow of the Austrakan Psychological Society.
  - Professor Philip Newall was elected a Fellow of the Audiology Society of Australia.

Associate Professor Kim Hawrey, Division of Economic and Financial Studies, winner of a Macquarie University Outstanding Teacher award with applied finance student, Solon Brown, who won the prestigious 2005-06 BRW National Student Share Investment Award of $10,000.
Macquarie Graduate School of Management

- In 2006, MGSM was ranked in the world's top 100 MBA programs by the Economist Intelligence Unit's Which MBA? global full-time MBA rankings; and in the top 50 business schools by the London Financial Times for the quality of its corporate executive education.

- Following EQUIS (European Quality Improvement System) accreditation in late 2005, MGSM successfully completed the first stage in its application for accreditation by the North American AACSB (Association to Advance Collegiate Schools of Business). Both EQUIS and AACSB are essential quality assurance attributes for international business schools.

- MGSM won the Meetings & Events Industry Award for Best Meeting Venue for 150-500 delegates for the fifth consecutive year.

- A long term partnership was established in October 2006 with the weekly magazine BRW to publish relevant and topical research findings by MGSM faculty in a regular four page Management Update.

- MGSM Networker continues to provide a platform for MBA and other students to develop business plan ideas. Teams from MGSM finished third and fourth in the Peter J Farrell Challenge Cup business plan competition. In addition, a new initiative, Sounding Board, provides an opportunity for individuals and businesses to test ideas with top MGSM faculty and external experts.

- The MGSM initiative Ignite continues to assist industry, while exposing MGSM students and their capabilities to the wider business community. MGSM also offers charitable organisations pro bono work where between five and 50 of MGSM's brightest business minds work on solutions to a business problem within an organisation.

- Professor John Croucher was awarded a Minister's Certificate of Recognition in the National Literacy and Numeracy Awards.

Division of Society, Culture, Media and Philosophy

- The Centre for Research in Social Inclusion became a Macquarie University Research Centre and a Centre of Research Excellence.

- Associate Professor Nick Mansfield of Critical and Cultural Studies led a team in a collaborative project with Lingnan University in Hong Kong that was awarded a Strategic Curriculum Innovation Grant to study the teaching of cultural studies between Hong Kong and Australia.


- Dr Tony Wilson was awarded an Australia-Malaysia Foundation Fellowship.

- Alec Morgan's feature length documentary, *Hunt Angels*, won the following awards:
  - Three Australian Film Institute (AFI) Awards including Best Documentary.
  - Film Critics Circle of Australia Awards, Best Feature Documentary.
  - Australian Teachers of the Media (ATOM) Awards, Best Documentary (General).
  - Australian Sound Guild Awards, Best Achievement in Sound (Documentary).
  - Australian Cinematographers Society Awards. Silver Award. Cinematography (Dramatised Documentary).
Access and Equity

Equal Employment Opportunity

Macquarie was again recognised by the Equal Opportunity for Women in the Workplace Agency (EOWA) as an Employer of Choice for Women. This is in recognition of sound strategies in place to support and reward women in the workplace.

The representation of women in General staff roles remains steady at 63 percent, increasing slightly in some areas and decreasing in others. Women in positions graded at HEW Level 10 and above declined slightly to 38 percent and remains below target (50 percent). For full-time and fractional General positions women received 96 and 101 percent of the average salary, respectively. This is near or above the pay equity target (100 percent) and an incremental improvement on past performance.

Women's representation in Academic roles declined slightly in 2006 to 44 percent of staff, after reaching an all-time high of 45 percent the previous year. A round of internal appointments at Level E has resulted in women occupying 23 percent of these positions. This is a significant improvement on the 19 percent of past years.

The representation of Indigenous people in Academic positions has declined sharply with a significant number of departures. In contrast Indigenous employment in General staff positions exceeded our target of 2.3 percent for the first time this year as a result of a Traineeship program under the Indigenous Employment Strategy implemented by the Human Resources Office. Significant numbers of employees in these entry level positions has however brought down sharply the average salary for this group.

People for whom English is a second language remained strongly represented at Macquarie, exceeding population benchmarks in both Academic and General staff positions.

The number of employees with a disability remained stable and are well below benchmarks, although representation in HEW Level 10 and above positions has increased.

Ethnic Affairs Priorities Statement (EAPS)

Promoting access and equity, removing barriers and providing a discrimination free teaching and learning environment for all is an important part of the Macquarie University mission.

Progress and Achievements

Macquarie continued to provide culturally specific programs and services including language programs, access to prayer rooms for different ethno-religious groups, and a Bilingual Service Centre with staff to answer enquiries from students and family members in languages other than English.

Additional information was provided online in eleven community languages. Macquarie commenced an intake of Sudanese refugees under a scholarship program. A range of English language programs were provided, including Communication for Academic and Professional Purposes programs and a selection of non-credit courses, free language and communication workshops, and individual consultation services to students for whom English is an additional language. Macquarie University also continued to offer intensive pre-degree English courses to students prior to enrolment.

The University also expanded its written and online resources through the publication Academic Culture: A Student's Guide to
Consultation service operating out of the Centre for Open Education, continued to provide a variety of writing support services and numeracy skills to students enrolled in courses with a mathematical component during 2006. Both the preparatory sessions for mathematics and statistics courses run at the beginning of each semester and the weekly workshops, which support first year mathematics and statistics courses, attracted large numbers of students.

Individual consultations available through the drop-in centre were in constant demand with approximately 5000 student hours spent in visits to the Centre. The majority of these visits were from students doing first year statistics and mathematics courses.

A snapshot survey of the students using the Centre revealed that approximately one-third were mature aged and approximately two-thirds were female. The survey also revealed that approximately 25 percent of the students were from a non-English speaking background and approximately 50 percent had entered Macquarie University via alternate pathways. The majority of the students were enrolled in mainstream undergraduate programs.

Goals for 2007 will include:

- Establishing a mentoring system for students attending Macquarie on scholarships
- Increasing the range of cultural celebrations and cross-cultural education programs
- Continuing language and literacy programs for students from non-English speaking backgrounds
- Reviewing and, if necessary, expanding cross-cultural training within the University.

Special Entry Schemes

Two special entry schemes continued to be administered to improve access by disadvantaged students to the University. In 2006, under the Lighthouse Scheme 137 applicants were offered a place at Macquarie, a small increase on the previous year. Through the Jubilee Scheme 288 applicants were offered places, a pleasing increase of nearly 100 places from 2005.

Writing Skills Program

The Writing Skills Program continued to provide a variety of writing support services to Macquarie University undergraduates during 2006, with increasing numbers of postgraduate students also seeking our help. Longstanding involvement in the Transition program continued, with brief presentations at all Divisional orientation sessions. Seminars on writing skills were held for both undergraduate and postgraduate students with an audio tape and seminar notes available for students unable to attend. It was estimated that around 1000 students in total attended these sessions.

The two five-week writing courses (Strategies and Structures and Grammar and Academic Expression), piloted in 2005, were run in each semester, with increased numbers in both courses for both semesters. Close to 1200 students enrolled overall. The Writing Skills Advisory Service, an individual consultation service operating out of the Centre for Open Education, continued to expand, with mature age entry students and increasing numbers of postgraduate students making up a significant proportion of the clientele.

English for Academic Purposes

The English for Academic Purposes (EAP) section, located in the Department of Linguistics, continued to provide support for international students who speak a first language other than English, as well as for Australian students from non-English speaking backgrounds (NESB).

Offerings in 2006 included:

- two undergraduate units that can be included in many degree programs
- a range of workshops that are open to both undergraduate and postgraduate international and NESB students from across campus, at no charge.
- individual writing consultations for undergraduate and postgraduate international and NESB students.

Collaborative research by staff with lecturers from other Departments and Divisions of the University, particularly the Department of Accounting and Finance and the Applied Finance Centre, resulted in the development of innovative teaching and learning materials.

Learning Centre for Numeracy Skills

The support services provided by the Centre to students enrolled in courses with a mathematical component were well utilised in 2006. Both the preparatory sessions for mathematics, statistics and science run at the beginning of each semester and the weekly workshops, which support first year mathematics and statistics courses, attracted large numbers of students.

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Goals for 2007 will include:

- delivery and facilitation of two residential undergraduate programs specifically for Indigenous Australians, the Bachelor of Teaching (Early Childhood Services) and the Bachelor of Community Management
- facilitation of Warawara, Macquarie University Alternative Program, an alternative entry point for Indigenous applicants into undergraduate programs across the University
- one-on-one tuition for Indigenous students, through the Indigenous Tutorial Assistance Scheme
- computer access through the Indigenous student computer laboratory
- access to the Indigenous student common room
- Indigenous student advice and referral through the Indigenous Student Support Officer
- cultural events and activities.

The support services are well utilised by the Indigenous student population. Research will be conducted in 2007 to ascertain what further services would be considered beneficial.
Warawara, Department of Indigenous Studies

In addition to its role as an academic department offering a range of Indigenous studies units and postgraduate courses, Warawara provides an access and equity function to Indigenous students across the University. Warawara also provides advice to the University on a range of equity matters affecting Indigenous students and staff.

Student Complaints Procedure

The University's systems and procedures for dealing with complaints from students are well established and are regularly reviewed.

Procedures for many situations, including conduct of established committees and the availability of appeals mechanisms, are widely publicised, routinely applied and are documented in the University's By-law and Rules. These are published annually in the Macquarie University Calendar of Governance, Legislation and Rules, which is also available online, or from the Office of the Registrar and Vice-Principal.

The Registrar and Vice-Principal initiated actions in the later part of 2006 for the introduction of a centralised system for logging and management of all complaints received by the University. Initial investigation of software options has been undertaken, with the view to acquisition and implementation of the new system in 2007.

The following are the principal mechanisms available to students for consideration of complaints:
- Academic Appeals Committee
- Grading Appeals Committee
- Discipline Committee (for disciplinary matters)
- Student Grievances Committee
- Standing Committee of Council on Appeals.

EEO Group Representation within Levels at 31 March 2006

General Staff

<table>
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<tr>
<th>Level</th>
<th>Total Staff</th>
<th>Women</th>
<th>Aboriginal &amp; Torres Strait Islander Peoples</th>
<th>Language First Spoken as a Child was not English</th>
<th>People with a Disability</th>
<th>People with a Disability Requiring Adjustment</th>
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<td>Level 1</td>
<td>1</td>
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<td>100%</td>
<td>100%</td>
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<td>100%</td>
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<tr>
<td>Level 2</td>
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<tr>
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<tr>
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<tr>
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<tr>
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<td>64%</td>
<td>1.4%</td>
<td>28%</td>
<td>7%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Level 8</td>
<td>122</td>
<td>56%</td>
<td>14%</td>
<td>20%</td>
<td>3%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Level 9</td>
<td>78</td>
<td>56%</td>
<td>14%</td>
<td>14%</td>
<td>14%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Level 10+</td>
<td>68</td>
<td>38%</td>
<td>2.3%</td>
<td>26%</td>
<td>7%</td>
<td>1.9%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>988</td>
<td>63%</td>
<td>2.3%</td>
<td>26%</td>
<td>7%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

Academic Staff

<table>
<thead>
<tr>
<th>Level</th>
<th>Total Staff</th>
<th>Women</th>
<th>Aboriginal &amp; Torres Strait Islander Peoples</th>
<th>Language First Spoken as a Child was not English</th>
<th>People with a Disability</th>
<th>People with a Disability Requiring Adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level A</td>
<td>192</td>
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<tr>
<td>Level B</td>
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<tr>
<td>Level C</td>
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<td>41%</td>
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<tr>
<td>Level D</td>
<td>127</td>
<td>32%</td>
<td>1.1%</td>
<td>25%</td>
<td>6%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Level E</td>
<td>123</td>
<td>23%</td>
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<td>11%</td>
<td>5%</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>927</td>
<td>44%</td>
<td>0.7%</td>
<td>24%</td>
<td>6%</td>
<td>1.4%</td>
</tr>
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</table>
### EEO Group Representation Benchmark Comparisons at 31 March 2006

#### General Staff

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>Government Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women*</td>
<td>64%</td>
<td>64%</td>
<td>63%</td>
<td>63%</td>
<td>50%</td>
</tr>
<tr>
<td>Aboriginal People &amp; Torres Strait Islanders+</td>
<td>1.1%</td>
<td>1.4%</td>
<td>1.8%</td>
<td>2.3%</td>
<td>2.0%</td>
</tr>
<tr>
<td>People Whose Language First Spoken as a Child was not English+</td>
<td>24%</td>
<td>25%</td>
<td>27%</td>
<td>26%</td>
<td>20%</td>
</tr>
<tr>
<td>People with a Disability+</td>
<td>8%</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>People with a Disability Requiring Work-related Adjustment+</td>
<td>2.1%</td>
<td>1.8%</td>
<td>2.2%</td>
<td>1.9%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

#### Academic Staff

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>Government Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women*</td>
<td>42%</td>
<td>43%</td>
<td>45%</td>
<td>44%</td>
<td>50%</td>
</tr>
<tr>
<td>Aboriginal People &amp; Torres Strait Islanders+</td>
<td>1.2%</td>
<td>1.1%</td>
<td>1.4%</td>
<td>0.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>People Whose Language First Spoken as a Child was not English+</td>
<td>21%</td>
<td>22%</td>
<td>22%</td>
<td>24%</td>
<td>20%</td>
</tr>
<tr>
<td>People with a Disability+</td>
<td>5%</td>
<td>7%</td>
<td>6%</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>People with a Disability Requiring Work-related Adjustment+</td>
<td>0.9%</td>
<td>1.6%</td>
<td>1.5%</td>
<td>1.4%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

### EEO Group Distribution Index—Benchmark Comparison at March 31

#### General Staff

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>Government Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>90%</td>
<td>96%</td>
<td>95%</td>
<td>96%</td>
<td>100</td>
</tr>
<tr>
<td>Aboriginal People &amp; Torres Strait Islanders</td>
<td>N/A</td>
<td>78%</td>
<td>89%</td>
<td>64%</td>
<td>100</td>
</tr>
<tr>
<td>People Whose Language First Spoken as a Child was not English</td>
<td>99%</td>
<td>96%</td>
<td>96%</td>
<td>97%</td>
<td>100</td>
</tr>
<tr>
<td>People with a Disability</td>
<td>104%</td>
<td>108%</td>
<td>106%</td>
<td>101%</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Academic Staff

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>Government Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>78%</td>
<td>93%</td>
<td>94%</td>
<td>91%</td>
<td>100</td>
</tr>
<tr>
<td>Aboriginal People &amp; Torres Strait Islanders</td>
<td>N/A</td>
<td>93%</td>
<td>94%</td>
<td>91%</td>
<td>100</td>
</tr>
<tr>
<td>People Whose Language First Spoken as a Child was not English</td>
<td>92%</td>
<td>98%</td>
<td>98%</td>
<td>92%</td>
<td>100</td>
</tr>
<tr>
<td>People with a Disability</td>
<td>89%</td>
<td>102%</td>
<td>100%</td>
<td>105%</td>
<td>100</td>
</tr>
</tbody>
</table>

**Notes:**

1. Continuing and contract staff
2. Actual persons
3. Estimated persons
4. Full-time continuing and contract staff
External Relations

In Macquarie@50, the Vice-Chancellor Professor Schwartz, proposed a new management structure to ensure that important strategies of the University would have dedicated managerial oversight. This included the establishment of a Development and External Relations portfolio.

Public Relations and Marketing

Public Relations and Marketing formally became part of the new portfolio in September 2006.

In line with the strategic goal of establishing Macquarie as a university of research excellence, the Public Relations Unit coordinated the campaign to recruit new research staff for the Concentrations of Research Excellence (COREs). This included a four-page broadsheet wrap of The Australian's Higher Education Supplement, the first time an advertising feature has been allowed to wrap that section of the newspaper. Featured were artists' illustrations of the key researchers within each CORE.

Circulation figures for publications produced by the Unit remained pleasing, with some increases. Publications included Macquarie University News, in both hardcopy and e-newsletter form; Culture on Campus e-newsletter for arts news and events; Research Active e-newsletter for collaborative research news; Connect with Macquarie, in both hardcopy and e-newsletter form, for the high school community; and five opt-in e-newsletters containing articles about postgraduate research, courses and opportunities.

Activities and events concerning the University and its staff were well-reported in the media, with 2514 mentions during 2006. The Unit successfully organised and promoted the University's three major annual events - Pathways Day, held in January, the Postgraduate Expo in April and Open Day in September. The annual telephone enquiry hotline, email service and online bulletin board, which operated in late December and early January 2007, leading up to the Universities Admissions Centre change-of-preference date, were well patronised.

The Liaison Team represented Macquarie University at 38 careers markets, held Statewide, and gave 69 individual school presentations, hosted regular school visits and conducted 37 campus tours.

Macquarie's School Partners Program, which offers a range of benefits to 59 member schools, continued in 2006. Member schools received monthly newsletters and presentation of Macquarie University Prizes at annual speech days and staff and students were eligible to apply for a range of scholarships, 11 of which were awarded in 2006. In addition, a pilot Gifted and Talented Program was conducted with Knox Grammar School. It is planned to widen the program in 2007.

Alumni

The Alumni Office organised a variety of events to engage alumni, including a lecture series, reunions, social and sporting events and offshore activities. Approximately 1,400 alumni in Australia or overseas attended these events.

A highlight of the year's activities was the annual NSW Parliament House Luncheon in October, hosted by the Hon Meredith Burgmann MLC. Macquarie University's Vice-
Chancellor, Professor Stephen Schwartz, was the guest speaker and he outlined his vision for "Macquarie@50".

The Alumni Office introduced two new scholarships which will be awarded in 2007, the Macquarie University Family Scholarship and the Macquarie University Honours Scholarship. Each scholarship is valued at $5,000 and will be decided on the basis of financial hardship. The conditions for the Garrawi scholarship were broadened to encourage more Indigenous students to pursue postgraduate studies and it was agreed that the Alex Mitchell Scholarship will be awarded annually. This scholarship is awarded to a first-year Humanities student for a three-year period.

Alumni Awards for Distinguished Service, in recognition of their contribution to the community and to their profession, were presented to:
- the Hon Helen Sham-Ho
- Dr Jenny Lee Harry
- Dr Judith Cashmore.

Approximately 2,000 alumni took advantage of a range of benefits negotiated for them such as free library access and discounts on the Centre for Open Education courses. The alumni magazine Sirius was mailed to 70,000 alumni in February and August. From 2007, the magazine will be produced as an online publication.

Overseas alumni events were organised in Hong Kong and Singapore in conjunction with graduation ceremonies of the University. In addition, events were held in Beijing and Shanghai. The Shanghai Alumni Chapter was approved by University Council in May.

Publications

The principal publications produced by the Publications Unit of the Office of the Registrar and Vice-Principal included:
- the Handbook of Undergraduate Studies
- the Handbook of Postgraduate Studies
- the Calendar of Governance, Legislation and Rules
- Annual Report 2005
- Macquarie Your University, a brochure distributed widely amongst high schools
- Study at Macquarie, the University's undergraduate prospectus
- Staff News, the fortnightly newsletter providing topical information for University staff
- the series of eleven postgraduate coursework booklets.

All publications of the Publications Unit are also available online.

The Public Relations Unit produced the series of undergraduate study booklets and Macquarie University News, which is published each month, focusing on the University's research interests, teaching activities and community outreach.

Community Engagement

During 2006, the University continued its support for a wide range of public events. Highlights included:
- The diverse repertoire in the concert series, Music on Winter Sundays
- The final performances of the Macquarie Trio which has had a long association with the University
- Concerts by the Macquarie Singers including the Misa Criolla, performed in conjunction with Hernan Flores in November which attracted a large and enthusiastic audience
- Exhibitions and lectures throughout the year in the University Art Gallery including a wide-ranging exhibition of Aboriginal Art from the University Collection and a major survey of recent paintings from the Chroma Collection
- Exhibitions and lectures held across the University's museums and collections including, for example, the community outreach program in the Museum of Ancient Cultures
- The opening in October of the University's multi-media website, MQtv, which features interviews with academics and researchers as well as a blog space
- Public Lectures which attracted very large audiences including for Robert Fisk, the Middle-East correspondent of The Independent in February, and for Dr Jon Kabat-Zinn, the expert on mindfulness, in November.

Alumni Chapters

Macquarie University has Alumni chapters and networks in:
- South Australia
- Queensland
- Western Australia
- Victoria
- Canada, Eastern
- Chile
- China (Beijing, Shanghai)
- England
- Hong Kong
- Germany
- Indonesia
- Japan
- Malaysia
- Mexico
- Singapore
- Thailand
- United States (Eastern, Midwest, California)
- Russia
- United States (Eastern, Midwest, California)

One of many Macquarie University alumni events in 2006
The Office of the Registrar and Vice-Principal fulfilled its principal responsibility of providing administrative and related services in support of the learning and teaching goals of the University. There was an increase in proposals for new coursework programs and units to the Academic Program Section. Upgrading of software used to assess the eligibility of undergraduate students for an award was undertaken towards the end of 2006.

Improving business processes associated with enrolment of new students was a major focus for Academic Management Support. New postgraduate coursework students were able, for the first time, to enrol online mid-year. A flexible range of academic advising options was provided enabling many to enrol without any on-campus attendance. It is anticipated that online enrolment for new undergraduates will be available from January 2007.

The majority of the recommendations of the 2005 external Web Enrolment Review was implemented in 2006, including:

- a quality assurance review of the email and phone support service provided by Academic Management Support to students enrolling on the web
- the implementation of a three-step enrolment complaint escalation process
- improved enrolment information
- an online Statement of Outstanding Charges, to provide up-to-date financial information to students at all times.

With the aim of improving the quality of the assessment process and to provide a faster response time to applicants, a review of the postgraduate application system was undertaken by the Postgraduate Studies Section.

The academic and administrative infrastructure necessary to accommodate the marked growth in enrolments offered through Open Universities Australia was a major challenge for the Centre of Open Education. The Centre also absorbed additional responsibilities previously handled by the Centre for Flexible Learning, and began a process of improving the quality of audio materials funded by OUA.

Some of the innovative delivery methods used in the OUA program were extended to the Centre's undergraduate and postgraduate distance education programs. The system of E-Assignment, for example, proved a popular alternative form of assignment submission for students. New and faster delivery of teaching materials, including audio CD's, effectively eliminated previous student concerns about the receipt of materials.

Records and Archives Services experienced a strong increase in work volume and changes to the legal requirements for the retention of records placed further demands on the University's capacity for records storage.

Productivity at the University printery, Macquarie Lighthouse Press, increased by over 15 percent, delivery expectations were consistently met, and a positive financial return was recorded. Short run colour and variable data print work grew significantly with the introduction of new digital colour technology.
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. Any staff member who wishes to view their personal files may contact Human Resources to arrange access. Records and Archives Services are responsible for vital records, student files, central administrative files and the University Archives.

For access to material that the University considers confidential or otherwise exempt under the Freedom of Information Act 1989, a freedom of information application is required. The application fee for a freedom of information request is $30; 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 2006, 22 freedom of information requests were processed and there were two appeals against completed freedom of information decisions. A designated Freedom of Information Officer operated throughout the year.

The tables that follow this section provide information on the processing of freedom of information requests, showing the figures for the 2006 calendar year. The 2005 figures appear in brackets.

Privacy

Macquarie University has a commitment to privacy, valuing the privacy of individuals and actively seeking to preserve the privacy rights of those who share information with the University. It is believed individuals have the right to know how information to the University is handled. The role of Privacy Officer is assigned to the Registrar and Vice-Principal and the role of Privacy Contact Officer is assigned to the Manager, Records and Archives Services. These offices have direct managerial responsibilities for the University's compliance with its privacy policy.

Macquarie University's Privacy Management Plan has been developed to comply with section 33 of the NSW Privacy and Personal Information Protection Act 1998 and is to be amended to include compliance measures for the Health Records and Information Privacy Act 2002.

The Privacy Management Plan details:

- the policies and practices that the University has in place to comply with the Privacy and Personal Information Protection Act 1998
- the dissemination of privacy policies and practices within the University
- procedures in relation to an internal review under Part 5 of the Privacy and Personal Information Protection Act 1998
- other matters which are considered relevant to the University in relation to the Act.

During 2006, 145 privacy complaints were received by the University and were the subject of internal reviews. No amendments to personal records pursuant to the NSW Privacy and Personal Information Protection Act 1998 were carried out in 2006.

Human Resources

Human Resources supported a broad range of university initiatives over the year, one of the most visible being the recruitment project associated with the Concentrations of Research Excellence (COREs).

The University launched its first employee opinion survey "Your Say," which provided valuable benchmark data to monitor the effectiveness of strategies to increase staff engagement. Key Performance Indicators were introduced for senior management and the process of cascading these KPIs to the next levels of management in the University was commenced. A range of new reward and recognition initiatives are being considered for implementation in 2007.

Compliance with the Commonwealth government's Higher Education Workplace Relations Requirements (HEWRRs) remained a major focus in 2006. To meet the Requirements, the University recommenced enterprise bargaining, reviewed and rewrote a number of policies and offered Australian Workplace Agreements to all staff. The University successfully met all the HEWRRs and as a result secured an increase in Commonwealth Grant Scheme funding.

Occupational Health and Safety

Following an audit review of Occupational Health and Safety, a new Occupational Health and Safety Management System was set up in 2005, with its implementation completed in 2006. Seventeen Workgroup OHS Committees have been established, one for each Division and major office, in addition to a central OHS Committee. Consultation, identification of training requirements, inspections and identification of OHS risks are now managed in a consistent manner across the University.

Management of workers compensation claims has also been improved with more efficient and faster return to work processes in place, accompanied by a reduction in costs.

Industrial Relations and Enterprise Bargaining

The Employee Relations team were active throughout the year, providing practical, consistent and timely assistance to all levels of the University. The team played an active and strategic role in employment matters such as managing change, performance management, grievance and dispute resolution.

Compliance with the Higher Education Workplace Relations Requirements (HEWRRs) required radical changes to the Enterprise Agreement. The bargaining process was completed within the tight Government
timeframe, with no industrial disputation and within budget constraints. The result is a much shorter, clearer agreement. A number of updated policies have been released since completion of the bargaining process. Consultation with staff on policy issues will be facilitated with the establishment of the Staff Consultative Group.

A new Performance Development and Review Process is to be introduced in 2007, in line with the new enterprise agreement. For the first time all staff will have performance reviews on an annual basis.

**Academic Promotions**

Three promotions committees assessed applications by academic staff for promotion up to the level of Associate Professor. For promotion from Level A to Level B (Associate Lecturer to Lecturer) of 19 applications received, one was unsuccessful; from Level B to Level C (Lecturer to Senior Lecturer) of 31 applications received, four were unsuccessful; from Level C to D (Senior Lecturer to Associate Professor) of 25 applications received, five were unsuccessful, with one withdrawal.

**Human Resources Information Systems**

A major software upgrade of the Human Resources System (HRIS) was completed in 2006. Migration of the system to the Data Centre, has increased data security. The number of staff members accessing the employee self-service system, HR-Online continued to increase, further decreasing the reliance on paper-based systems. Further automation of Human Resources processes online will occur with the introduction of the staff portal in 2007.

**Office of Facilities Management**

The Office of Facilities Management (OFM) underwent significant change in 2006, including a review of its management structure. In line with these changes, the Buildings and Grounds Office was renamed the Office of Facilities Management, to more accurately reflect the broad range of services now being provided to the University community.

In addition to the provision of day-to-day services such as cleaning, security and mail handling, OFM also received and completed in excess of 15,000 service requests submitted by the Divisions and Offices.

**New Construction 2006**

The fit-out of 299 Lane Cove Road was completed in August at a cost of $5,300,000. The building now houses a number of University administrative support units, including Information Technology Services, the Business Services section of Financial Services and several units of Macquarie International. In addition, a number of research areas are located in the building, including the Speech Clinic, Chiropractic Clinic, M-CAS (Macquarie Customised Accessibility Services) and the Macquarie Brain Research Laboratory.

The upgrade works to Wally’s Walk, the main east-west pedestrian spine, was completed in May. Although these works caused some inconvenience, the completed project has resulted in a significant improvement to both the appearance and amenity of this very important area of campus.

**Refurbishment**

A large number of refurbishment projects were undertaken by OFM across campus, the most significant being the refurbishment/upgrade of Price Theatre at a cost of

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**Indigenous Employment Strategy**

The first six Indigenous trainees commenced in January 2006 under the new Indigenous Traineeship Program. The trainees were hosted by various Departments during their 12-month traineeship period. One trainee has commenced further employment in the University and two others will be beginning undergraduate studies in 2007. The traineeship program will continue with six more trainees in 2007. At the end of 2006 there were 20 Indigenous staff members, both academic and general. The rise in the number of Indigenous general staff from 15 to 18 was due principally to the success of the Indigenous Traineeship Program, supplemented by other recruitment practices. The Traineeship Program was supported by the Structured Training and Employment Project (STEP), funded by the Department of Employment and Workplace Relations. STEP also funded career development opportunities for other Indigenous employees.

Over 80 staff attended Aboriginal Cultural Awareness sessions in 2006. These sessions will continue in 2007.

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**Summary of Land Uses**

<table>
<thead>
<tr>
<th>General University Purpose</th>
<th>Hectares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macquarie Site</td>
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<tr>
<td><strong>Nominal Leases</strong></td>
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</tr>
<tr>
<td>Affiliated Residential colleges</td>
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</tr>
<tr>
<td>Australian Film Television &amp; Radio School</td>
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</tr>
<tr>
<td>Commercial Leases</td>
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<td>Private Residential Purposes</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>126.0</td>
</tr>
</tbody>
</table>
approximately $1,100,000. This project included a complete upgrade of the theatre's seating and finishes and the installation of air conditioning. Other refurbishment projects included:

- Summer Hill Chiropractic Clinic upgrade
- Linguistic Translations and Interpretation Computer laboratory upgrade of W6B 301–310
- Linguistic C3B Level 3 and 4 office upgrade
- Wireless facility upgrades of Macquarie Theatre and W6B courtyard
- Geochemistry laboratory upgrade of E7B 340 and 344
- Humanities W6A Levels 2, 4 and 5 office upgrade
- Campus signage upgrade
- Upgrade of campus building access systems
- General upgrade to W3A 603–612.

**Internal Audit and Risk Management**

The internal audit and risk management functions of Macquarie University are overseen by the Council's Audit and Risk Committee and undertaken by Deloitte Touche Tohmatsu (Deloitte). The University appointed Deloitte as internal audit and risk management consultants in 2006, replacing Ferriers Chartered Accountants. The internal audit and risk management function is primarily concerned with evaluating the accuracy and effectiveness of internal controls and assessing risks which may impact on the University's ability to achieve its objectives.

A three-year strategic internal audit and risk management plan for 2006–2008 was developed following high level business risk assessment of the University's operations in conjunction with management. The plan was approved by the University's Audit and Risk Committee.

In addition to the business risk assessment, internal audits undertaken in 2006 involved assessments of internal controls and associated risks and compliance with University policies/procedures and government guidelines in the following areas:

- Accounts receivable and debt management
- Credit cards
- Casual and outside employment
- Legal referrals
- Information security and change management
- Facilities management business continuity
- Asset management.

Other assurance activities included development of a probity checklist for the procurement and engagement of contractors and suppliers and assisting management in assessing outstanding actions from prior audits.

Audit and assurance activities resulted in identification of areas where there was opportunity for improvement and/or enhancement of existing processes and controls. Following discussion and agreement with management, finalised internal audit reports were submitted to key stakeholders and reported to the Audit and Risk Committee. The status of significant risk issues unresolved and outstanding are monitored by the Audit and Risk Committee.

**Information Technology Services**

Substantial changes were implemented in the IT Services area during 2006 to support the University move to an operational level of 24 hour per day 7 day per week.

To minimise the impact of equipment failures, several projects were undertaken throughout 2006 to redesign and upgrade the University's IT infrastructure.

Security formed a significant focus and the University tendered for a firewall and intrusion detection system to protect from the various and growing threats from the internet. The successful tender addressed the unique requirements of a university campus by placing the firewall at the network core rather than the edge and routing all traffic through the firewall to simultaneously protect from external and internal threats. The solution was the first of its kind and has received widespread media coverage.

A further measure was the installation of a generator to protect the computer room from temporary disruptions to mains power. The generator is capable of keeping systems running for up to 10 days on fuel stored on
site and can be refueled without stopping. In addition, advance warning of potential problems with systems is now available with the installation of the open source tool, the "Hobbit Monitor".

To ensure that support is available out of business hours to resolve problems a major organisational redesign was undertaken during the year in cooperation with Human Resources and the Unions. The process was in accord with the University's Enterprise Agreement 2006-2009.

The resulting restructure deleted outdated positions and created new positions with position descriptions that better support the 24/7 objective. In June, the University made offers of voluntary redundancy to a number of staff in IT Services. Thirty-three staff chose to accept the offer and left the University between June and October during which time appropriately skilled IT contractors were hired on a temporary basis pending recruitment of permanent staff.

The first of the new services, a Staff Help Desk, was launched the week before Christmas. The service provides IT phone support for subscribing Divisions and operates 9am to 5pm Monday to Friday and utilises a paging service out of hours.

Projects
IT Services also completed a number of projects throughout the year, the larger ones being:

- Upgrading of the University's Financial Management Information System to the new Microsoft .NET version. This has provided a number of business benefits, particularly in relation to improved asset management.
- The fitting out of the University’s new office location at 299 Lane Cove Road with Voice over Internet Protocol (VoIP). The site is a useful test bed for understanding the potential business benefits and support implications of the system, prior to considering its application across the University campus.
- A new project management tool, TeamFrame, was implemented. It is being used in planning projects for 2007.

### FOI Statistics 2006 (2005)

#### Section A: Number of new FOI requests

<table>
<thead>
<tr>
<th>FOI Request</th>
<th>Personal</th>
<th>Other</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 New (including transferred in)</td>
<td>18(12)</td>
<td>3(0)</td>
<td>21(12)</td>
</tr>
<tr>
<td>A2 Brought forward</td>
<td>1(0)</td>
<td>0(0)</td>
<td>1(0)</td>
</tr>
<tr>
<td>A3 Total to be processed</td>
<td>19(12)</td>
<td>3(0)</td>
<td>22(12)</td>
</tr>
<tr>
<td>A4 Completed</td>
<td>17(12)</td>
<td>3(0)</td>
<td>20(12)</td>
</tr>
<tr>
<td>A5 Transferred out</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>A6 Withdrawn</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>A7 Total Processed</td>
<td>17(12)</td>
<td>3(0)</td>
<td>20(12)</td>
</tr>
<tr>
<td>A8 Unfinished (carried forward)</td>
<td>2(0)</td>
<td>0(0)</td>
<td>2(0)</td>
</tr>
</tbody>
</table>

#### Section B: What happened to completed requests

<table>
<thead>
<tr>
<th>Result of FOI Request</th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1 Granted in full</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>B2 Granted in part</td>
<td>18(12)</td>
<td>3(0)</td>
</tr>
<tr>
<td>B3 Refused</td>
<td>0(0)</td>
<td>0</td>
</tr>
<tr>
<td>B4 Deferred</td>
<td>0(0)</td>
<td>0</td>
</tr>
<tr>
<td>B5 Completed</td>
<td>18(12)</td>
<td>3(0)</td>
</tr>
</tbody>
</table>

#### Section C: Ministerial Certificates

| C1 Ministerial certificates issued | N/A |

#### Section D: Formal consultations

<table>
<thead>
<tr>
<th>Issued</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1 Number of requests requiring formal consultation</td>
<td>0(0)</td>
</tr>
</tbody>
</table>

#### Section E: Amendment of personal records

<table>
<thead>
<tr>
<th>Result of Amendment Request</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Result of amendment - agreed</td>
<td>0(0)</td>
</tr>
<tr>
<td>E2 Result of amendment - refused</td>
<td>0(0)</td>
</tr>
<tr>
<td>E3 Total</td>
<td>0(0)</td>
</tr>
</tbody>
</table>

#### Section F: Notation of personal records

| F3 Number of requests for notation | 0(0) |
### Section G: FOI requests granted in part or refused—Basis of disallowing access

<table>
<thead>
<tr>
<th>Basis of disallowing or restricting access</th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1 Section 19</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>G2 Section 22 (deposit not paid)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>G3 Section 25(1)(a) (diversion of resources)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>G4 Section 25(1)(b) (exempt)</td>
<td>18(10)</td>
<td>3(0)</td>
</tr>
<tr>
<td>G5 Section 25(1)(c),(d) (otherwise available)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>G6 Section 28(1)(b) (documents not held)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>G7 Section 24(2) - deemed refused, over 21 days</td>
<td>2</td>
<td>0(0)</td>
</tr>
<tr>
<td>G8 Section 31(4) (released to Medical Practitioner)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td><strong>G9 Totals</strong></td>
<td><strong>18(12)</strong></td>
<td><strong>3(0)</strong></td>
</tr>
</tbody>
</table>

### Section H: Costs and fees of requests processed

<table>
<thead>
<tr>
<th></th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 All completed requests</td>
<td>$600.00 ($360)</td>
<td>$390.00 ($357.20)</td>
</tr>
</tbody>
</table>

### Section I: Discounts allowed

<table>
<thead>
<tr>
<th>Type of Discount Allowed</th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>I1 Public interest</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>I2 Financial hardship - Pensioner/Child</td>
<td>3(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>I3 Financial hardship - Non profit organisation</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td><strong>I4 Totals</strong></td>
<td><strong>3(0)</strong></td>
<td><strong>0(0)</strong></td>
</tr>
</tbody>
</table>

### Section J: Days to process

<table>
<thead>
<tr>
<th>Elapsed Time</th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>J1 0-21 days</td>
<td>15(7)</td>
<td>0(0)</td>
</tr>
<tr>
<td>J2 22-35 days</td>
<td>3(1)</td>
<td>0(0)</td>
</tr>
<tr>
<td>J3 Over 35 days</td>
<td>2(4)</td>
<td>0(0)</td>
</tr>
<tr>
<td><strong>J4 Totals</strong></td>
<td><strong>20(12)</strong></td>
<td><strong>0(0)</strong></td>
</tr>
</tbody>
</table>

### Section K: Processing time

<table>
<thead>
<tr>
<th>Processing Hours</th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>K1 0-10 hrs</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>K2 11-20 hrs</td>
<td>3(3)</td>
<td>0(0)</td>
</tr>
<tr>
<td>K3 21-40 hrs</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>K4 Over 40 hrs</td>
<td>17(9)</td>
<td>3(0)</td>
</tr>
<tr>
<td><strong>K5 Totals</strong></td>
<td><strong>20(12)</strong></td>
<td><strong>3(0)</strong></td>
</tr>
</tbody>
</table>

### Section L: Reviews and Appeals

<table>
<thead>
<tr>
<th></th>
<th>Personal</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1 Number of internal reviews finalised</td>
<td>4(4)</td>
<td></td>
</tr>
<tr>
<td>L2 Number of Ombudsman reviews finalised</td>
<td>0(0)</td>
<td></td>
</tr>
<tr>
<td>L3 Number of Court appeals finalised</td>
<td>0(0)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grounds on which internal review requested</th>
<th>Upheld*</th>
<th>Varied*</th>
<th>Upheld*</th>
<th>Varied</th>
</tr>
</thead>
<tbody>
<tr>
<td>L4 Access refused</td>
<td>0(0)</td>
<td>0(2)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>L5 Deferred</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>L6 Exempt matter</td>
<td>4(4)</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>L7 Unreasonable charges</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>L8 Charges unreasonably incurred</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td>L9 Amendment refused</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
<td>0(0)</td>
</tr>
<tr>
<td><strong>L10 Totals</strong></td>
<td><strong>4(4)</strong></td>
<td><strong>0(2)</strong></td>
<td><strong>0(0)</strong></td>
<td><strong>0(0)</strong></td>
</tr>
</tbody>
</table>
Facilities

Students @ Macquarie

Throughout 2006 Students @ Macquarie (SAM) focussed on providing the services and facilities that Macquarie's students and staff require, while managing the transition to the new status quo created by Voluntary Student Unionism (VSU), which came into force on 1 July 2006.

Events and entertainment at SAM continued to be a vital part of SAM's offering in 2006. The regular Thursday night events were generously patronised throughout the year whilst Conception Day featured many of Australia's leading live bands and acts on stage to perform in front of over 7,000 students. In addition, SAM supported over 50 clubs and societies during the year, providing students with the opportunity to learn new skills, and engage in the social aspects of University life.

The SAM Card Loyalty Program boasts over 95 partners providing benefits to SAM Card holders, both on and off campus. Success in developing the Program will provide a vital revenue stream to SAM, following the move to voluntary student activity fees.

SAM's catering business, Venues At Macquarie, continued to grow, supported by our flagship catering business Crunch Events and Catering. In addition, the on campus catering division, SAM Campus Catering, continued to provide cost effective catering services to many University Divisions and Offices.

The childcare centre operated by SAM, Gumnut Cottage, operated at a 98 percent occupancy level for the majority of the year, providing a positive surplus contribution to SAM. In November, a proportion of this surplus was reinvested with the Centre, to carry out essential repairs and improvements to the outdoor play areas.

SAM continued to actively support the University with a number of initiatives. As in previous years, SAM provided six scholarships in the areas of music, voluntary work and drama as part of its commitment to the School Partners Program. Support of the Transition Program was maintained, with SAM providing complimentary food and beverages to students involved in the Mentor Program throughout the key orientation times on campus.

Support Services

Macquarie University's Support Services comprises the Welfare Service, Equity Support Unit, University Medical Service, Counselling Service, Career Development Office and Accommodation Service. It provides free and confidential services to students and staff of the University. As services have developed so has the client demographic base, as well as the complexity of issues being brought to Support Services by students.

Welfare Service

The number of students utilising the Welfare Service increased significantly during 2006, with information, support, advocacy and referral being offered on a wide range of welfare-related issues, such as financial, tenancy, legal, health and wellbeing.

In partnership with Students at Macquarie (SAM) and the University's Psychology Department, the Welfare Service established and managed a Peer Support Service based in the Women's Room on campus. The success of this project has led to the recommendation for it to be continued into 2007.

In order to develop appropriate responses to welfare and lifestyle issues that adversely
affect a student’s university experience, the Welfare Service initiated and collaborated in partnerships with various relevant community services. It is planned to offer appropriate specialised services on an outreach basis at Macquarie University.

**Equity Support Unit**

The Equity Support Unit experienced an increase in the registration of students with disabilities and health conditions. These included sensory impairments, physical disabilities, mental health concerns, medical conditions and learning difficulties.

Due to the increase in the number of students with a mental health diagnosis registering with the service, a mental health advisory role has been incorporated. The aim is to assist students in the management of their mental health, with a view to ensuring that their studies are not jeopardised by their health condition.

Throughout the year the Equity Support Unit worked closely with various Divisions and Departments, by providing them with information and advice relating to disability and health issues, reasonable adjustments and accessibility issues for students with disabilities/health conditions. The Unit also continued to raise awareness about the rights and responsibilities of students with a disability/health condition throughout the University community.

**University Medical Service**

Macquarie University Medical Service had a 20 percent increase in services over the previous year. 5,113 patients attended for the 14,799 consultations performed. An analysis of patient attendance demographics indicate:

- 2,506 overseas students = 49% of patients
- 1,438 local students = 29% of patients
- 1,150 staff = 22% of patients

The one male and seven female doctors provided comprehensive general practitioner services to students and staff including family planning, women’s health, preventative health programs, sports injuries, allergy testing, treatment vaccinations, travel immunisations, pathology testing and first aid.

**University Counselling Service**

The University Counselling Service provides confidential, free, short-term counselling to students and staff of the University. During 2006 the number of individual counselling sessions, provided to more than 1,100 clients, increased to over 2,500 visits. Clients access counselling for a variety of reasons including depression, anxiety and stress. The frequency of occasions on which clients present in crisis has increased, although the reasons precipitating such crises, such as relationship breakdown and psychological difficulties, have remained constant.

While the core function is the provision of individual counselling, the Counselling Service also provides critical incident response, group programs, presentations and workshops. There were more than 1,100 attendees at the numerous presentations and workshops, on topics such as Learning Skills, Depression, Procrastination, Stress Management and the Central Commencement Program. In addition, counsellors participated in Advising Day, Open Day and Orientation Programs. As part of the Service’s ongoing commitment to Macquarie’s International students, students studying through SIBT and NCELTR were also supported. The Counselling Service also provides counselling to Macquarie University staff through an Employee Assistance Program, with close to 100 staff using this service.

**Career Development Office**

The Career Development Office (CDO) implemented key strategies to deliver a quality service both to its longstanding undergraduate clients, and to a growing clientele of higher degree research and international students.

International students now have dedicated staff to guide them through career and employment decisions and a new role was established to take responsibility for developing career management programs for higher degree research students. Macquarie’s graduate destinations will continue to be presented in an easily searchable format from the CDO’s web site www.careers.mq.edu.au.

Throughout the year, staff worked with 16,413 students on career information, decision making, skills training, work-integrated learning and gaining employment. The academic units for credit run by the Office drew over 120 Macquarie and Open Universities students to its online courses. Career skills training sessions were enthusiastically taken up by 1,556 students. The second Emerging Leaders Program was delivered in collaboration with industry and the Macquarie Graduate School of Management.

Students accessed graduate employers on campus, including 59 exhibitors at the Graduate Recruitment Fair and Teaching Expo and through 29 employer presentations and interviews.
MUSR provides a wide variety of recreation activities for students.

Macquarie University
Sport and Recreation

In 2006 Macquarie University Sport and Recreation (MUSR) experienced significant sporting achievements, winning the NSW University Sports Championship and finishing fourth at the national championships, the Australian University Games.

Construction of the $17 million Macquarie University Sports and Aquatic Centre and the implementation of the $5 million sports fields master plan were both commenced during the year. In addition, the development of the Business of Sport Academic Program was completed, with courses due to commence in 2008. These are key milestones in establishing Macquarie as a leading sport and recreation institute.

The implementation of these milestones represents a great deal of co-operation across the University. Additionally, the external partners of MUSR have all made significant contributions and, with its principal sponsor, the National Australia Bank, has enabled performances both on and off the field to reach greater heights. Social sporting competitions also increased in popularity during the year.

Following a decision by the Executive Board, the development of a new sports model will see major changes in the way that sport is delivered on campus. The new model will ensure the sustainability of sport and recreation on campus through increased participation and improved competitive performance.

In addition, MUSR played a vital role in preparing students for their future professional lives by employing and mentoring over 70 current students. These students, together with over 110 professionals of the organisation, both individually and collectively, worked towards building the sporting strength of Macquarie.
A principal function of the University is the development of governance, procedural rules, policies, financial arrangements and quality assurance processes.  Macquarie University Act 1989

## University Governance

### Principal Office Bearers

**Visitor**
Her Excellency the Governor of New South Wales

**Chancellor**
Mr Maurice Lionel Newman, AC, FSIA

**Deputy Chancellor**
Dr Malcolm Geoffrey Irving, AM, BCom NSW, HonDLitt Macq., FAICD, FCPA, FSIA

**Emeritus Deputy Chancellor**
His Honour Dr John Francis Lincoln, AM, HonLLD Macq.

**Vice-Chancellor**
Professor Steven Schwartz, BA C.U. N.Y., MS Syr., PhD Syr., FASSA (from 11 February 2006)

**Emeritus Professor Dianne Yerbury, AD, LLB Lond., PhD Melb., GradDipTechSci Manc., HonDlntRels Rits., HonDLitt W.Syd. (to 10 February 2006)**

**Deputy Vice-Chancellor (Academic)**
Emeritus Professor John H Loxton, MSc Melb., PhD Camb. (to 8 December 2006)

**Deputy Vice-Chancellor (Administration)**
Professor Elizabeth A More, AM, BA NSW, PhD NSW, GradDipMgt C.Qld., MComLaw Deakin (to 31 August 2006)

**Deputy Vice-Chancellor & Chief Operating Officer**
Mr Paul William Bowler, BSc Lough., MA Leic., MBA Cranfield (from 4 December 2006)

**Deputy Vice-Chancellor (Development & External Relations)**
Professor Elizabeth A More, AM, BA NSW, PhD NSW, GradDipMgt C.Qld., MComLaw Deakin (from 1 September 2006)

**Deputy Vice-Chancellor (Provost)**
Professor Judyth Sachs, BA Qld., PhD Qld., MA WMich.(from 11 December 2006)

**Deputy Vice-Chancellor (Research)**
Professor James A Piper, BSc PhD Otago, FOSA, FAIP

**Pro Vice-Chancellor (International)**
Professor C A (Tony) Adams, GradDipMgt RMIT, MAppSc RMIT

**Deputy Vice-Chancellor**
Professor Jack R Bassett, MSc Melb., PhD Macq., FAIBiol (to 21 April 2006)

**Registrar & Vice-Principal**
Dr Brian J Spencer, BCom NSW, BA Macq., HonDUniv Macq., FAICD, FAIM

**University Librarian**
Ms Maxine Brodie, BA DipEd Sydney., DipLib NSW, MBA Macq., ALIA

**Director, Office of Facilities Management**
Mr Robert Kelly

**Director, IT Services**
Ms Mary A Sharp, BAppSc NSWIT

**Director, Financial Services and Bursar**
Mrs Denise Osmand, BBus Kuring-gai CAE, FCPA

**Director, Human Resources**
Mr Timothy J Sprague, BSc Sydney., DipEd Sydney., MCom NSW

### Members of Council

**Chancellor: member pursuant to S9[1](a)(i) of the Act**
Mr Maurice Lionel Newman, AC, FSIA (3 year term from 1 January 2005 to 31 December 2007)

**Deputy Chancellor**
Dr Malcolm Geoffrey Irving, AM, BCom NSW, HonDLitt Macq., FAICD, FCPA, FSIA (Current term, as Deputy Chancellor, from 24 March 2006 to 23 March 2008)

**Emeritus Deputy Chancellor**
His Honour Dr John Francis Lincoln, AM, HonLLD Macq.

**Ex officio:**

**Vice-Chancellor: member pursuant to S9[1](a)(i) of the Act**
Professor Steven Schwartz, BA C.U.N.Y., MS Syr., PhD Syr., FASSA (from 1 January 2005 to 31 December 2007)

**Vice-President of the Academic Senate: member pursuant to S9[1](a)(iii) of the Act**
Professor Bruce R Kercher, BA LLB Sydney., LLM NSW, PhD Macq.

**Appointed by the Minister for Education and Training for 4 years pursuant to S9[1](b) of the Act**
Ms Gerardine Mary Brus, BBus C Sturt, FCPA (current term to 31 December 2007)

**Ms Elizabeth Anne Crouch, BEc Macq. (current term to 31 December 2008)**

**The Hon Michael Rueben Egan, BA Sydney., FAICD (from 15 June 2006 to 31 December 2007)**

**Mr Gregory Mackenzie Jones, BA Macq., MA Macq. (current term to 31 December 2008)**

**Ms Kristina Kerscher Keneally, MP, BA Dayton, MA Dayton (from 15 June 2006 to 31 December 2007)**

**Dr Kathleen Blanche Warren, BA Macq., MA Macq., EdD Macq., FTCL (current term to 31 December 2007)**
Four Graduates of the University appointed pursuant to S9(1)(g) of the Act
Mr Sarosh Minoo Batiwalla, BSc Macq., MEc Macq., MinT Syd., FIAA, FASi, ASA (current term to 31 December 2007)
Dr Marilyn Dodkin, BA NE., MA Syd., PhD Macq. (current term to 31 December 2006)
Mrs Pamela Vivien Kenny, BA ANU, MA Macq., DipTertiaryEd NE (current term to 31 December 2008)
His Honour Dr John Francis Lincoln, AM, HonLLD Macq. (current term to 31 December 2009)

Member Appointed by Council for 4 Years pursuant to Section 9(1)(c) of the Act
Dr Malcolm Geoffrey Irving, AM, BCom NSW, HonLLD Macq., FACD, FCPA, FISIA (current term from 25 June 2005 to 24 June 2009)

Three Members of the Academic Staff Elected by the Academic Staff for 3 Years from 1 January 2005 to 31 December 2007 pursuant to S9(1)(d) of the Act
Professor Max Colthearl, MA Syd., PhD Syd., DSc Macq., FASSA.
Associate Professor Pamela Coutts, BSc DipEd Syd., BA Macq., PhD Macq.
Professor Roderick Macduff O'Donnell, BE Qld., MEngSc Qld., BEc Syd., PhD Camb. (from 21 August 2006)
Associate Professor Alexander Philip Malley, BCom NSW, DipEd SydneyCAE, MCom NSW, FCPA (to 9 June 2006)

One Member of the Non-Academic Staff Elected by the Non-Academic Staff for 3 Years from 1 January 2004 to 31 December 2006 pursuant to S9(1)(c) of the Act
Mr Colin James McNaught, MA Syd., FRMIT

One Member Elected by and from the Students of the University for a one year term from 22 May 2006 to 21 May 2007 pursuant to S9(1)(f) of the Act
Mr Victor Ma

Council 2006
In 2006 the Macquarie University Council, the governing body of the University, held six business meetings.

The Deputy Chancellor, Dr Malcolm Irving, AM was re-elected unopposed by Council at the February meeting. The University's new Vice-Chancellor, Professor Steven Schwartz became a member of Council (ex officio) when he took up his appointment in February. The NSW Minister for Education and Training re-appointed Ms Gerry Brus, Ms Elizabeth Crouch, Mr Greg Jones and Dr Kathleen Warren from the beginning of the year and appointed The Hon Michael Egan and Ms Kristina Keneally from June. Mr Victor Ma was elected by the students in May to replace Mr John Bransgrove and Professor Rod O'Donnell was elected to Council in August following a casual vacancy due to the resignation of Professor Alex Malley.

At its May meeting, Council endorsed Macquarie@50, a strategic directions plan presented by the Vice-Chancellor. The main goal of the plan is that, at age 50 (in 2014), Macquarie will be among the top eight research universities in Australia and among the top 200 in the world. At the same meeting, Council endorsed Performance Indicators for the Vice-Chancellor which were linked to the strategies in Macquarie@50. Council also endorsed a revised management structure and a simpler academic structure whereby all Deans of Divisions would report to the one Deputy Vice-Chancellor. Throughout the year, Council received regular reports from the Vice-Chancellor setting out the University’s progress towards the goals set out in Macquarie@50.

Council approved the appointments to two of the three new positions of Deputy Vice-Chancellor at its August meeting. They were: Professor Elizabeth More as Deputy Vice-Chancellor (Development & External Relations) and Mr Paul Bowler as Deputy Vice-Chancellor and Chief Operating Officer. The appointment of Professor Judyth Sachs as Deputy Vice-Chancellor (Provost) was approved by Council in October.

At its June meeting, Council approved the increase of all HECS rates by 25 percent (except for rates in funding band 11 – Education), to be applied to all Commonwealth supported students commencing in 2007.

Council was also kept informed throughout the year on the progress of the proposal that Dalcross Private Hospital relocate to a site on the University campus and that Macquarie offer specialist postgraduate training in association with Dalcross. Approval was given to the completion of a Heads of Agreement with Dalcross to develop a 180 bed hospital and to the design of both the hospital building and the building for the associated specialists’ rooms. At its December meeting, Council approved the establishment of a medical research foundation, a property trust and a trustee company associated with this new initiative.

Amongst other matters which Council dealt with were the introduction of new doctoral, master and bachelor degrees, postgraduate diplomas and postgraduate certificates, variations to the University’s Rules, the formation of an alumni chapter in Shanghai and a memorandum of understanding with the University of Newcastle for collaboration across a range of educational endeavours.

Council continued its program of professional development with two seminars being held during 2006. The first focussed on strategic directions and the capital management plan while the second included a discussion of the methodology of league tables and a presentation on business education in Australia and the role and structure of the Macquarie Graduate School of Management. Council also continued its annual round of self-evaluation surveys.

By the authority of Council, 7,634 students were admitted to degrees, diplomas and certificates in 2006. Twenty-eight graduation ceremonies were held at the University’s North Ryde campus; 17 in Autumn and a further 11 in Spring, with offshore ceremonies held in Singapore (July) and Hong Kong (Juiy and November). During the Autumn series outstanding teaching awards were presented to nine staff members.

Committees of Council
(Where a committee includes non-Council members, those members are identified by an asterisk. Membership is given as at December 2006)

Audit & Risk Committee
(Established by Resolution of Council)
Mr S Batiwalla (Chair)
Ms G M Brus
Ms E A Crouch*
Mr D J Docherty
His Honour Dr J F Lincoln*
Mr J Wigglesworth

Buildings and Grounds Committee
The Chancellor ex officio
The Deputy Chancellor ex officio
The Vice Chancellor ex officio

Honorary Doctorates
During the Autumn series of graduations honorary doctorates were presented to:
- Paul Charles William Davies (Hon DSc)
- Charles (Chicka) Dixon (Hon DLitt)
- Peter Raymond Jenking (Hon DSc)
- Ross Murdoch Martin (Hon DLitt)
- Dianne Yerbury, AO (Hon DLitt)

In August, the Chancellor presided at an honorary award ceremony where the degree of Hon DSc was awarded to Australian astronaut, Andrew Sydney Withiel Thomas, AO.
Standing Committee On Appeals
(Established by Resolution of Council)
The Chancellor, or
The Deputy Chancellor (Chair)
Mr S M Batliwalla
Mr V Ma
Professor M Coltheart
Associate Professor P Coutts
Mr G M Jones
Mrs P V Kenny

Deans of Divisions
(As at 31 December 2006)

Australian Centre for Educational Studies
Professor Alan W Rice, BA Syd., MEd Alta, PhD Alta

Division of Economic & Financial Studies
Professor E M (Ed) Davis, MA, PGCE Camb., MEC Monash, PhD La Trobe

Division of Environmental & Life Sciences
Professor Elizabeth M Deane, BSc Syd., PhD Syd.

Graduate School of Management
Professor Roy H Green, BA LLB Adel., PhD Camb.

Division of Humanities
Professor Christina Slade, BA Dip Ed NE, PhD ANU

Division of Information & Communication Sciences
Professor Stephen M Thurgate, BSc ANU, GradDipEd Canberra, C.A.E., MSc ANU, PhD Murdoch

Division of Law
Professor Rosalind Croucher, AMusA, BA LLB Syd., PhD NSW, FRSA

Division of Linguistics & Psychology
Professor Susan H Spence, BSc Reading, PhD Psychology

Division of Society, Culture, Media & Philosophy
Professor Mitchell M Dean, BA NSW, PhD NSW

Directors of University Centres
(As at 31 December 2006)

Ancient History Documentary Research Centre
Directors: Professor Samuel N C Liu, BA Camb, MA Camb., DPhil Ox1, FRAS, FRHistS, FSA, FAHA
Professor Alanna Nobbs, BA Syd., PhD Syd.

Australian Centre for Astrobiology
Director: Professor Malcolm R Water, BSc Adel., PhD Adel.

Australian Centre For Egyptology
Director: Professor Naguib Kanawati, BA Alexandria, MA Alexandria, PhD Macq., FAHA

Australian Proteome Analysis Facility (APAF Ltd)
Director: Professor Mark Baker, PhD Macq.

ARC/NHMRC Research Network Fluorescence Applications in Biotechnology and Life Sciences
Convenor: Professor Eva Goldys, MSc Warsaw, PhD Warsaw

ARC National Key Centre for Geochemical Evolution and Metallogeny of Continents (GEMOC)
Director: Professor Suzanne Y O'Reilly, BSc Syd., PhD Syd., FAA, Fellow of the Norwegian Academy of Science and Letters, FMSA

ARC-NZ Research Network for Vegetation Function
Convenors: Professor Mark Westoby, BSc Edin., PhD Utah State
Dr Ian Wright, SBSc Melb., PhD Macq.

Australian Centre for Ancient Numismatic Studies
Director: Dr Kenneth A. Sheedy, BA Syd., MA Syd., PhD Syd.

Centre for Advanced Computing—Algorithms and Cryptography
Director: Professor Josef Pieprzyk, BSc Bydgoszcz, MSc Torun, PhD Warsaw

Centre for Chiropractic
Chiropractic Practice Manager: Mr Craig Lord, BPsych Macq.

Centre for Ecosтратigraphy and Palaeobiology
Directors: Dr Glenn Brock, BSc Macq., MSc Macq., PhD Macq.
Dr Andrew Simpson, BSc Macq., PhD Qld.

Centre for the Integrative Study of Animal Behaviour
Director: Associate Professor Chris Evans, MA Camb., MA Wash., PhD Wash., FABS

Centre for Language in Social Life
Director: Associate Professor David G Butt, BA DipEd NSW, PhD Macq.

Centre for Language Technology
Director: Professor Robert Dale, BA Stir., PhD Edin.
Centre for Policing, Intelligence and Counter Terrorism

Director: Professor The Hon Peter Anderson, AM, BA Mon.

Academic Director: Professor Anne Burns, BA Wales, GradDipTESOL Sydney CAE, MA Macq., PhD Macq.

Centre for Research on Social Inclusion

Director: Professor Julian Disney, AO, LLB Adel., Hon LLd NSW

Commonwealth Special Research Centre for Lasers and Applications

Director: Professor Brian Orr, BSc, Syd., MSc Syd., PhD Aust., FRACI, FAP, FOSA

Dictionary Research Centre

Director: Professor Pam Peters BA (Hons) Melb., MA (Hons) Syd.

Earth System Science Network (ARC Research Network)

Convenor: Professor Andy Pitman, BSc, LV, PhD Liv.

Genes to Geoscience Research Centre

Director: Professor Mark Westoby, BSc, Edin., PhD Utah State

Graduate Accounting and Commerce Centre (GACC)

Director: Professor Peter Eddey, BCom NSW, MCom NSW, TCA, FCPA

Labour-Management Studies Foundation

Director: Associate Professor Peter McGraw, BA Lei., MA Warw.

Macquarie Centre for Cognitive Science (MACCS)

Scientific Director: Professor Max Cotheart, MA Syd., PhD Syd., DSc Macq., FASSA, FAAA, FBA, FF

Deputy Director: Professor Stephen Crain, BA Calif., PhD Calif., FASSA, FF

Macquarie ICT Innovations Centre


Macquarie University Special Education Centre (MUSEC)

Director: Professor Kevin Wheldall, BA Manc., PhD Birm., FBPss, FcoiP

National Centre for English Language Teaching and Research (NCELTR)

Director Information Services: Colin McNaught

Director Teacher Development Services: Pam McPherson

Risk Frontiers

Director: Professor John McAneney, BSc (Hons) Auck., MS, PhD Madison-Wisconsin

Speech, Hearing and Language Research Centre

Director: Dr Linda Csemblies, BSc Monash, PhD Melb.

Macquarie Japanese Studies Centre for Teaching Development (MJS Centre)

Director: Dr Misuzu Hanihara Chow, BA Waseda, MA UC Berkeley, PhD GradUAdvanced Studies (Japan)

Macquarie University Applied Finance Centre

Director: Professor Phil Donlan, BA Macq., MBA NSW, PhD Stan.

Macquarie University Centre for Analytical Biotechnology

Director: Dr Louise Brown, BMedSc Syd., PhD Syd.

Dr Robert D. Willows, BSc NSW, PhD NSW

Macquarie University Centre for Japanese Economic Studies

Director: Dr Craig Freedman, BA StJohns(Md), MBA Calif., MA Mass., PhD Mass.

Macquarie University E-learning Centre of Excellence (MELCOE)

Director: Professor James Dalziel, BA (Hons), PhD Syd.

Directors of Institutes

(As at 31 December 2006)

Asia-Pacific Research Institute

Macquarie

Director: Associate Professor Richard Braddock, BEd Syd., MEd Macq.

Australian Research Institute in Education for Sustainability

Director: Associate Professor Daniella Tilbury. BA BEd Ox!Brookes, PhD Camb.

Institute for Women's Studies

Director: Dr Judy Lattas, BA Adel., PhD Macq.

Macquarie Institute for Innovation

Director: Professor Craig Mudge, BEd ANU, PhD N Carolina, FTSE

Macquarie University Biotechnology Research Institute

Director: Professor Peter Bergquist, MSc(Hons) NZ, PhD DSc Auck., FRSNZ

University Organisation Council

The Macquarie University Act 1989 provides for 19 members of the University Council. As constituted under Section 9, Council comprises three members elected by the academic staff, one by the general staff and one by the students. The NSW Minister for Education and Training appoints six members, Council appoints four graduates and may appoint one additional member. The Vice-Chancellor and the Vice-President of Academic Senate are members of the Council ex officio.

Convocation

Convocation consists of all members and past members of the Council, all graduates and diplomates of the University, all full-time members of the University's academic staff and certain other members of staff, and such other persons as may be admitted to membership. There is a Standing Committee of Convocation consisting of the Vice-Chancellor, the Chair of the Finance Committee of Council and the four graduate members of Council (ex officio) and 12 members elected from and by the members of Convocation.

Academic Senate

The body principally responsible for academic matters is the Academic Senate. It consists of the Vice-Chancellor, the Deputy Vice-Chancellors, the Pro-Vice-Chancellor, the Vice-President of the Academic Senate, the Deputy Vice-President of Academic Senate, the Deans of Divisions, two members elected by each Division, and three students. The Registrar and Vice-Principal is secretary of the Academic Senate.

Academic Organisation

The academic structure of the University consists of nine Divisions—the Australian Centre for Educational Studies, Economic and Financial Studies, Environmental and Life Sciences, Information and Communication Sciences, Humanities, Law, Linguistics and Psychology, Graduate School of Management, and Society, Culture, Media and Philosophy. The Divisions consist of Departments and other academic organisational units.

Committees

The University has a range of committees which function on a regular basis. Some are responsible to the University Council, some to the Academic Senate and others have been established as advisory committees to the Vice-Chancellor.
Controlled Entities

Access Macquarie Ltd
Established in 1989 as the commercial arm of Macquarie University, Access Macquarie Limited (formerly Macquarie Research Ltd) facilitates and supports the commercial needs of industry, business and government seeking access to the academic expertise of the broader University community.

Access MQ leverages on Macquarie University's high-performance research culture and vast array of expertise ranging from biotechnology to ancient history and special education, to natural hazards and lasers.

Access Macquarie Limited is a wholly owned, self-funded subsidiary of Macquarie University.

Australian Proteome Analysis Facility Ltd
The Australian Proteome Analysis Facility (APAF Ltd) is Australia's premier proteomics institution. Proteomics is the study and identification of the thousands of types of proteins found in humans, plants, animals, bacteria and other life forms. The expression of particular proteins can be used as "biomarkers" of health, disease and/or quality.

APAF Ltd was the birthplace of the term proteomics in 1995 and the first high-throughput lab worldwide. APAF research and development has continued in all areas of technology development and industry, providing world leading advances and services for over a decade.

Biotrack Australia Pty Ltd
Biotrack Australia Pty Ltd uses biodiversity to deliver objective information to support environmental management decisions. It specialises in providing a fast, cost-effective and accurate report card on environmental performance anywhere in the world. The biotrack® system can produce biodiversity signatures of many sites simultaneously by designing studies, collecting specimens and identifying and cataloguing thousands of specimens in just a few weeks using a powerful database, digital image and bar-code technologies.

CMBF Limited
CMBF Limited was incorporated in 1987 to promote research and education in the areas of domestic and international monetary economics, financial institutions, capital markets, banking, finance and insurance.

LAMS Foundation
The LAMS Foundation is a not-for-profit organisation that manages research and development into LAMS (Learning Activity Management System) and the concepts of learning design. LAMS is a revolutionary new tool for designing, managing and delivering online collaborative learning activities. The Foundation is based at Macquarie University as part of the Macquarie E-learning Centre of Excellence (MELCOE). The LAMS Foundation collaborates with LAMS International to foster the adoption and implementation of LAMS across all education sectors.

LAMS International
LAMS International is the organisation that provides a range of services built around the LAMS software. These services include technical support, hosting, training, integration and software development.

Macquarie Graduate School of Management Pty Ltd
Macquarie Graduate School of Management Pty Ltd (MGSM) is a wholly owned company of Macquarie University. MGSM is a leading business school in Australia and the Asia-Pacific region. Offering a range of programs in Sydney, Singapore and Hong Kong, MGSM's comprehensive suite of management programs and executive education are innovative and practical.

MGSM has two campuses in Sydney, one at Macquarie University in Macquarie Park, North Ryde and one in the CBD.
Overview

Council at its December 2005 meeting adopted the 2006 Recurrent Operating Budget and Budget Strategies which projected that a break-even result would be achieved in 2006.

The University has again had a successful year in financial terms. Income was greater than projected and there was excellent growth in the enrolment of overseas students. There was also a better result than projected in domestic postgraduate fee income. These increases on budgeted fee income were coupled with increases in government income. Expenditure has generally been held within targets, with a few very useful savings.

The growth in revenue, together with the tight control that has been maintained on expenditure, has enabled the strong and successful support of the academic mission, whilst permitting strategic initiatives. This has allowed the University to initiate a Concentrations of Research Excellence initiative.

Financial Statements for year ended 31 December 2006

The Financial Statements for the year ended 31 December 2005 are prepared in accordance with Section 41B of the Public Finance and Audit Act 1983 and certified by the Audit Office of New South Wales. They include all sources of income and expenditure. The consolidated figures are inclusive of the University's companies, AccessMQ Pty Ltd (Previously Macquarie Research Pty Ltd), LAMS International Pty Ltd, Biotrack Pty Ltd, CMBF Pty Ltd (Centre for Applied Finance), APAF (Australian Proteome Analysis Facility) Pty Ltd and Macquarie Graduate School of Management Pty Ltd.

Recurrent Operating Budget Result

The preliminary outcomes for the 2006 Recurrent Operating Budget show a surplus of $8.252m. Given the University's substantial Capital Works Program that has been scheduled over the next three years an amount of $8m has been transferred to the Capital Management Plan.

The University remains in a healthy financial position, despite the three-pronged budgetary pressures of recent years in the form of:

i. unsupplemented salary increases, and increases in other costs;
ii. declining Government funds per EFTSU and adverse changes in the Research Funding Principles; and
iii. declining student numbers in a small number of disciplines.

Non-Government Revenue

Macquarie continues to remain one of the universities least dependent on government funding, reflecting its successful budgetary aim to be a financially strong, entrepreneurial institution with a balance between government and non-government revenue which is maximised and used to promote the academic mission. In 2006 total revenue from the Commonwealth (excluding HECS-HELP and FEE-HELP) was $117,432m or 29.69 percent of income.
## 2006 Recurrent Operating Budget Result

<table>
<thead>
<tr>
<th>Income</th>
<th>Actual $'000</th>
<th>Income</th>
<th>Budget $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income HEF Act - Including HECS-HELP</td>
<td>129,040</td>
<td>Income HEF Act - Including HECS-HELP</td>
<td>133,731</td>
</tr>
<tr>
<td>Overseas Fee Paying Program</td>
<td>100,098</td>
<td>Overseas Fee Paying Program</td>
<td>105,213</td>
</tr>
<tr>
<td>Domestic Fee Paying Program</td>
<td>23,860</td>
<td>Domestic Fee Paying Program</td>
<td>22,366</td>
</tr>
<tr>
<td>Contribution from Investment Income</td>
<td>1,250</td>
<td>Contribution from Investment Income</td>
<td>1,250</td>
</tr>
<tr>
<td>Other Income</td>
<td>12,164</td>
<td>Other Income</td>
<td>14,808</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>266,412</strong></td>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>277,368</strong></td>
</tr>
</tbody>
</table>

## 2007 Recurrent Operating Budget

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Allocations</th>
<th>Expenditure</th>
<th>Allocations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divisions</td>
<td>175,222</td>
<td>Divisions</td>
<td>184,000</td>
</tr>
<tr>
<td>Offices</td>
<td>55,931</td>
<td>Offices</td>
<td>63,232</td>
</tr>
<tr>
<td>Other Allocations</td>
<td>28,007</td>
<td>Other Allocations</td>
<td>30,136</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>266,160</strong></td>
<td><strong>TOTAL ALLOCATION</strong></td>
<td><strong>277,368</strong></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>8,252</td>
<td>Surplus for the year</td>
<td>0</td>
</tr>
</tbody>
</table>

The above budgets have been prepared on a "cash" basis and approved by the University Council. They exclude special purpose funds (which include earmarked donations and grants), depreciation and other accruals, and accordingly are not comparable to the Financial Statements. In 2006 income was $4.712m greater than budget estimates.

## Returns on University Investments

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalent</td>
<td>5.7948%</td>
<td>6.5487%</td>
<td>5.6873%</td>
<td>5.7881%</td>
</tr>
<tr>
<td>Australian Equities</td>
<td>19.5216%</td>
<td>24.5087%</td>
<td>23.0337%</td>
<td>22.4547%</td>
</tr>
<tr>
<td>International Equities</td>
<td>27.9918%</td>
<td>17.7400%</td>
<td>(9.2958)%</td>
<td>7.4342%</td>
</tr>
<tr>
<td>Debt Securities</td>
<td>3.8413%</td>
<td>3.1567%</td>
<td>5.0900%</td>
<td>5.7867%</td>
</tr>
<tr>
<td>Property</td>
<td>29.3199%</td>
<td>34.0523%</td>
<td>11.9707%</td>
<td>12.6977%</td>
</tr>
</tbody>
</table>

**Notes:**

1. Returns excluded realised gain/loss of investments disposed during the year
2. Benchmarks
   - Cash and Cash Equivalent: UBS Australian Bank Bill Index
   - Australian Equities: ASX 300 Accumulation Index
   - International Equities: MSCI World Index (ex Australia) in A$ (unhedged)
   - Debt Securities: UBSWA Composite Bond index (all maturity)
   - Properties: ASX Property Trust Accumulation Index
### University Accrual Budget—2007

**Income Statement—Projections**

(incorporating all sources of projected income)

<table>
<thead>
<tr>
<th>2006</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>Draft</td>
<td>Result</td>
</tr>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### Revenue from Continuing Operations

**Australian Government Financial Assistance**

- **Australian Government Grants**
  - 2006: 117,432
  - 2007: 124,624

- **HECS-HELP Australian Government Payments**
  - 2006: 36,849
  - 2007: 39,582

- **FEE-HELP**
  - 2006: 13,496
  - 2007: 13,866

- **State and Local Government Financial Assistance**
  - 2006: 2,405
  - 2007: 2,690

- **HECS-HELP Student Payments**
  - 2006: 14,331
  - 2007: 14,156

- **Australian Government Financial Assistance**
  - 2006: 2,514
  - 2007: 2,405

- **State and Local Government Financial Assistance**
  - 2006: 39,582
  - 2007: 39,582

- **HECS-HELP Student Payments**
  - 2006: 14,156
  - 2007: 14,156

#### Expenses from Continuing Operations

- **Employee Benefits and On-costs**
  - 2006: 231,487
  - 2007: 231,487

- **Depreciation**
  - 2006: 29,459
  - 2007: 29,459

- **Repairs and maintenance**
  - 2006: 3,415
  - 2007: 3,415

- **Finance costs**
  - 2006: 999
  - 2007: 999

- **Bad and doubtful debts**
  - 2006: 1
  - 2007: 1

- **Other Expenses**
  - 2006: 136,989
  - 2007: 141,760

#### Subtotal

- 2006: 422,792
- 2007: 422,792

#### Total Revenue from Continuing Operations

- 2006: 398,053
- 2007: 398,053

#### Total Expenses from Continuing Operations

- 2006: 366,433
- 2007: 366,433

#### Operating Result for the Period

- 2006: 31,620
- 2007: 15,671
### University Accrual Budget—2007
#### Balance Sheet—Projections
**(incorporating all sources of projected income)**

<table>
<thead>
<tr>
<th>2006 Budget</th>
<th>2006 Draft Result</th>
<th>2007 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,020</td>
<td>8,235</td>
<td>1,241</td>
</tr>
<tr>
<td>36,517</td>
<td>43,473</td>
<td>43,760</td>
</tr>
<tr>
<td>438</td>
<td>426</td>
<td>435</td>
</tr>
<tr>
<td>126,296</td>
<td>117,705</td>
<td>124,249</td>
</tr>
<tr>
<td>5,351</td>
<td>5,046</td>
<td>5,249</td>
</tr>
<tr>
<td>169,622</td>
<td>174,885</td>
<td>174,934</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>174,934</td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>163,020</td>
<td>121,604</td>
<td>149,215</td>
</tr>
<tr>
<td>128,622</td>
<td>114,706</td>
<td>132,860</td>
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<tr>
<td>815,159</td>
<td>805,036</td>
<td>823,630</td>
</tr>
<tr>
<td>1,000</td>
<td>936</td>
<td>936</td>
</tr>
<tr>
<td>1,107,801</td>
<td>1,042,282</td>
<td>1,106,641</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>1,106,641</td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,281,575</td>
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<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23,720</td>
<td>32,447</td>
<td>32,182</td>
</tr>
<tr>
<td>679</td>
<td>683</td>
<td>728</td>
</tr>
<tr>
<td>65,339</td>
<td>66,108</td>
<td>80,605</td>
</tr>
<tr>
<td>27,214</td>
<td>33,224</td>
<td>33,015</td>
</tr>
<tr>
<td>116,952</td>
<td>132,462</td>
<td>146,530</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>146,530</td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13,892</td>
<td>13,837</td>
<td>13,175</td>
</tr>
<tr>
<td>193,648</td>
<td>130,931</td>
<td>155,030</td>
</tr>
<tr>
<td>207,540</td>
<td>144,768</td>
<td>168,205</td>
</tr>
<tr>
<td>324,492</td>
<td>277,230</td>
<td>314,735</td>
</tr>
<tr>
<td>952,931</td>
<td>939,937</td>
<td>966,840</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>966,840</td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>267,149</td>
<td>274,058</td>
<td>282,521</td>
</tr>
<tr>
<td>685,782</td>
<td>665,879</td>
<td>684,319</td>
</tr>
<tr>
<td>952,931</td>
<td>939,937</td>
<td>966,840</td>
</tr>
</tbody>
</table>
### University Accrual Budget—2007

**Cash Flow Statement—Projections**

(incorporating all sources of projected income)

<table>
<thead>
<tr>
<th>2006 Draft</th>
<th>2007 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### Inflows

<table>
<thead>
<tr>
<th>Inflows</th>
<th>Outflows</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### Cash Flows From Operating Activities

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government grants received</td>
<td>165,280</td>
<td>178,072</td>
</tr>
<tr>
<td>State and Local Government grants</td>
<td>2,514</td>
<td>2,690</td>
</tr>
<tr>
<td>HECS-HELP Student payments</td>
<td>12,866</td>
<td>14,156</td>
</tr>
<tr>
<td>Receipts from student fees and other customers</td>
<td>195,852</td>
<td>209,421</td>
</tr>
<tr>
<td>Dividends received</td>
<td>2,962</td>
<td>3,003</td>
</tr>
<tr>
<td>Interest received</td>
<td>18,579</td>
<td>15,450</td>
</tr>
<tr>
<td>Payments to suppliers and employees (inclusive of GST)</td>
<td>365,387</td>
<td>376,662</td>
</tr>
<tr>
<td>Interest paid</td>
<td>1,046</td>
<td>999</td>
</tr>
<tr>
<td>Receipts from student fees and other customers</td>
<td>31,620</td>
<td>45,131</td>
</tr>
</tbody>
</table>

#### Cash Flows from Investing Activities

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sales of property, plant and equipment</td>
<td>1,225</td>
</tr>
<tr>
<td>Payments for property, plant and equipment</td>
<td>32,836</td>
</tr>
<tr>
<td>Proceeds from sale of financial assets</td>
<td>4,003</td>
</tr>
<tr>
<td>Payment for financial assets</td>
<td>1,516</td>
</tr>
<tr>
<td>Net Cash Provided By (Used By) Operating Activities</td>
<td>29,124</td>
</tr>
</tbody>
</table>

#### Cash Flows from Financing Activities

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from interest bearing liabilities</td>
<td>0</td>
</tr>
<tr>
<td>Repayment of interest bearing liabilities</td>
<td>(788)</td>
</tr>
<tr>
<td>Net Cash Provided By (Used By) Financing Activities</td>
<td>(788)</td>
</tr>
</tbody>
</table>

#### Net Increase/ (Decrease) in Cash and Cash Equivalents

<p>| | |</p>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Net Increase/ (Decrease) in Cash and Cash Equivalents</td>
<td>(1,708)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of reporting period</td>
<td>125,608</td>
</tr>
<tr>
<td>Effect of exchange rate changes on cash holdings</td>
<td>0</td>
</tr>
<tr>
<td>Cash and Cash Equivalent at End of Year</td>
<td>127,316</td>
</tr>
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</table>
In 2006 the number of students enrolled at Macquarie University was 31,660, an increase of 886 (2.9%) over the 30,774 students in 2005. The increases were mainly in higher degree coursework (522) and bachelor degrees (424).

Statistics

Students

As previously, a student who enrolled in two different course levels between semesters in the year is counted as two enrolments (for example, a student who completed a postgraduate diploma in the first half year of 2006 and then enrolled in a masters program in the second half year is counted as two enrolments). However a student who changed programs at the same course level, for example from a Bachelor of Commerce to a Bachelor of Business Administration, is counted as one enrolment.

In 2006 the number of students enrolled at Macquarie University was 31,660, an increase of 886 (2.9%) over the 30,774 students in 2005. The increases were mainly in higher degree coursework (522) and bachelor degrees (424), but were partly offset by the decreases in other non-award courses. The total for 2006 included 8,984 (28%) higher degree students and 18,031 (57%) bachelor degree students.

Commencing student enrolments in 2006 were 12,758, including 4,057 (32%) higher degree students and 5,246 (41%) bachelor degree students.

Of the total student enrolments, 55% were female, 58% full time and 60% under the age of 25. The female to male ratios for "other" courses (1.57) and postgraduate diplomas (1.47) were much larger than the University average of 1.28.

Of the total student population 63% of students had their home residence in New South Wales, 30% in Northern Sydney and 18% in Western Sydney (including Inner and South Western). Three percent (3%) of students lived in other Australian states and territories while 45% lived in homes where English was not the main language spoken.

Students enrolled in programs offered by the Division of Economic and Financial Studies, the largest academic division, accounted for 39% of the University's total enrolments, while the smallest, the Division of Law, accounted for 2%. The proportion of enrolments in the other Divisions ranged from 5% to 10%.

Compared with 2005, the proportion of students aged 25 and under increased from 59% to 60% and the percentage of higher degree students increased from 27% to 28%. The number of part-time students decreased from 33% to 32%. As a result of continuing internationalisation, the percentage of students having overseas permanent home residence increased from 33% in 2005 to 34% in 2006 and the proportion of overseas born from 54% to 55%. Enrolments at overseas campuses remained stable at 878 in 2006 compared with 880 in 2005.

Commencing students in bachelor degree programs in 2006 remained stable at 41% compared with 2005. Of the commencing students, 29% were higher degree coursework students, an increase of 2 percentage points over the 27% in 2005.

The University's total Equivalent Full-Time Student Load (EFTSL) in 2006 was 20,779, an increase of 596 (3.0%) over 2005. Of the total student load, 22% was in higher degree and 69% in bachelor degree (including Honours programs). The Division of Economic and Financial Studies accounted for 37% of the University's total load, followed by Humanities (11%) and Linguistics and Psychology (10%).

10,536 EFTSL of the University's load were covered by the Commonwealth Grant Scheme (CGS) and this load was 94 EFTSL or 1% over the Commonwealth's target of 10,442 fully-funded non-research EFTSL. The University's CGS load for undergraduate students was 10,009 EFTSL, which was 117 EFTSL (1%) over the Commonwealth target of 9,892 EFTSL.
### Commonwealth Grant Scheme Load in 2006

<table>
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<tr>
<th>Funding cluster</th>
<th>Undergraduate</th>
<th>Postgraduate</th>
<th>Total</th>
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<tbody>
<tr>
<td>Law</td>
<td>941</td>
<td>1</td>
<td>941</td>
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<tr>
<td>Accounting, Administration, Economics, Commerce</td>
<td>2,735</td>
<td>0</td>
<td>2,736</td>
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<tr>
<td>Humanities</td>
<td>877</td>
<td>47</td>
<td>924</td>
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<tr>
<td>Mathematics, Statistics</td>
<td>555</td>
<td>0</td>
<td>555</td>
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<tr>
<td>Behavioural Science, Social Studies</td>
<td>1,698</td>
<td>102</td>
<td>1,800</td>
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<tr>
<td>Computing, Built Environment, Health</td>
<td>501</td>
<td>5</td>
<td>506</td>
</tr>
<tr>
<td>Foreign Languages, Visual and Performing Arts</td>
<td>814</td>
<td>11</td>
<td>825</td>
</tr>
<tr>
<td>Engineering, Science, Surveying</td>
<td>621</td>
<td>27</td>
<td>648</td>
</tr>
<tr>
<td>Dentistry, Medicine, Veterinary Science</td>
<td>113</td>
<td>0</td>
<td>114</td>
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<tr>
<td>Agriculture</td>
<td>28</td>
<td>46</td>
<td>74</td>
</tr>
<tr>
<td>Education</td>
<td>1,126</td>
<td>286</td>
<td>1,412</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>10,009</strong></td>
<td><strong>527</strong></td>
<td><strong>10,536</strong></td>
</tr>
</tbody>
</table>

### Staff

The number of non-casual (or full-time and fractional full-time) staff as at 31 March 2006 was 1,915, an increase of 104 (6%) over 2005. This included 1,027 females (54%), 928 academic staff (48%), 1,393 continuing appointments (73%), 778 teaching and research staff (41%), 163 research only staff (9%), 974 general staff (51%) and 35 general staff working in research projects.

There were 159 female academic staff at the level of senior lecturer (Level C) or above (39% of all female academic staff), compared to 312 males (60% of all male academic staff).

Of the 987 non-academic staff, 394 (40%) were in academic divisions of the University; 199 (20%) in the Vice-Chancellor's Office (which included Macquarie International (58 or 6%) and the Centre for Flexible Learning (35 or 4%)); 119 (12%) in the Office of the Registrar and Vice-Principal; 105 (11%) in the Library; and the balance of 170 (17%) were in the other offices of the University administration.

### Staff Full-Time Equivalence (FTE)

The full-time equivalence of non-casual staff as at 31 March 2006 was 1,759, an increase of 69 (4%) over 2005. The increase consisted of 47 FTE for academic staff and 22 FTE for non-academic staff.

The following table of academic staff indicates the changes that have taken place within academic classifications in the last 3 years (excluding casual staff):

The method of counting casual staff in 2006 remains the same as last year. A full-time staff member who worked more than a normal workload for additional remuneration (called staff overload hereafter) was counted as more than 1 FTE based on the amount paid to them and the total FTE of a staff member holding such a notional extra appointment was capped at an upper limit for a more realistic representation of a person's capacity. Staff overload happened mainly in the Division of Economic and Financial Studies and the Graduate School of Management, with some of their staff teaching at overseas campuses during teaching breaks in Australia.

In 2006 the FTE of casual staff were 433, including 211 academic and 222 non-academic.

### Academic Classification: Changes Over Three Years

![Academic Classification Chart](chart.png)
All Student Enrolments 2006: Owning Division and Course Level

Society, Culture, Media and Philosophy: 2,010
  Higher Degree: 313
  Bachelor Degree: 1,664
  Other: 33

Macquarie University*: 2,140
  Higher Degree: 0
  Bachelor Degree: 0
  Other: 2,140

Environmental and Life Sciences: 2,429
  Higher Degree: 772
  Bachelor Degree: 1,546
  Other: 111

Humanities: 2,819
  Higher Degree: 787
  Bachelor Degree: 1,729
  Other: 303

Linguistics and Psychology: 3,028
  Higher Degree: 1,261
  Bachelor Degree: 1,215
  Other: 552

Information and Communication Sciences: 1,489
  Higher Degree: 290
  Bachelor Degree: 1,155
  Other: 44

Australian Centre for Educational Studies: 2,423
  Higher Degree: 327
  Bachelor Degree: 1,666
  Other: 430

Economic and Financial Studies: 12,422
  Higher Degree: 3,580
  Bachelor Degree: 8,489
  Other: 353

Law: 702
  Higher Degree: 151
  Bachelor Degree: 538
  Other: 13

Graduate School of Management: 2,169
  Higher Degree: 1,503
  Bachelor Degree: 0
  Other: 666

Number of Students
* Most courses are assigned to an owning division. Some courses, including non-award, are not owned by a division and are assigned to "Macquarie University".

International Student Enrolments 2006: Owning Division and Course Level

Society, Culture, Media and Philosophy
  Higher degree: 137
  Bachelor degree: 229
  Other: 5

Macquarie University*
  Higher degree: 0
  Bachelor degree: 0
  Other: 1,062

Environmental and Life Sciences
  Higher degree: 199
  Bachelor degree: 177
  Other: 11

Humanities
  Higher degree: 151
  Bachelor degree: 67
  Other: 7

Linguistics and Psychology
  Higher degree: 656
  Bachelor degree: 66
  Other: 130

Information and Communication Sciences
  Higher degree: 74
  Bachelor degree: 249
  Other: 14

Graduate School of Management
  Higher degree: 517
  Bachelor degree: 0
  Other: 115

Australian Centre for Educational Studies
  Higher degree: 59
  Bachelor degree: 94
  Other: 16

Economic and Financial Studies
  Higher degree: 2,179
  Bachelor degree: 4,154
  Other: 134

Law
  Higher degree: 44
  Bachelor degree: 3
  Other: 2

Number of Students
* Most courses are assigned to an owning division. Some courses, including non-award, are not owned by a division and are assigned to "Macquarie University".
### All Staff* by Category: 2004-2006

#### Category

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<th>Academic classifications</th>
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<th>2005</th>
<th>2006</th>
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<tr>
<td>Vice-Chancellor</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Deputy Vice-Chancellor</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Level E</td>
<td>83</td>
<td>95</td>
<td>114</td>
</tr>
<tr>
<td>Level D</td>
<td>105</td>
<td>114</td>
<td>123</td>
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<tr>
<td>Level C</td>
<td>193</td>
<td>195</td>
<td>213</td>
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<tr>
<td>Level B</td>
<td>239</td>
<td>254</td>
<td>244</td>
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<tr>
<td>Level A</td>
<td>135</td>
<td>145</td>
<td>158</td>
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<tr>
<td>Casual**</td>
<td>227</td>
<td>224</td>
<td>211</td>
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<tr>
<td><strong>Total Academic</strong></td>
<td>987</td>
<td>1,031</td>
<td>1,066</td>
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<table>
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<th>Non-academic classifications**</th>
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<tr>
<td>Above HEW Level 10</td>
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<td>2</td>
<td>2</td>
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<tr>
<td>HEW Level 10</td>
<td>56</td>
<td>63</td>
<td>66</td>
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<tr>
<td>HEW Level 9</td>
<td>58</td>
<td>64</td>
<td>76</td>
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<tr>
<td>HEW Level 8</td>
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<td>116</td>
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<td>HEW Level 7</td>
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<td>146</td>
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<td>HEW Level 6</td>
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<tr>
<td>HEW Level 5</td>
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<td>HEW Level 4</td>
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<td>81</td>
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<tr>
<td>HEW Level 3</td>
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<td>19</td>
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<tr>
<td>HEW Level 2</td>
<td>27</td>
<td>26</td>
<td>32</td>
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<tr>
<td>HEW Level 1</td>
<td>0</td>
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<tr>
<td>Casual***</td>
<td>206</td>
<td>223</td>
<td>222</td>
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<tr>
<td><strong>Total Non-Academic</strong></td>
<td>1,024</td>
<td>1,105</td>
<td>1,126</td>
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<tr>
<td><strong>Full time total</strong></td>
<td>1,578</td>
<td>1,690</td>
<td>1,759</td>
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<tr>
<td><strong>Casual total</strong></td>
<td>433</td>
<td>447</td>
<td>433</td>
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<tr>
<td><strong>TOTAL UNIVERSITY</strong></td>
<td>2,011</td>
<td>2,136</td>
<td>2,192</td>
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</tbody>
</table>

#### Notes

* Full-time equivalences
** HEW = Higher Education Worker
*** The casual staff FTE is for the previous calendar year from 1 January to 31 December.

Figures may not add up to totals due to rounding.

Source: As at 31 March 2006
All Staff* 2006 Rank and Type of Employment
Academic Classifications

* Full-time equivalences
** HEW = Higher Education Worker
*** The Casual Staff FTE is for the previous calendar year from 1 January to 31 December.
Figures may not add up due to rounding.
Source: as at 31 March 2006

Academic Staff by Age and Gender – 2006

Number of staff

Age in years

0 20 40 60 80 100
Under 20 20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65 & over

Female
Male
All Staff* 2006 Rank and Type of Employment
Non-Academic Classifications

* Full-time equivalences
** HEW = Higher Education Worker
*** The Casual Staff FTE is for the previous calendar year from 1 January to 31 December.
Figures may not add up due to rounding.
Source: as at 31 March 2006

General Staff by Age and Gender – 2006

Number of staff

Age in years

Under 20 20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65 & over
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50