

# TOWER



UTS ALUMNI  
ISSUE 9

SPRING 2013

## CELEBRATING UTS ALUMNI AROUND THE GLOBE

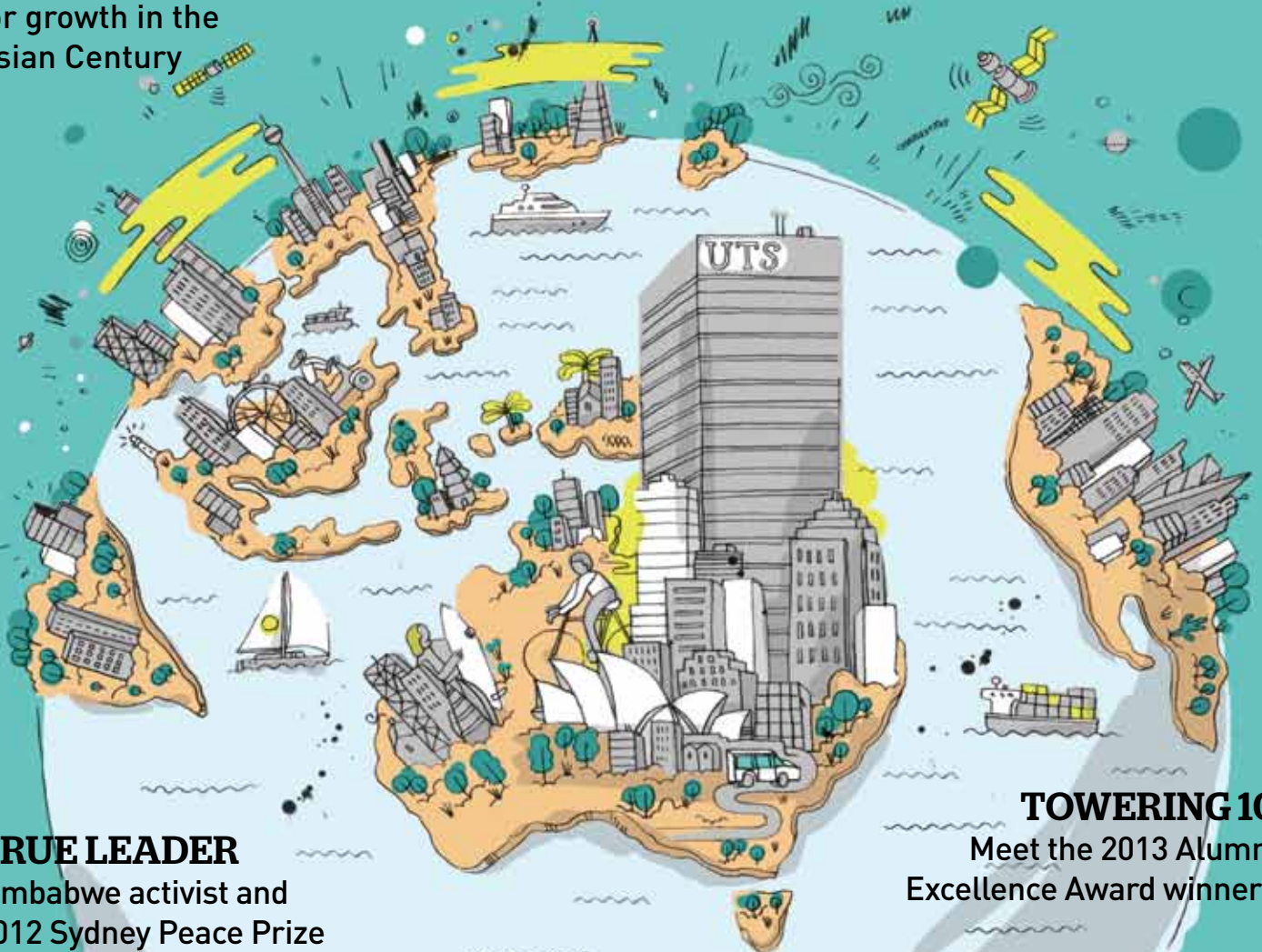
### ASIA PERSPECTIVE

How UTS is poised  
for growth in the  
Asian Century

### TRUE LEADER

Zimbabwe activist and  
2012 Sydney Peace Prize  
winner Sekai Holland

**TOWERING 10**  
Meet the 2013 Alumni  
Excellence Award winners



# INTRODUCING THE LATEST *TOWER* APP!



You can now download Issue 9 Spring 2013 FREE from the App Store (iPad) or Google Play (Android).



As UTS celebrates its 25th anniversary, 2013 has already been a stellar year for the University, with exciting developments on the \$1 billion City Campus Master Plan, seven alumni reunion events across Asia, the 2013 Alumni Excellence Awards, and much more you can read about in *TOWER*.

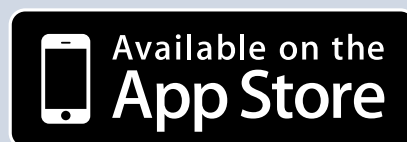
In the *TOWER* app, meet Craig Webb, a Partner at Los Angeles-based Gehry Partners, led by world-renowned architect Frank Gehry, for his insights into the revolutionary Gehry-designed Dr Chau Chak Wing Building, which will firmly position the UTS Business School at the very vanguard of business education in Australia – due for completion in 2014.

Plus, the winner of the 2012 Sydney Peace Prize – and proud UTS alumna – Sekai Holland shares a glimpse inside her life as a peacemaker and democracy advocate in Zimbabwe, her experiences studying at UTS and ongoing connection with Australia, and what winning the Peace Prize means.

You can also view *TOWER* online at [www.utstower.com.au](http://www.utstower.com.au). If you reside in Australia, you can still receive your printed copy of *TOWER*. Simply enter your details at [www.alumni.uts.edu.au](http://www.alumni.uts.edu.au) to request the print edition, which will be mailed to your address.

## STAY IN TOUCH

As valued UTS alumni, you are part of a global network of professionals. To stay connected with all the latest alumni news, and to ensure your details are up-to-date, visit [www.alumni.uts.edu.au](http://www.alumni.uts.edu.au)



# GLOBAL VISION AND CREATIVE INSIGHT

As part of UTS's vision to be a world-leading university of technology, we are developing a truly internationalised academic institution with broad and deep relationships across the globe.

Since taking the reins at UTS, one of my key goals has been to champion the vision to be a world-leading university of technology. That really puts the spotlight on our education, our research and, importantly, our people. We want our students to see themselves as global citizens with intercultural capabilities in language and culture. We want them to promote the idea of an almost seamless world, particularly between Australia and Asia.

As part of this big picture, UTS aims to develop a truly international academic institution with broad and deep relationships across the globe. Our Internationalisation Strategy is a key part of fulfilling these ambitions and refining our focus. This agenda has many elements, with one vital component being our Key Technology Partnership Program. It allows us to build high-quality research links with overseas institutions.

That is clearly where Asia comes into the picture. We recognise there is a growing capacity in the region to fund and conduct research, so we must leverage our research capabilities and find ways to collaborate. UTS has already created four joint research centres: the Joint Research Centre for Data Mining and Service Technology with Beijing Institute of Technology; the Joint Research Centre for Smart Cities with Shanghai University; the International Centre for Communication in Health Care with the Hong Kong Polytechnic University; and the Joint Research Centre for Cyber-Physical Authentication with Huazhong University of Science and Technology. These are great alliances and they complement our desire to ensure our students engage with the rest of the world as much as possible.

Other wonderful programs also play a part. Since 2010, for example, UTS's international leadership program BUILD (Beyond UTS International Leadership Development) has seen UTS students develop their global knowledge and leadership skills through offshore experiences, such as orphanage volunteering to micro-finance study tours.

About one in four of our students has an international experience as part of their

studies, well above the sector average of 10 per cent. We want to lift that figure higher because we see it as an important symbol of the UTS education model.

As I travelled to six countries in Asia recently for the annual UTS international events, I was struck by the positivity surrounding BUILD and our international internships. Many offshore alumni are clearly keen to align with UTS to help our students gain work experience and integrate culturally.

It has been a privilege to celebrate UTS's 25th birthday this year with these alumni. Many of them have asked what they can do to assist UTS - and my response has been clear: be champions and representatives of the University, sell the brand name UTS in the market place. A university is judged by the quality of its graduates.

## Creative intelligence

Creativity is another UTS strength. As I see it, creative intelligence involves an ability to think outside your own area of discipline and find links to other disciplines. This enables you to contemplate visionary issues or new ideas to help revolutionise the way things are done - from concept development to marketing and, finally, commercialisation.


The UTS: Creative Intelligence Strategy means we are contributing to this evolution. We have great digital and creative capabilities on campus, while the University's location gives us an edge, courtesy of proximity to about 240 tech start-ups in our part of Sydney. That figure is set to quadruple in the next few years. The upshot is that creative intelligence must always be front and centre of any future plans for UTS.

Through courses such as our new Bachelor of Creative Intelligence and Innovation, we provide an educational experience in which creativity can flourish. I see this degree contributing to the creation of the next class of Australia's entrepreneurs.

UTS is also fostering research links around the creative industries. Our researchers and students are engaging with small, medium and multinational creative businesses to show them how creative intelligence and new ways

of thinking can improve their organisations. We are also fortunate to host the Creative Industries Innovation Centre and to co-lead the Creative Digital Innovation Partnership. Part of this focus on creativity will be our data mining project looking at how we use our internal data to inform and improve our own processes, and working with businesses to help them understand the power of their data.

Looking ahead to 2014, we will welcome the opening of three new buildings as part of our City Campus Master Plan, each of which will make dramatic architectural, education and research statements. Such change and growth underline the remarkable evolution of UTS as it celebrates its 25th anniversary. It is wonderful to see how the University has grown and become more outwardly focused and confident. We are really on the move, and people around the world are recognising our dynamism.

I thank our alumni for playing a vital role in enabling UTS to remain on such a positive trajectory. It's your University to cherish and grow. 

*Ross Milbourne*

Professor Ross Milbourne, Vice-Chancellor



Image by Jesse Taylor



# TOWER

## CELEBRATING 25 YEARS

ISSUE 9, SPRING 2013



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## UTS LAUNCHES NEW CREATIVE INTELLIGENCE DEGREE

With the University's 25th anniversary celebrations well underway, the corridors are abuzz with news of a new multi-disciplinary combined degree, which was introduced to prospective students on Open Day.

Commencing in 2014, the Bachelor of Creative Intelligence and Innovation is an Australian first and will clearly position UTS at the forefront of creative and innovation-led thinking, alongside a small group of leading international institutions.

"Word of the new degree has excited so many - they want to know what it is, how it's different, and what job it will lead to," says the Faculty of Design, Architecture and Building's (DAB) Associate Dean (Teaching and Learning) Louise McWhinnie. "My response is usually that asking what job this degree will lead to is the wrong question."

McWhinnie and her colleagues who will teach into the program expect its graduates to: "go out and define the jobs of the future". The course encompasses high-level critical and creative thinking, invention, complexity, innovation, future scenario building and entrepreneurship; leading-edge capabilities that are highly valued in the globalised world.

Several key components differentiate this degree. First, it is a combined degree, so it can only be undertaken in conjunction with one of 18 core professional degrees on offer at UTS. This means that students work within both their chosen core discipline and creative intelligence and innovation, which not only informs, but also develops completely new forms of thinking and application. Additionally, as the degree

can be combined with professional degrees across all seven faculties, it enables students to think and work across traditional professional and academic fields in new ways.

Designed specifically as an accelerated double degree, it can also be completed full-time in only one year longer than the core degree with which it combines. Acceleration is achieved through six intense winter and summer schools alongside the core degree, with one additional year that is very much focused on launching these students into their professional careers.

"We do not want to hold these students back," adds McWhinnie. "We want them to unfold their potential as soon as possible."

Commissioned by the Vice-Chancellor Professor Ross Milbourne as a key strategy in defining and differentiating UTS's vision, the course has been overseen in its conceptualisation and writing by a core team: Associate Dean Louise McWhinnie (DAB) and Professor Kees Dorst (DAB), Dr Tanja Golja (Office of the Deputy Vice-Chancellor, Teaching, Learning and Equity) and Hael Kobayashi (UTS: Creative Intelligence) and supported by leading academics from all seven UTS faculties.

Fundamental to the degree is trans-disciplinarity - designed to build students' ability to work in not only their own, but also across and between other disciplines, and enabling graduates with creative intelligence competencies to navigate across the rapidly accelerating world of change that they will enter upon graduation.

## BACK TO THE FUTURE

UTS:  
ORIGINS

By Penny Pryor

UTS came about as an amalgamation of six founding institutions 25 years ago. As a result, a number of alumni are not graduates of UTS, but its predecessor institutions. They are still very much a part of the alumni community and it's important that they understand that even though the name of their higher learning institute may have changed, they can still benefit from the strong network of UTS alumni.

To help maintain that connection, or reconnect in some instances, UTS launched its Origins project in mid July this year. The goal of the project is to reconnect with former graduates of the founding institutes - Acupuncture Colleges (Australia), Balmain Teachers College (later William Balmain College of Advanced Education), Ku-ring-gai College of Advanced Education, New South Wales Institute of Technology, Sydney College of Advanced Education - Institute of Technical and Adult Education, and the Sydney College of Arts - School of Design.

Deputy Director, Alumni and Communications Rosanne Hunt says it is very important for these graduates to reconnect with UTS.

"Some of these people feel they have lost that important connection as their institution no longer exists," Hunt says.

"We hope to connect with as many former graduates as possible, so they can feel part of the UTS alumni community and enjoy the same benefits as current graduates," she adds.

"This project is long overdue and it's important to acknowledge the contribution of so many graduates of prior institutions to the development of the unique aspects of UTS we enjoy now. Once verified, graduates can receive a commemorative Certificate of Recognition."

*Students of the founding institutions can reconnect via [www.alumni.uts.edu.au/origins](http://www.alumni.uts.edu.au/origins), email [origins@uts.edu.au](mailto:origins@uts.edu.au) or call (02) 9514 9861.*



# A FACULTY FOR THE 21ST CENTURY

By Penny Pryor

Four months into her new role as Dean of the Faculty of Arts and Social Sciences, Professor Mary Spongberg is enjoying the rigours that the job has brought.

"It's challenging, but interesting. I think it is a challenging time to be in higher education generally and especially being dean in a faculty of arts, there are a lot of challenges facing the arts," she says.

Professor Spongberg joined UTS from Macquarie University, where she was Professor of Modern History and Associate Dean of Research. She started her career as an academic at Sydney University, where her post-doctorate studies focused on HIV Aids, before moving to Macquarie University. "When I moved to Macquarie in 1995 as a history lecturer, I had to reinvent myself. I developed an interest in history," she says.

Dr Spongberg has tried to expand the notion of what history is, particularly historical writing in relation to gender.

"It's a very broad genre and women have contributed to it in lots of ways, and that's moved me to think about historical fiction, especially when you have writers such as Hilary Mantel producing works such as *Wolf Hall* that are satisfying as both history and fiction. And I think that's a space historians need to think more about," she explains.

In her new role Dr Spongberg is committed to building a faculty for the 21st century, one that is committed to new and innovative modes of pedagogy, public engagement, social and cultural research and creative practice.

"The real goal is to try and make sure the faculty is geared towards the new learning environment that's facing us," she says.

Dr Spongberg is also currently working on a global project in New York, called the Female Biography Project, which is based on the work of 18th century feminist Mary Hays.



# 'STUDY JUNKY' FIREFIGHTER RECEIVES QUEEN'S HONOURS

By Penny Pryor

UTS Alumni have again featured on the Queen's Birthday Honours list, with nine former students receiving honours.

One of the more recent graduates to receive an award is Chief Superintendent Chris Lewis, Assistant Director Community Safety and Research at Fire and Rescue NSW.

The award goes to only a handful of fire fighters who have gone the extra mile when it comes to service, performance and initiative during the course of their careers.

"I was very pleased but I think it was more a reflection of the work done by the teams I've led," he says.

Dr Lewis completed a Graduate Certificate in Adult Education at UTS last year but calls himself a "study junky". He has an MBA (Deakin University) and a Masters in Applied Science (Fire Safety Design) from University of Western Sydney, in addition to a Doctorate in Public Policy (Charles Sturt University) and at least three other graduate certificates.

He undertook the Graduate Certificate in Adult Education last year to equip himself better for the training requirements of his role. "I realised that if my aim is to engage with firefighters and with the community to change how people behave then I need to understand how adults learn - it's about changing people's behaviours," he says.

Dr Lewis previously managed the Fire Investigation and Research Unit and has conducted research projects with the School of Chemistry and Forensic Science at UTS. UTS students assisted in a study in accelerant detection canines, or sniffer dogs. "[They were used] to detect when an



accelerant is being used. That helps us to quickly rule whether the fire is accidental."

Another research project, which involved UTS, explored whether the introduction of Reduced Fire Risk cigarettes had actually reduced the incidence of discarded cigarettes causing fires. That project found that while it was less likely for a thrown-away cigarette to start a fire, it was still possible.

Dr Lewis also led the investigation and research into the Quakers Hill Nursing Home fire, the outcome of which was a change in sprinkler legislation for nursing homes in NSW. All nursing homes now require sprinkler systems, regardless of age.

Other UTS alumni to receive honours were: John Berryman (AM), Andrew Downie (OAM), Eileen Henderson (OAM), Margaret Hunter (OAM), Bruce Irvine (OAM), Patricia Kelly (PSM), Shirley Phelps (OAM) and Chief Superintendent Anthony Trichter (APM). *Full details can be found at [www.alumni.uts.edu.au/page.aspx?pid=811](http://www.alumni.uts.edu.au/page.aspx?pid=811)*

## LONDON CALLING

Calling all UK-based alumni! UTS is hosting an inaugural alumni event in London to celebrate the University's 25th anniversary.

The event will feature a public lecture by distinguished alumnus of UTS, Professor Martin Bean, Vice-Chancellor of The Open University in the UK. UTS Vice-Chancellor Professor Ross Milbourne will also be in attendance.

Attendees will enjoy a keynote address, Q&A session and networking drinks. Please spread the word among your alumni contacts in the UK. We welcome the opportunity to connect with our valued alumni and look forward to seeing you in London in 2014.

*Event details:*

*Date:* Tuesday 18 March 2014

*Time:* 6pm to 8pm

*Venue:* Australia House, Strand, London, WC2B 4LA.



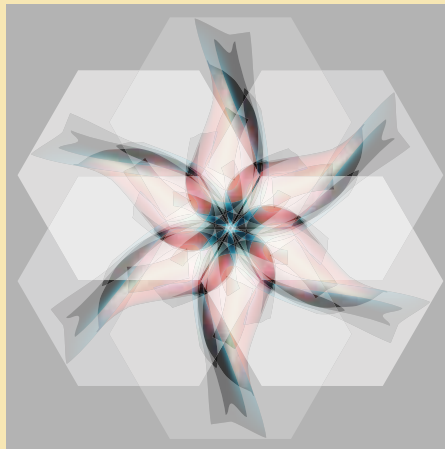
# UTS ALUMNI: SUPPORTING INDUSTRY PLACEMENTS

As UTS celebrates its 25th anniversary, it's exciting to see alumni engaging with UTS by providing practical experience in professional disciplines for undergraduates. A number now successfully run small to medium enterprises (SMEs) and professional practices. These alumni recognise that it is not only the student who gains from the engagement, but the businesses are rewarded too.

Several SME partners and directors were keen to share their positive experience with interns and graduates. A number of common themes emerge. UTS alumni in SMEs are keen to offer the practical support that they themselves experienced at UTS, knowing how important this is for professional development. The value that young aspiring professionals bring to an SME employer in terms of fresh ideas, new perspectives and enthusiasm is frequently mentioned. The chance to take on an intern for a fixed term at a reasonable rate, or in some cases at no cost, is valuable for SMEs. As such it also presents a low risk business opportunity.

Ben Casey (pictured below, middle) studied mechanical engineering studies in the 1990s and was inspired in his own internship, where he was able to contribute to a design project saving the company \$300,000 per annum. Casey went on to develop Central Milling, an SME specialising in mineral size reduction for the agricultural and industrial sectors.

Casey regularly accepts "only UTS" engineering interns to his business in Cowra, country NSW. He values the freshness, enthusiasm and the new perspectives that students bring.



Mathew Klintfält, Director of Swedac, an engineering company specialising in siphonic roof drainage, did studies in Engineering followed by a Business degree at UTS. Klintfält is proud that his firm was responsible for designing the siphonic stormwater system on the new UTS Yura Mudang student residences on Harris Street.

He believes his role is to give interns exposure to the industry.

One of the benefits of a smaller firm is that students can be exposed to a variety of different projects. Klintfält's company is currently supporting three engineering interns and values the "access to resources at a reasonable rate".

Richard White was a student on the Master of Business in IT Management program and CEO of an IT software company employing around 20 people in 2000 when he began taking on IT interns. White focuses his selection on "undergraduate industry placements and graduate students from UTS". His company, WiseTech Global, now employs more than 300 people, many of whom are UTS graduates.

*Alumni who would like to know more about the benefits of taking on an enthusiastic aspiring professional in their workplace can contact the UTS Careers Service on (02) 9514 1471, email [careers@uts.edu.au](mailto:careers@uts.edu.au) or visit [www.uts.edu.au/partners-and-community/working-uts/recruit-services-employers](http://www.uts.edu.au/partners-and-community/working-uts/recruit-services-employers)*

# UTS FLIES THE FLAG FOR DIGITAL INDUSTRIES

A proposal, co-led by UTS and the Commonwealth Bank of Australia, to establish Australia's own Silicon Valley, has been chosen by a pre-eminent national panel of business and research leaders, from 50 bids nationally.

The two organisations will lead almost 60 partners across NSW, Tasmania, Queensland, the ACT and Victoria in the Creative Digital Innovation Partnership (CDIP).

The initiative, part of the former Federal Government's \$1 billion Plan for Australian Jobs package, aims to drive growth and jobs in creative digital industries.

The CDIP will not only grow jobs in the new and emerging creative digital industries space but also help define career paths for students and job seekers that may not yet exist, says UTS Vice-Chancellor Professor Ross Milbourne.

"A unique, national collaboration of start-ups, SMEs, global firms, government and researchers, the CDIP will accelerate take-up of digital technologies and services, innovation, and creative content across all sectors of the Australian economy," he says. "For this we need a well-educated, agile and future-focused workforce and growing stream of inspired university graduates. UTS is certainly well placed to meet this challenge.

"The CDIP is perfectly timed for UTS. Recently we became a board member of Cumulus, an exclusive international confederacy of design schools fostering a revolution in creative innovation education and entrepreneurship. And we can also announce an Australian first - our new undergraduate degree commencing 2014 - the Bachelor of Creative Intelligence and Innovation."

Australia's Creative Digital Industries are among the fastest growing industries in the economy, growing by 2.8 per cent a year over 2006-2011, outstripping total Australian workforce growth of two per cent by 40 per cent. Partners are now working with the new Federal Government to ensure continued support for the program.



# YOUNG ENTREPRENEURS ON THE INTERNATIONAL STAGE

By Penny Pryor

UTS alumna Samantha Dybac was one of 22 young entrepreneurs selected to represent Australia at the G20 Young Entrepreneurs' Alliance (G20 YEA) Summit in Russia this year.

Dybac (pictured, top right) graduated with a Bachelor of Business from UTS in 2002 and founded marketing, communications and public relations company Sammway last year, where she is currently head of strategy and relationships. She is a big believer in encouraging young women to make their start in business and is the 'NSW Crusader' for the League of Extraordinary Women, an organisation of young women who run their own businesses.

Dybac was encouraged by the fact that half of the Australian delegates at the Summit in Russia were female - the highest female participation rate by any country.

"Attending the summit, I found that very few young entrepreneurs are driven solely by commercial benefit," she says. "A successful entrepreneur is one where the money isn't the driving force, but is a result of what they are doing. Passion is a key trait."

G20 YEA was established to convene every year prior to the G20 conference, with the intention of showcasing young entrepreneurs to the G20 member nations. It was established in 2010 and in 2014 the summit will be held in Australia.

Dybac says her experience at UTS helped her with solid foundations in the basics, such as goal setting and time management. It also firmly established her desire to look for personal satisfaction and fulfilment in her career, not just financial reward.



Australia had 20 representatives at the conference and another UTS alumna - Bachelor of Arts in Communication graduate Elisa Limburg (pictured, top left) - was selected to go but was unable to attend due to work commitments. Limburg attended the 2012 Summit in Mexico and will be involved in organising the 2014 conference.

For Dybac, being able to attend the Summit in Russia and represent Australia this year was an honour.

"The primary focus of the summit was to bring together thought leaders and 'doers' from all over the world to discuss ways in which to influence government and policymakers in areas such as youth unemployment, education and entrepreneurial growth," she says.



## UTS IN ACTION TO EDUCATE AFGHAN WOMEN

**Pictured:** Dr Nina Burrridge (third from left) visited Nasima Rahmani (centre) and GIHE students in Kabul, 2012

By Robert Button

UTS will soon provide support to the Gawharshad Institute of Higher Education in Afghanistan with education opportunities for young women who have long struggled in the face of war, Taliban repression and social upheaval.

A memorandum of understanding (MOU) has been signed that will pave the way for UTS to provide access to online lectures, resources and grow the exchange of ideas between academics and students in the two countries.

Instrumental in establishing the MOU were researchers with the UTS Centre for Cosmopolitan Civil Societies (CCS) and UN Peace scholar Nasima Rahmani who holds a UTS Masters of Laws and was last year awarded the Chancellor's Alumni Award for Excellence.

Since returning to Afghanistan, Rahmani supported the co-ed Gawharshad Institute, established by Dr Sima Samarand, and the

Women's Empowerment Centre to support women seeking higher education.

CCCS researcher Dr Nina Burrridge visited Kabul in 2012 and saw first-hand the conditions in which Afghan women struggle to learn. She says students were hungry for access to technology that would bring precious online open-access resources into their reach.

"UTS colleagues and I are exploring options with our library to determine how we could assist the Institute with resources," Dr Burrridge says. "In the future, if the political climate permits, we would hope some level of academic exchange could take place.

"CCS is highly supportive of the kind of work Nasima is undertaking - it is literally all about building civil societies in global communities, advocating for human rights and social justice."

Dr Burrridge says the next step would be to seek out academics willing to disseminate their work including lectures and slides.

"We hope also in the future to seek some funding from AusAid to help grow the education initiatives we undertake with Afghanistan," she says. "In the meantime the CCS has approved a small grant for some research to be conducted with women in Kabul to understand their views and aspirations related to women's rights past and present."

UTS Deputy Vice-Chancellor (International) Professor William Purcell says the support being offered to the Institute was a reflection of the University's commitment to raising education standards internationally and its values of social justice.

"Protecting the important progress that has been made in recent years in women's education in Afghanistan is essential," Professor Purcell says. "UTS is proud to support the work of Nasima - truly one of our most courageous and inspiring alumni."

*Reproduced with permission from UTS Newsroom.*

# MIND THE GAP: company disclosure discrepancies not sustainable

The decision by a number of Australian retailers to sign an accord following the collapse of the Rana Plaza garment factory in Bangladesh has highlighted discrepancies in company disclosure of sustainability issues and the need for clearer reporting guidance.

BY MARTIJN BOERSMA

Information on which companies have Bangladeshi suppliers is limited, and means a potential lack of other Australian signatories. Research by Catalyst Australia shows that the lack of supply-chain information is not an isolated incident in Australian companies.

## Sustainability reporting

Many companies are increasingly reporting on sustainability alongside financial matters. A 2012 report found that 83 per cent of companies listed on the ASX 200 to some extent reported on sustainability matters.

The Global Reporting Initiative (GRI) provides the best known reporting framework. However, previous research has shown that significant gaps exist between claimed levels of reporting and information found in reports.

Catalyst Australia developed a corporate social responsibility (CSR) dashboard to gauge the quality of sustainability reporting by Australian companies. It analysed 32 companies across six topics and found great variation in reporting on social and environmental activities.

Some of these differences can be attributed to the tendency to concentrate on areas that affect company performance, while meeting stakeholder demands for transparency and disclosure. At the same time, discretionary reporting can lead to highlighting achievements that reflect well on companies, while overlooking other important areas.

## Clear expectations

Catalyst also found that clearly defined reporting expectations lifted reporting and performance. Gender equality, carbon emissions, energy efficiency, and worker health and safety were well-covered topics. The majority of companies addressed these topics, even when disclosures revealed negative performance outcomes.

It is significant that these areas have strong external reporting guidance.

Disclosures around gender diversity have benefited from increased guidance by the Australian Securities Exchange (ASX) Corporate Governance Principles. Doubtless, the diversity reporting results reflect the clear guidance provided, along with a more activist approach by the Workplace Gender Equality Agency.

External policy underpinning environment topics also helps steer disclosures. In addition to companies reporting to the Carbon Disclosure Project, corporations registered under the *National Greenhouse and Energy Reporting Act 2007* are required to report carbon emissions and energy consumption. This has focused attention on reporting in these areas, particularly when compared with other environmental indicators such as waste production and water consumption.

Worker health and safety disclosures are stimulated by the impact of legislation and by bodies such as Safe Work Australia, which encourages companies to collect data and compare performance against industry peers and benchmarks. Union focus on workplace safety is also critical, as seen in the crisis surrounding asbestos in the National Broadband Network (NBN) roll-out.

## Overlooked areas

Catalyst found that supply chains and labour standards were the most under-reported topics, with the majority of companies providing no or very limited information about their policy, management and approach. This lack of focus confirms other research findings about Australian firms' comparatively poor standard of reporting about human rights issues.

The absence of clear reporting guidance in these areas is notable. Unlike their global peers, few Australian companies reference the International Labour Organisation (ILO) Core Conventions. This suggests a need to better contextualise the ILO Conventions by developing proxies applicable to the Australian context.




## Improving standards

Disclosure inconsistencies can be avoided by introducing clear, minimum reporting standards, which should be mandated in areas where there are significant gaps in social and environmental reporting.

There is evidence that companies will embrace common standards when mandatory guidelines exist, or when expectations are well defined and understood. In short: clear guidance contributes to greater transparency, and it encourages improved monitoring and performance.

Regulatory agencies, investors and industry bodies should consider minimum content guidelines for sustainability reporting. The ASX can play a pivotal role by spearheading improvements in disclosures through select amendments to the ASX Corporate Governance Principles.

Trade unions, civil society organisations and others with an interest in the human rights performance of companies have a vital role to play in creating decent and secure work standards by developing Australian proxies that reflect global sustainability principles. 

*This is an edited version of an article that was first published on The Conversation ([www.theconversation.edu.au](http://www.theconversation.edu.au)). Disclosure Statement: Martijn Boersma works for Catalyst Australia.*

**Martijn Boersma is a Researcher in Corporate Governance at UTS's Centre for Corporate Governance.**

# The TOWERING 10

## MEET THE 2013 UTS ALUMNI EXCELLENCE

Award winners, including a community stalwart championing Indigenous education; the Managing Director of Google (Australia and New Zealand); an internationally renowned midwife; the Head Conditioning Coach of the Sydney Swans, plus many more.



Words Renee Carl and Rosemary Ann Ogilvie. Images supplied

# 01

## **Andrew Penfold**

***UTS Community Alumni Award 2013;  
Chancellor's Award for Excellence***

Becoming a full-time volunteer may not seem like the most natural progression for a former lawyer and investment banker. However, the business experience was crucial for Andrew Penfold in helping to make a profound social impact through his subsequent charitable work.

After graduating from UTS with a Bachelor of Law in 1995, Penfold practiced in London, before transitioning to investment banking in Hong Kong.

In 2002, Penfold tragically lost 12 of his friends in the Bali bombings. Along with two friends, he set up the charitable Hong Kong Rugby Bali Fund and raised more than \$2 million in a few months.

A year later he heard about a handful of Indigenous kids enrolled at his former high school, St Joseph's College in Hunters Hill.

"One thing led to another and within a year, I had quit my investment banking job in Hong Kong, moved back to Sydney with my wife and three kids, and spent the next five years working full-time but voluntarily from my dining room setting up and running a fund that has now raised \$7 million to support up to 40 Indigenous boys boarding at St Joseph's College on a permanent basis."

Its success led to the establishment of the Australian Indigenous Education Foundation (AIEF), of which Penfold is the CEO and Director. The Foundation has raised nearly \$80 million to help educate 7000 marginalised Indigenous children at some of Australia's leading schools.

Penfold says education has been the most important way to overcome disadvantage throughout human history regardless of race, colour or creed.

"Being able to create something from scratch to help thousands of Indigenous kids have a better life is obviously something I am very passionate about. Having my kids grow up seeing their mum and dad dedicated to doing something to make our world a better place and how that makes our kids better people is probably what I am most proud of."





## 03

**Theodora Ahilas****UTS Alumni Award for Excellence 2013****Faculty of Law**

A Principal Lawyer at Maurice Blackburn Lawyers, Theodora Ahilas has spent the past 22 years representing asbestos victims – assisting to create better futures for her often-terminally ill clients. Helping families to achieve compensation is no small task, but Ahilas says it is an honour even though some days she feels like she is “going into the trenches”.

“Part of the excitement of this job is that nearly every day is different. Things are unpredictable and ever changing.”

The best part of her role, she says, is meeting her clients, sharing their journey and helping their families. The most challenging aspect is finishing cases in the lifetime of her clients, due to the unpredictable nature of the disease and the lack of a cure. However, Ahilas sees firsthand on almost a daily basis how resilient the human spirit is.

“If you’ve watched a man or woman take their last breath giving a bedside testimony to receive an outcome for their family and to know that their family will be looked after financially, then you are forever humbled.”

Ahilas graduated with a Law degree from UTS in 1991.

“I had a wonderful experience as a student of law at UTS. I loved the UTS degree, the course, everything.”

It has been a stellar year on the awards front for Ahilas, having won the 2012 Law and Justice Foundation’s Justice Medal for her compassion and commitment to obtaining justice for asbestos victims and their families.

“As a career highlight it was the absolute ultimate accolade. I still don’t believe it.”

In 2013, Ahilas took out the UTS Alumni Award for Excellence, Faculty of Law. “I think why me?” she says humbly.

No doubt the hundreds of asbestos sufferers and their families who Ahilas has helped throughout her career would understand why.

## 02

**Reynato Reodica, Junior****UTS Young Alumni Award 2013**

Aged just 29, Reynato Reodica Junior already has 13 years of policy and research achievements under his belt, promoting positive social change for youths, particularly those who are disadvantaged.

At age 18, he was elected Chair of the Youth Action and Policy Association (YAPA), and at 23, after a competitive, nation-wide employment process, was appointed the youngest Chief Executive since YAPA’s inception in 1990. He began the role in 2007, after completing a BA Communications (Social Inquiry) / LLB degree from UTS.

Among his many achievements in the role, Reodica also successfully led negotiations on behalf of the NSW Youth Sector to secure \$21.7 million in additional funding for youth support services in the 2010/11 financial year, representing a 25.5 per cent increase.

“My UTS education shaped my career and provided me with the perfect mix of skills to better understand the world and society, formulate arguments for what changes are needed and communicate this effectively,” he says.



After serving five years, in April 2012 Reodica transitioned to Youth Affairs at the federal level as the Deputy Director (Youth Sector) of the Australian Youth Affairs Coalition. His focus is on the provision of support and development services to some of Australia’s most vulnerable and disadvantaged young people.

Social justice is an issue close to Reodica’s heart. “Growing up in Western Sydney, I witnessed the effects of social inequality on the people around me and felt strongly that as a prosperous society, we could do more to ensure real fairness is available to all.”

As for the future, Reodica’s heart lays firmly in making a social impact. “I hope to continue to work in areas that create real and meaningful change for those who need it most, including our society’s most vulnerable and disadvantaged people.”

# 04

## **Professor Lesley Page** **UTS International Alumni Award 2013** **Sponsored by UTS:INSEARCH**

In the field of midwifery, you'd be hard pressed to find someone with more experience and academic recognition to their name than Professor Lesley Page. Page has managed to integrate policy leadership, research and development and being a practising midwife into her widely lauded career.

Among her many career achievements, Page helped establish the first legally recognised midwifery service in the health service in British Columbia in the 1980s, served on three national committees in the UK; was Deputy Chair of the English National Board for Nursing Midwifery and Health Care (1993-1999), wrote the

influential book *The New Midwifery: Science and Sensitivity in Practice*, has worked and lectured in 13 countries, and was made Honorary Fellow of the Royal College of Midwives (UK) in 2007 in recognition of her considerable contribution to the profession.

In 2012 she was directly elected to her current role as President of the Royal College of Midwives in the UK, alongside a position as Deputy Editor of Women and Birth (Journal of the Australian College of Midwives).

Page completed a PhD by Publication in the Faculty of Health at UTS in 2003.

"When I applied, I had been the first Professor of Midwifery in the UK and had been Professor for some time, had undertaken research and published a lot, so doing a conventional PhD was not appropriate. UTS gave the opportunity for a PhD by Publication. It was a fantastic experience because I wrote a bridging 'essay' bringing out the central and coordinating ideas behind my work. It really refreshed my thinking."

"[UTS] gave the opportunity for a PhD by Publication. It was a fantastic experience because I wrote a bridging 'essay' bringing out the central and coordinating ideas behind my work."

**PROFESSOR LESLEY PAGE**



# 05

## **Maile Carnegie** **UTS Alumni Award for Excellence 2013** **UTS Business School**

Maile Carnegie is the recently appointed Managing Director of Google (Australia and New Zealand). Carnegie was previously Managing Director for Proctor & Gamble Australia, having joined the company in 1992 after completing a BBus Marketing from UTS. The dual Australian and US citizen has spent half of her career working in Australia, and half overseas, including Cincinnati and Singapore.

The most exciting aspect of her new role, Carnegie says, is that Google is still in its early days, having turned 15 in September. "There is so much ahead of the company, and our Australian operation. The technology world changes so fast that it's really a matter of buckling up and seeing what the future holds."

According to Carnegie, the greatest opportunity is that "we're just scratching the surface of how the web can change the lives of Australians for the better".

"The web is proving to be a massive boost to small businesses, especially those in rural areas, and it's also driving a huge explosion in creative content coming out of Australia. If we do our jobs right, more and more Aussies' lives will be better thanks to the web bringing them more information, more options, more opportunities."

Carnegie retains a close association with UTS as a member of UTS Business School's Industry Advisory Board. It's a role she enjoys for "the luxury to focus on the critical opportunity of enabling the next generation of leaders".



## 06

### **Casey Gee Hoon Hyun**

**UTS Alumni Award for Excellence 2013**

**Faculty of Design, Architecture  
& Building**

Recipient of the 2013 UTS Alumni Award for Excellence, Faculty of Design, Architecture and Building, Casey Gee Hoon Hyun joined the Hyundai Motor Group in 2005, at a time when the world was starting to take serious notice of the company.

"There was such a great positive energy," recalls Hyun, who is Creative Design Manager at the Seoul-based Hyundai Design Centre. "I was working 10 or 12 hours a day designing, sketching, making models. I wouldn't go home for weeks at a time. However, it wasn't tough because I wanted to see the success, and to say I was part of that success."

Hyundai-Kia is now the world's fifth-largest car manufacturer, with international sales of almost seven million cars annually. In addition to being a designer, Hyun is in charge of building the brand's design strategy and vision. "We go through a design process to ensure our cars are competitive now, but will be even more competitive in five or 10 years' time," he says.

For Hyun, design is much more than giving form to a beautiful aesthetic. "Design is about satisfying people's needs.

It's fantastic to hear people comment about a car's design. However when cars become part of their lifestyle, remarks such as, 'Our family grew up with that car, I have such great memories', give you additional satisfaction and help maintain your passion."

As much as he loves his role, it's not without challenges. "With billions of dollars riding on a vehicle's success or failure, the biggest challenge is being able to see the future, and being confident what that future holds," he says. "There's also the ongoing challenge of competing against the world's numerous car companies."

Hyun completed his Masters in Automotive Design at Coventry University in the UK after graduating from UTS in 1996 with a Bachelor of Industrial Design. However, he regards his UTS qualification as the most valuable recognition in terms of academic achievement. "There's a certain feel about UTS, and I have a great appreciation and a great satisfaction of belonging."

A story in a US university publication about a couple who donated an amount of money to a university to establish a small scholarship inspired Hyun to set up the Casey Hyun Industrial Design Award at UTS. He hopes this award will inspire others to express appreciation towards the University in a similar way.

"We see philanthropy as the province of the very rich, but that's not really the case."

Hyun feels honoured about his own award, saying it gives him that extra impetus to work hard and try to distinguish himself in his field of design. "I'm just happy with where I am," he says.



## 07

### **Dr Katherine Carroll**

**UTS Alumni Award for Excellence 2013**

**Faculty of Arts & Social Science**

While studying for a full-time physiotherapy degree, Dr Katherine Carroll commenced a BA part-time by distance education through Open University Australia.

During her Honours research year in 2000, she realised she wanted to become a researcher as a career, so applied for a PhD. "I was lucky enough to be granted a PhD scholarship by Professor Rick Iedema (UTS) on one of his Australian Research Council (ARC) Discovery grants (2005)."

Having graduated with a PhD in 2009, she commenced a postdoctoral position as a research fellow at the University of Sydney. During this time Carroll also focused on writing a grant application to ARC on the topic of breastmilk donation and human milk banking for preterm infants in neonatal intensive care units.

"The grant application was to fund my own postdoctoral research fellowship for three years back at UTS. I was lucky enough to win the grant and in 2011 commenced this fellowship in the Centre for Health Communication in the Faculty of Arts and Social Sciences at UTS."

The most rewarding aspect of the fellowship she says, is being able to follow her research passion for three years in an area that is important to many women and also important for the most vulnerable and tiny people in our society: very preterm infants.

In a nod to Carroll's work, she was recently offered a position as the Assistant Professor in Qualitative Research in the Centre for the Science of Health Care Delivery, Faculty of Health Sciences, at the Mayo Clinic in the US.



# 08

## Dr Stuart Tangye

**UTS Alumni Award for Excellence 2013**  
**Faculty of Science**

Associate Professor Stuart Tangye is the National Health and Medical Research Council (NHMRC) Senior Research Fellow in the Immunology Research Group at the Garvan Institute of Medical Research, and a conjoint Senior Lecturer at the University of New South Wales.

He completed a BAppSc Biomedical Science in 1991, BAppSc (Hons) in 1992, and went on to gain a PhD in Science in 1996, all from UTS. "I had some very inspiring lecturers in immunology who really set me on the course for my scientific endeavours and subsequent career path. I was lucky to have exposure to these educators at a time of my studies when I was not sure what I really wanted to do. But they showed me the magic of immunology."

Tangye is one of Australia's pre-eminent medical scientists working in human immunology. Tangye's lab focuses on studying diseases impacting people today. "Knowing that hopefully our work will some day lead to improvements in the management of patients, and the prognosis of their diseases, is a very rewarding and satisfying feeling," he says.

His achievements are astounding: since 1995, Tangye has published 67 peer-reviewed articles and has been invited to contribute 20 reviews for journals; in 2006 he was the recipient of a Young Tall Poppy prize, awarded by the Australian Institute of Policy and Science and the Office of Science and Medical Research in recognition of his research achievements; he has active collaborations with research labs in Australia, Europe and the US, which have complementary research interests; and has also supervised to completion eight PhD and numerous honours students.



# 09

## Fiona Rankin

**UTS Alumni Award for Excellence 2013**  
**Faculty of Engineering & Information Technology**

For a high level management executive, it may come as a surprise that Fiona Rankin's early beginnings started on a sheep station in New South Wales near a town called Goodooga. However, Rankin has since gone on to build an exciting and diverse career, boosting her academic credentials along the way.

She graduated with a Bachelor of Economics in 1993 and a Graduate Diploma in Financial Management, Finance/Accounting (both from the University of New England), before completing a Masters in Business & IT Management at UTS in 2000.

Rankin has 20 years of technology and executive management in the financial services under her belt, including Chief Information Officer at RESIMAC Limited, Principal Consultant at Curious Developments, and her current role as Chief Information Officer at New South Wales Treasury Corporation - the central borrowing authority for the State of New South Wales, known as TCorp - which she has held since July 2010.

"My role is to harness technology to deliver business outcomes. Essentially, I manage, optimise and drive technology strategy to administer and provide information on a balance sheet of more than \$73bn, a \$45bn debt management portfolio, and \$8bn in funds management operations."

Rankin remains connected to UTS through her role as a member of the Faculty of Engineering and IT's Industry Advisory Network (IAN). "I always feel humbled when I meet UTS students. Seeing the intellectual capital, energy and innovation they invest in their projects and work (which is so important to society and business) is inspiring and rewarding."

# 10

## Robert Spurrs

**UTS Alumni Award for Excellence 2013**  
**Faculty of Health**

Robert Spurrs plays a lead role in ensuring the players of the Sydney Swans - one of the premier teams in the Australian Football League - are kicking goals, both on and off the field. As Head of Conditioning, he is responsible for managing the physical preparation of the entire player list, including training, recovery, monitoring, and research programs.

Spurrs joined the Swans on a part-time basis leading into the 2001 season while undertaking a postgraduate course at UTS in Human Movement Studies, having



originally completed undergraduate studies in Accounting. "My degree provided me with a fantastic theoretical background and scientific principles, as well as an understanding as to how to utilise these in an applied setting," Spurrs says.

The Swans have qualified for the Finals series in 10 of the 12 seasons that Spurrs has been involved in the physical preparation of the players. In 2012, the team achieved the ultimate prize - winning the premiership. While Spurrs concedes it's hard work, he feels very lucky to work for the Swans. "Everyone is there because they are passionate about sport and what they do. In some ways you could liken it to the excitement people get out of their weekend club sport, we get to do that for a job."

Spurrs' connection with UTS did not end on graduation.

"As a result of my association with UTS, we have built a strong working relationship between the Swans and UTS. This has been achieved via collaborative research studies and placement of UTS postgraduate students undertaking their research project at the Swans."



# The greatest view

Drawing buildings in New York is a source of unbridled pleasure for James Gulliver Hancock. And not just any building in the city – every building.

WORDS CAMERON COOPER



An acclaimed illustrator and UTS alumnus, James Hancock started his ambitious project, *All the Buildings in New York*, in 2009 to get a better feel for his new home and make personal through artistic expression the many, many buildings of the iconic American city. His tally to date exceeds 500 illustrations and includes landmarks such as the Empire State Building through to historic Brooklyn brownstones.

"I've always been interested in obsessional kinds of things like collecting stuff and doing projects that are based on the idea of concentrating on one thing and collecting them together," says Sydney-born Hancock, whose illustrations also include *All the Bicycles in Berlin* and *All the Cars in Los Angeles*.

While his other '*All the...*' projects were transient, completed as Hancock passed through cities or countries, the stunning buildings project is now an obsession from which he cannot escape given that he spends a lot of time in the Big Apple with his wife, singer-songwriter Lenka, and their 18-month-old son, Quinn. The boy's arrival saw the family return to Australia to live, but they continue to spend chunks of time in New York for work.

There has always been a sense of romanticism around New York for Hancock, stemming from his childhood watching *Sesame Street* through to his interest in Alfred Hitchcock movie settings.

"This romanticism builds and builds - it's hard when you get here to get over that, so a project like this was good for me to more efficiently become a local."

Working out of the Pencil Factory in Brooklyn while he is in the US, Hancock's buildings project has blossomed to the point where people can now commission him to draw specific sites in the city.

"It's fuelled by other people's interests and obsessions, which is nice. It's not just my own project now - it's a public project."

"When I stop and draw stuff, I really see it much better so I don't think that's ever going to stop."

## JAMES GULLIVER HANCOCK

*Businessweek* magazine, *The New York Times* and Herman Miller. The combination keeps him "obsessively working, which I like".

Hancock's prolific output has seen him create an enormous portfolio. This has helped attract other client projects, and he also ensures he stays in touch with people to foster his networks and keep his name out there. Such a mix of artistic talent and commercial nous is unusual.

"That ability to chase people up and wear a lot of hats is essential when you're your own business," he says. "And you've got to put on the accountant hat and chase up the invoices and all that sort of stuff. I quite enjoy that - it's just part of my personality that likes doing all those different things."

What really keeps him enthused, however, is a passion for drawing. With the New York buildings project, Hancock cannot select the building he enjoys sketching most - he is always gobsmacked by the juxtaposition of old and new buildings in the city, the beautiful and the rundown.

"You get that in a lot of cities, but here it seems to be so extreme because it is so dense and everything is so packed together - it's like Tetris," he says. "Amazing things next to really boring things and those boring things become amazing."

The beauty of the path he has chosen, according to Hancock, is that the nature of drawing changes the way you look at things.

"When I stop and draw stuff, I really see it much better so I don't think that's ever going to stop. That's the way I am. I just need to see the world." ■

Visit [www.jamesgulliverhancock.com](http://www.jamesgulliverhancock.com) and [www.allthebuildingsinnewyork.com](http://www.allthebuildingsinnewyork.com).

Hancock, 35, has harboured what he describes as "a need to make things" since childhood. "It's always felt natural to me to have a pencil in hand, whether you're at a restaurant drawing on a napkin or a beautiful piece of watercolour paper."

A UTS Bachelor of Design in Visual Communication graduate, Hancock has fond memories of the "great time" he had at university in the early 1990s.

"The first year was amazing because we did all this cross-media stuff and we were thrown in with other disciplines like fashion and industrial design," he says. "So that was really exciting for me to see all these people with different minds creatively working together."

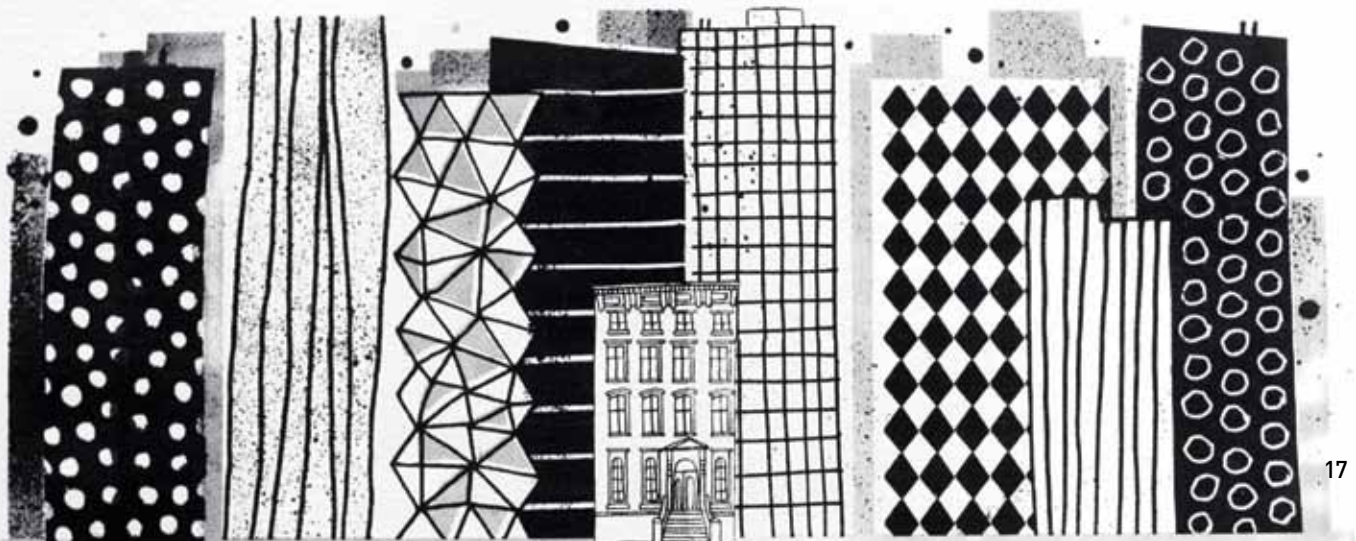
This perfectly fitted his desire to pick up as many skills as possible.

"When I did step out of the studio I could do a bit of animation to pick up some work or I could do a bit of web design or something. I wasn't just studying illustration and only able to make pictures. That was what was great about that course."

Hancock remains in contact with university friends: some have helped him find jobs; others he has assisted to get gigs. After attending UTS he initially worked in web design and was employed at an interactive company, but over time he has narrowed down his areas of work to the point where he is now a full-time illustrator.

"I've built up a big enough portfolio and enough of a style that people just ask me to do what I do for them, which is really great."

Aside from *All the Buildings in New York*, which Hancock views as a playful side project, he works as a commercial illustrator for a variety of clients such as Coca-Cola,





# AT THE MOVIES

Design, animation and visual effects company Animal Logic holds its own against the best of the best in Hollywood – discover how these ‘Aussie upstarts’ have made their mark on a global scale, while maintaining a strong connection with UTS.

WORDS CAMERON COOPER PHOTOGRAPHY KASIA WERSTAK



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Clockwise from top left: *Legend of the Guardians: The Owls of Ga'Hoole* Copyright © 2010 Warner Bros. Pictures; *Happy Feet* Copyright © 2006 Warner Bros. Entertainment Inc. All Rights Reserved; on location at the Animal Logic office; both bottom images: *The Great Gatsby* Copyright © 2013 Warner Bros. Pictures; *LEGO® Star Wars®: The Padawan Menace™* Copyright © 2011 The LEGO Group / © 2011 Lucasfilm

Think back to 1991 when Animal Logic launched a modest visual effects operation in Sydney using a credit card for funding. No commercial internet. No email. No 3D computer graphics.

"The most advanced form of communication was a fax machine," recalls co-founder and Chief Executive Zareh Nalbandian. "When you consider building an international client base and business with a fax machine and put it into the context of what we do today, that demonstrates the rate of change that has occurred in the sector."

Now regarded as one of the world's leading design, visual effects and animation studios servicing the film, television and advertising industries, Animal Logic is renowned for its technical standards and the development of revolutionary software products. For Nalbandian and co-founder Chris Godfrey, it is a far cry from the early days when a silicon graphics computer work station cost anything from \$100,000 and \$1 million and his team had a company party to celebrate an 8MB upgrade for one of its computers.

On the back of *The Matrix* with an Academy Award for its ground-breaking visual effects, another Academy Award in 2007 for its animation work on *Happy Feet* and its input into a string of other box-office hits, Animal Logic has put Australia on the map for international animation production. Yet Nalbandian still sees his 250-strong team - working out of a studio in Sydney and an office in Los Angeles - as David taking on the Goliath of the Hollywood film business.

"Oh, we are still Aussie upstarts," he says, noting that competition comes from the likes of giants such as DreamWorks, Pixar and Fox's Blue Sky Studios. "But I think we feel a lot more secure about our ability to hold our own against anyone in the world. That helps our confidence."

### Screen success

Any discussion of animation in Australia invariably includes Animal Logic. Aside from the Academy Award for *Happy Feet*, accolades have come for its work on feature films such as *Babe*, *The Lord of the Rings: Fellowship of the Ring*, *Rabbit-Proof Fence*, *Moulin Rouge!*, *Hero*, *Australia*, *300* and, more recently, *The Great Gatsby* and *Legend of the Guardians*. It will release *Walking With Dinosaurs* this Christmas, while there is great expectation around the looming release next year of *The Lego Movie*.

The company's television and commercials output has also been prolific. While Nalbandian says every project has

contributed to Animal Logic's evolution, "you can't help but have some favourite children". *The Matrix* trilogy holds a special place given it made the world sit up and take notice of the company, while *Moulin Rouge!* ("a home-grown Aussie film") and *Happy Feet* ("definitely a game-changer") get a mention. He also nominates Chinese movies *Hero* and *House of Flying Daggers* as important developments for the business - for their creative credentials and the chance to forge a place in the fast-growing China market working with director Zhang Yimou.

Nalbandian, whose role spans producing films to negotiating the big business deals with clients to secure major film projects, is proud of the role Animal Logic has played in developing proprietary software tools and techniques that have helped revolutionise the animation and visual effects industry.

"We've helped create popular culture with those," he says.

While he puts some of the company's success down to being in the right place at the right time, he credits Godfrey with creating a culture of excellence.

"We believe that if you do great work, good things will come," Nalbandian says.

Animal Logic has also been able to juggle the sometimes competing demands of art, technology and business. "This company is very competitive and works very hard for its place," Nalbandian says.

### Great talent pool

In tandem with great work is a requirement for great people and to that end, Animal Logic has benefited from a flow of outstanding UTS graduates. The list includes Justen Marshall (software development), Steve Agland (technical director) and Aidan Sarsfield (computer graphics supervisor). Sarsfield has a Bachelor in Industrial Design from UTS and sits on the Executive Council Advisory Board of the Faculty of Design, Architecture and Building.

Renowned for his work as character supervisor on *Happy Feet*, Sarsfield enjoys his complex role in animated features that can involve 80 lighters, 40 animators and 30 visual effects artists working on a project at one time. "You have to enable a workflow that has all of those people working simultaneously and sharing things between each other," he says. "It's a very complicated and energetic process."

Sarsfield says despite the talent at Animal Logic's disposal, egos rarely get in the way. "It's one of the most collaborative enterprises that you could possibly imagine. Everybody is passionate about what they do."



Aidan Sarsfield (left) and Zareh Nalbandian.

Sarsfield has been at Animal Logic for about 14 years after graduating from UTS and then working as a product designer for Mambo. From an early stage in his career, he loved the freedom of visualising things using computers.

"You could create the most fanciful ideas and not be limited by your ability to build a model or your ability to sketch it."

### Strong UTS links

Nalbandian also has UTS connections through his role on the Vice-Chancellor's UTS Business Advisory Board. He welcomes the position because "over the years we've had a great intake of graduates from UTS".

"Not only is there great training *within* the University, but there is a great training *for* industry that we really appreciate."

Nalbandian says Animal Logic seeks to support the training of undergraduates with workshops on animation, while it is also eager to engage in research projects with postgraduate students. He believes there should be more partnerships between industry and universities.

"UTS just seems to be a little more open than most in terms of being able to embrace that collaboration," Nalbandian says.

Sarsfield also acknowledges the strength of UTS graduates who have joined Animal Logic. "It's a very steep learning curve for anyone walking into Animal Logic," he says. "So the UTS grounding and the education that you get is an incredibly good starting point. Probably the most important thing in any of our teams is the ability to collaborate -



“I think we feel a lot more secure about our ability to hold our own against anyone in the world. That helps our confidence.”

## ZAREH NALBANDIAN

and that is one of the things that we see most from graduates at UTS.”

His own stint at UTS in the early to mid-1990s holds fond memories for Sarsfield, who recalls a “melting pot of people and ideas” as students from a range of faculties combined to explore and improve their design and creative skills. “That was really beneficial and enjoyable at the time.”

Sarsfield says another strength of UTS courses is that they educate students about how to make creative decisions and solve problems within a minimum timeframe and with budgetary restrictions – a skill that is highly relevant today in the animation and visual effects industry.

In his role on the Executive Council Advisory Board, Sarsfield says he appreciates the chance to give something back to the University and contribute to decisions that will shape the learning experience of students into the future.

### Focus on the future

As Animal Logic puts the finishing touches on *The Lego Movie*, which is expected to be another big hit for the company, Nalbandian is conscious of staying ahead of market trends and creating great intellectual property. The company has set up a division, Animal Logic Entertainment, allowing it to expand from producing work for others to developing its own projects.

Nalbandian admits that picking market and technology trends in animation is not easy as the industry grapples with movies versus streaming versus mobile devices versus interactive gaming.

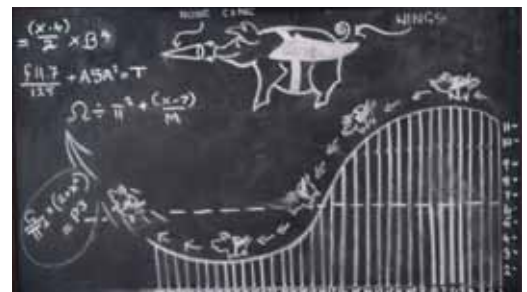
“We are also very tuned into what those changes are and how we should adapt.”

One development to which the film industry must respond, according to Nalbandian, is the growth of the Chinese film industry, with its box-office forecast to outstrip the US within the next decade. “Given where we are in Australia we have to be active participants in that market and Animal Logic is very much focused on that.” **T**

See more of Animal Logic's animation work on the TOWER app (for iPad and Android).



Zareh Nalbandian in his office at Animal Logic.



## Animation festival takes centre stage

The University's commitment to the animation sector is perhaps best demonstrated through its hosting of the UTS: Sydney International Animation Festival. The fifth annual festival was held in October and showcased the latest highlights of world and local animation, the festival program included sessions featuring John Andrews, former Vice-President of Animation at MTV and the producer of the cult animation series *Beavis and Butt-Head*.

“He was a great name to have. John is a key figure in animation,” says Associate Professor Damian Gascoigne, a festival committee member and Course Director for the new Bachelor of Design in Animation at UTS. Previously a senior lecturer in animation at Kingston University in London, Gascoigne's career as an animation director and illustrator spans more than two decades and his work has been exhibited in galleries and animation festivals around the world.

He welcomes UTS's pledge to the animation industry. “One of the main things that appealed to me about coming here was that I was impressed they were running something like the festival through the University,” he says.

Gascoigne and his colleague Deborah Szapiro, a fellow Lecturer in the School of Design, are excited at the opportunity to develop UTS's undergraduate course in animation, which complements an established Master of Animation program.

“It's not often you get the chance in education to start something entirely from scratch. You can't help but be impressed by the resources and how up-to-date everything is at UTS.”

Gascoigne sees his role as one of preparing students for the rigours of one day working for a company such as Animal Logic.

“It's about fostering an environment where people expect to work at a level of intensity which mirrors what the industry will expect.”

He believes there has never been a more exciting time to be engaged in animation. “It's an absolute golden age for animation at the moment and it's brilliant to be part of it.”



# SICK BUILDING SYNDROME: how indoor plants can help clear the air

Air pollution levels indoors are almost always higher than outside, even in busy city centres. However, indoor plants have the ability to mitigate high levels of most airborne contaminants.

BY FRASER TORPY

Ventilation systems constantly 'refresh' buildings with air from outdoors, after a filtration process removes some large particles, such as pollen. Once inside, this air is augmented by a large range of indoor-sourced pollutants. Two of the most significant of these are volatile organic compounds (VOCs) and carbon dioxide.

Volatile organic compounds are petrochemical vapours that are 'outgassed' or continuously liberated from building materials, such as paint and carpet, as well as furnishings, plastics and electronic equipment. In high concentrations, many of these agents are acutely toxic and carcinogenic. Some even disrupt the endocrine systems of animals.

Up to 900 different compounds have been detected in some buildings. The most commonly found ones include benzene, ethylbenzene, toluene and xylene. While the concentration of volatile organic compounds in modern buildings is generally quite low, there's growing evidence that continued chronic exposure to even low levels of these chemicals may result in the condition known as 'sick building syndrome'.

Sufferers of this syndrome experience acute or sub-acute discomfort and health effects that appear to be linked to the duration of time spent in a building. Typical symptoms range from drowsiness, physical irritability, difficulty concentrating, fatigue and nausea.

These symptoms can be severe enough to greatly diminish a person's ability to work effectively. Their direct cause is usually unknown to the sufferer, but they're relieved soon after leaving the building. The other major indoor pollutant, carbon dioxide (CO<sub>2</sub>), is produced by human respiration. High levels of CO<sub>2</sub> (above 800 to 1000 parts per million) cause rooms to feel 'stuffy'. But sick building syndrome-like symptoms can occur at much lower concentrations than this. When CO<sub>2</sub> levels are above 1,000 ppm, building occupants can become quite unwell. But this level is uncommon in modern buildings thanks to efficient mechanical ventilation systems.



## Natural air cleaners

The ability of plants to improve indoor air quality was recognised in the 1980s, when NASA researched growing plants on space stations. Results indicated the surprising removal of previously high volatile organic compound concentrations in their model spacecraft. Then, around the year 2000, Australian researchers determined that virtually all of the volatile organic compound-removing ability of potted plants resided in the pot. It was the normal bacteria of the potting mix that took up the volatile organic compounds.

But the plants are not superfluous: experiments where the plants were removed leaving only the potting mix showed a gradual loss of performance over a few weeks. The plants supply the soil bacteria with key nutrients that sustain their viability and health.

More recent experimentation has monitored the background concentrations of volatile organic compounds in offices with and without plants over some weeks. These findings indicate that even three potted plants in an average-sized office will reduce airborne volatile organic compounds to an extremely low level.

Plant-mediated CO<sub>2</sub> removal has received less research attention, primarily because

this pollutant is well controlled by modern air conditioning systems. But field trials have shown that between three and six medium-sized plants in a non-air conditioned building can reduce CO<sub>2</sub> concentrations by a quarter.

The question now is whether we should be using air conditioning for ventilation purposes at all when indoor plants can do some of the work for us at a greatly reduced cost. But a lot more work is needed before we get the complete picture of the potential of plants to deal with indoor CO<sub>2</sub>.

The growing push for more sustainable buildings should give this field impetus. Environmental psychologists have long proposed that indoor plants can improve workplace performance and satisfaction.

Having a plant in the office has positive outcomes, including an improved emotional state, reduced negative mood states, reduced distraction, increased creativity, and improved task-performance. Many studies have related these effects to the idea of biophilia, which suggests being near a plant returns us, in some small way, to our evolutionary beginnings in the prehistoric forest.

Far from being just another form of interior decoration, plants are important for maintaining the habitability of the indoor environment, where most of us spend the great majority of our lives. We know plants have always maintained air quality and kept us happy and productive. Dramatically rising energy costs and a growing emphasis on sustainability should make us consider the role plants will play in the indoors of the future. T

*Acknowledgement: Peter Irga and Professor Margaret Burchett contributed to this article.*

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**Fraser Torpy is a Lecturer in the School of the Environment at UTS.**

# Stories we tell

The image of the writer sitting in a garret, waiting for inspiration, is a potent one. Ever since UTS started offering creative writing programs 30 years ago, the subsequent degree, doctorate and diploma courses have produced many published and award-winning writers.

WORDS **MARK ABERNETHY**

UTS's creative writing courses have demonstrated that with a dedicated faculty and ambitious students, writing skills and techniques can be taught within an academic context. From its beginnings as a creative writing course offered as part of a Bachelor of Arts, the Creative Practice Group now runs four layers of writing education, from short courses on writing practice and an undergraduate sub-major for a BA in Communications (creative writing), to a Masters of Writing post-graduate course and a research-based Doctor of Creative Arts (DCA) program.

Professor John Dale, head of the UTS Creative Practices academic group and Director of the Centre for New Writing, says the University's writing programs have become the best and most sought-after in Australia because the speciality has been built over many years.

"UTS was one of the first Australian universities to have a writing program, in the early 1980s," says Dale, himself a successful author of novels such as *The Dogs are Barking*. "A strong track record means we have high demand for the programs and we put a lot of effort into retaining quality teachers and upgrading our curricula."

Dale says the creative writing programs at UTS now take in poetry, novel, novella, short story, screenwriting and creative non-fiction, as well as academic and theory work.

The undergraduate element of the programs - the most popular and oversubscribed - has evolved so that in 2014 the BA in Communications will change, from BA Comms (writing and cultural studies) to BA Comms (creative writing).

The dropping of the more theoretical cultural studies for a pure creative writing sub-major is a big step and one driven by student demand. "Our undergraduate students are looking for a learning and creative experience," says Dale. "A major like this is not for everyone, but it's what UTS has

become known for and the students come here for these courses."

He points to the practitioner base within the Faculty that includes himself, Debra Adelaide, Robert Adamson (the Copyright Agency Limited Chair of Poetry), Gabrielle Carey, Delia Falconer, Sue Joseph, Anthony Macris and Leah Purcell, as one of the reasons the courses have been so popular. He says the Faculty spent many years fine-tuning its creative writing programs, weighing technique and craft against analysis, critique and theory. The Faculty also perfected a grading system so that course work would be properly assessed rather than relying on pass/fail marks.

"The creative writing programs at this University have enjoyed so much success because they emphasise both the practical elements of writing and academic rigour. Creative people come here to work on their writing, but they still want a quality BA."

## Creative thought processes

An example of how the UTS creative writing programs affect a person's life can be found in novelist and UTS graduate, Bernard Cohen. Originally studying arts-law and science at university, Cohen was drawn to an alternative life doing a BA in Communications (writing and film production) at UTS.

"I was living in an inner city share flat with struggling artists and musicians and that awakened my long-held desire to be a writer," says Cohen, who won the Vogel Award in 1996 with his novel, *The Blindman's Hat*.

In the UTS writing programs Cohen found a core of fellow creatives who were passionate. "UTS takes young people who are creative and driven," says Cohen. "And then they turn you up: you have to read, you have to discuss and analyse and you have to produce. Your brain is constantly turned up. You learn that creativity is something you can improve by doing the work."

Cohen specialised in short stories during his undergraduate studies and would later have some of them published in a collection called *Snowdome*. He went on to teach at UTS and then completed an MA (writing) at the University, which produced the book *Tourism*, published by Picador. In 2012 he completed his Doctor of Creative Arts, and the project for that doctorate - *The Antibibliography of Robert F. Menzies* - was published in October.

He credits UTS with giving him a writing career - *Tourism* was plucked by one of his MA markers, Don Anderson, and shown to a publisher at Picador. However, he says the biggest lesson he took from UTS's writing programs is that creativity can be taught, if only to teach young people that creativity is a mental habit and putting ideas on a page is not really risky.

It's a lesson he imparts to the kids who now come through his Writing Workshop ([www.writingworkshop.com.au](http://www.writingworkshop.com.au)). "Creativity is a value taught at the dinner table," says Cohen. "It only develops if you think it's important. We can teach this to children."

## It's a long way to the top...

For novelist Susanne Gervay, the educational opportunities of the Master of Arts in writing came after she'd taken the hard route to become a writer of young adult fiction. A teacher of primary school students for eight years, she ended that full-time career to have children and found herself working in the family business - the Hughenden Hotel in Woollahra.

While raising kids she converted her childhood habit of writing stories into an attempt to write a novel based on her experiences as the daughter of Hungarian refugees. Finishing a first manuscript - which would eventually be *Next Stop the Moon* - proved easier than finding a publisher.

"With my first manuscripts, I would send one off to a publisher and spend the next six months waiting beside the letter box," says



Novelist Susanne Gervay

Gervay, who now has 10 books to her name and a play based on one of her titles. “Trying to become published was agony for me and I made it very hard on my kids.

“When I realised that unsolicited manuscripts go straight to the slush pile, I started sending several manuscripts at once, so they could sit in all the publishers’

slush piles. That was actually my strategy – be in all the slush piles!”

Gervay’s career, which now includes the *I am Jack* series on school bullying – which has been turned into a play and also a film in 2015 starring Deborah-Lee Furness – and the internationally published *Butterflies*, has developed to the point she has an agent in

New York, as well as one in Sydney. But she remembers the pain of getting started.

“I once received a three-page rejection letter from a publisher,” says Gervay, still incredulous. “It was three pages of hatred – I mean, why would you bother!”

She entered the UTS Master of Writing program after she had published two titles, in



order to polish her skills. "Doing my Masters in writing at UTS was wonderful, not just for all the insights into my craft and the input from some very smart people, but because I got to meet all these other writers who were on the same journey.

"Some of the most important parts of being a writer are the things you don't know about until you are one," she says. "I wish I'd done that course first, because I would have learned a better way to go about things."

### Creativity abounds

Another award-winning writer, Associate Professor Debra Adelaide, is now the undergraduate coordinator of the UTS creative writing programs. She says in 2014 the undergraduate writing programs will change from sharing a major with 'cultural studies', to becoming a six-subject major simply called 'creative writing'. The subjects are: Fictional Forms, Imagining the Real, Narrative Theory, Writing Through Genre, Writing Laboratory and Creative Writing Project, which will produce a portfolio of the students' creative work.

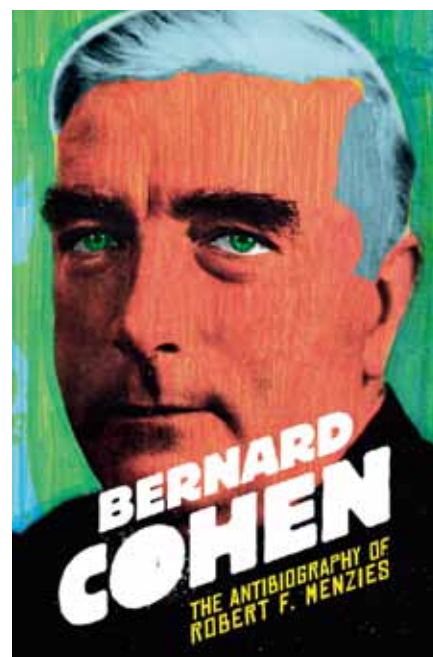
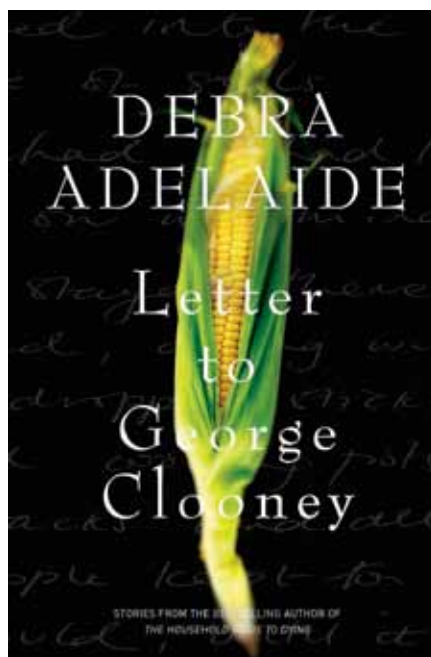
The change shifts creative writing into its own academic discipline and no longer ties it to cultural studies. Adelaide says a university cannot teach a person to write but a well-taught course can show developing writers how to construct plots, develop characters and move the narrative along.

"You can nurture creativity. There are shortcuts that can be taught, that show a new writer how to do it better," says Adelaide, whose latest book is a collection of short stories, *Letters to George Clooney*.

Adelaide says the interesting aspect of the undergraduate writing program is the academic quality of the applicants to the undergraduate writing program and how realistic and mature the students are. "I'm in awe of these young students. They don't come in asking for a publishing contract - they ask how many drafts they should write, how they can make their drafts better. They show a lot of patience and hard work."

Adelaide says that some of the smartest graduates in UTS creative writing go on to pursue successful careers in publishing, not necessarily writing. "I was at a publisher's meeting for my latest book recently, and two people representing the publisher were graduates of our undergraduate program."

She says the UTS writing programs have always sought a balance between theory and practice, analysis and redrafting. "Writing is about thinking," says Adelaide, "but it's also about doing. The UTS writing courses succeed because we've found a balance." **T**



## UTS alumni published authors

### A snapshot of UTS alumni authors and their work:

#### Deborah Abela

Bachelor of Arts in Communication

[www.deborahabela.com](http://www.deborahabela.com)

*Ghost Club* (three-book series); *Max Remy Superspy* (10-book series); *Jasper Zammit (Soccer Legend)* (three-book series); *The Remarkable Secret of Aurelie Bonhoffen*; *Grimsdon*

#### Dr Manisha Amin

Doctor of Philosophy

<http://manishajolieamin.com/>

*Dancing to the Flute*

#### Jesse Blackadder

Masters in Creative Writing

[www.jesseblackadder.com](http://www.jesseblackadder.com)

*Chasing the Light*; *The Raven's Heart*; *After the Party*; *Stay*; *The Last Dog in Antarctica*; *Paraku*; *The Desert Brumby*; *Ringo*; *The Lost Flying Fox*

#### Christopher Cheng

Diploma in Teaching

[www.chrischeng.com/](http://www.chrischeng.com/)

*Sounds Spooky*; *One Child*; *Python*; *Water*; *New Gold Mountain*; *The Melting Pot*; *Zoo You Later*; *Seams of Gold*; *William's Backyard*

#### Dr Bernard Cohen

Doctor of Creative Arts

[www.writingworkshop.com.au/bernard.html](http://www.writingworkshop.com.au/bernard.html)

*The Blindman's Hat*; *The Antibibliography of Robert F. Menzies*; *Hardly Beach Weather*; *Tourism*; *Snowdome*

#### Julie Chevalier

Master of Arts in Writing (Research)

<http://juliechevalier.net/fiction/>

*Permission to Lie*

#### Katerina Cosgrove

Bachelor of Arts (Hons) in Communication;

Doctor of Creative Arts

[www.katerinacosgrove.com/](http://www.katerinacosgrove.com/)

*Bone Ash Sky*; *The Glass Heart*; *Southern Sun*; *Aegean Light: Poetry of Second-Generation Greek-Australians*; *Intimate Distance*

#### John Dale

Master of Arts in Writing; Doctor of

Creative Arts

[www.johndale.net](http://www.johndale.net)

*Leaving Suzie Pye*; *Huckstepp - A Dangerous Life*; *Wild Life*; *The Dogs Are Barking*; *Dark Angel*

#### Anh Do

Bachelor of Business

[www.anhdo.com.au](http://www.anhdo.com.au)

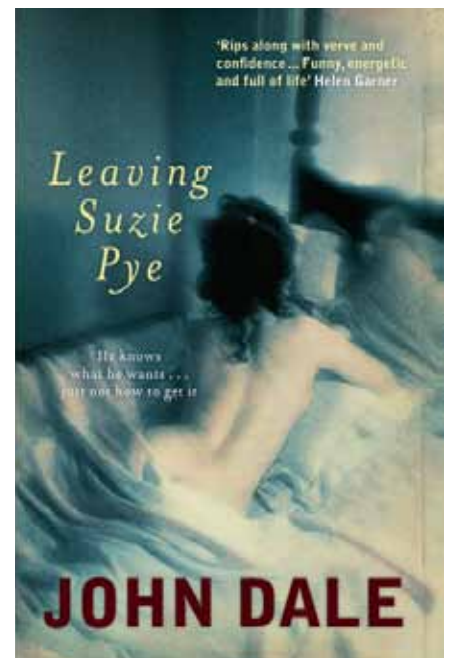
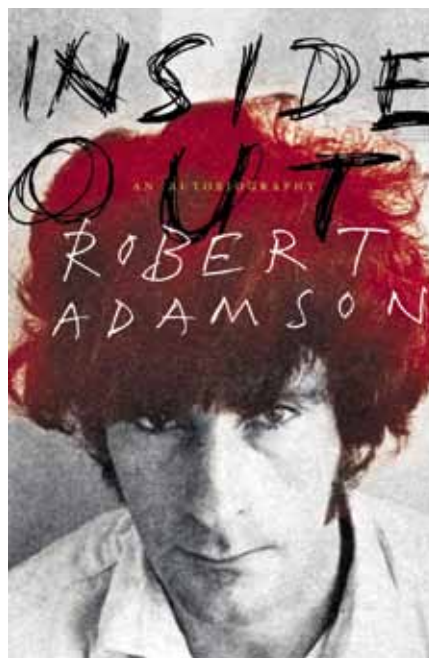
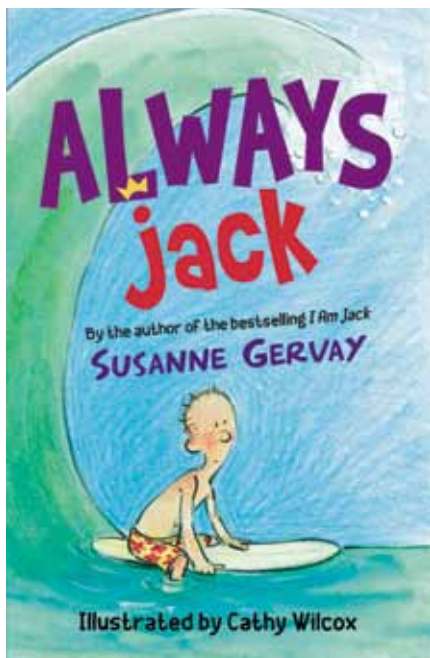
*The Happiest Refugee*

#### Dr Suzanne Falkiner

Doctor of Creative Arts

<http://suzannefalkiner.com/>

*The Imago*; *E.L. Grant Watson & Australia*; *Joan in India*; *Lizard Island: The Journey of Mary Watson*; *The Writer's Landscape: Wilderness*; *The Writer's Landscape: Settlement*; *Ethel: A Love Story*; *Eugenia*; *A Man*; *After the Great Novelist*; *Rain in the Distance*; *Room to Move*



**Dr Pamela Freeman**

Doctor of Creative Arts; Master of Arts in Writing; Bachelor of Arts in Communication  
[www.pamelafreemanbooks.com/](http://www.pamelafreemanbooks.com/)  
*Ember and Ash; The Murderers' Apprentice; The Black Dress; The Willow Tree's Daughter; Windrider; The Centre of Magic; Hair of the Skeleton; Scum of the Earth; Trick of the Light; Shipborn; Victor's Quest; The Wonder Dog; Make Me the Flowergirl; Nanna; Cherryblossom and the Golden Bear; Princess Betony and the Unicorn; Lollylegs; The Castings Trilogy (Blood Ties, Deep Water, Full Circle)*

**Susanna Freymark**

Masters in Creative Writing  
[www.susannafreymark.com/](http://www.susannafreymark.com/)  
*Losing February*

**Dr Anna Funder**

Doctor of Creative Arts  
<http://annafunder.com/>  
*All That I Am; Stasiland.*

**Nikki Gemmell**

Master of Arts in Writing (Thesis); Bachelor of Arts in Communication  
[www.nikkigemmell.com/novels.php](http://www.nikkigemmell.com/novels.php)  
*Shiver; Lovesong; Cleave; The Bride Stripped Bare; With My Body; Alice Springs; Pleasure: An Almanac for the Heart; The Book of Rapture; Honestly; Why You are Australian*

**Susanne Gervay**

Master of Arts in Writing (Thesis)  
[www.sgervay.com](http://www.sgervay.com)  
*I am Jack; Super Jack; Always Jack; Butterflies; Daisy Sunshine; The Cave; Terror Incognito; That's Why I Wrote this Song; Ships in the Field; Gracie and Josh*

**Dr Kate Grenville**

Doctor of Creative Arts  
<http://kategrenville.com/home>  
*Bearded Ladies; Lillian's Story; Dreamhouse; Joan Makes History; Dark Places; The Idea of Perfection; The Secret River; The Lieutenant; Sarah Thornhill*

**Dr Ashley Hay**

Doctor of Creative Arts  
[www.washleyhay.com.au/books.html](http://www.washleyhay.com.au/books.html)  
*The Railwayman's Wife; The Body in the Clouds; Museum: The Macleays, Their Collections and the Search for Order; Herbarium; Gum: The Story of Eucalypts and Their Champions; The Secret: The Strange Marriage of Annabelle Milbanke & Lord Byron*

**Jill Jones**

Graduate Diploma in Communication; Master of Arts in Writing (Research)  
[www.jilljones.com.au/books.html](http://www.jilljones.com.au/books.html)  
*Dark Bright Doors; Broken/Open; Struggle & Radiance; The Mask and the Jagged Star*

**Dr Andy Kissane**

Doctor of Creative Arts  
<http://andykissane.com>  
*The Swarm; Under the Same Sun*

**Dominic Knight**

Master of Arts in Professional Writing  
[www.domknight.com](http://www.domknight.com)  
*Disco Boy; Comrades*

**Eleanor Limprecht**

Master of Arts in Creative Writing  
[www.eleanorlimprecht.com](http://www.eleanorlimprecht.com)  
*What Was Left*

**Dr Peter Minter**

Master of Arts in Writing (Research); Doctor of Philosophy  
<http://peterminter.com>  
*Overland*

**Pip Newling**

Master of Arts in Professional Writing  
<http://pipnewling.com/about/>  
*Knockabout Girl*

**PM Newton**

Graduate Diploma in Information Management; Graduate Certificate in Writing; Master of Arts in Writing (Research)  
<http://pmnewton.blogspot.com.au/p/pm-newton.html>  
*The Old School*

**Yvette Poshoglian**

Bachelor of Teaching in Secondary Education; Grad Dip in Journalism  
[www.yvetteposhoglian.com](http://www.yvetteposhoglian.com)  
*My Australian Story; Escape from Cockatoo Island; Ella and Olivia (six-book series).*

**Aimee Said**

Bachelor of Arts in Communication  
[www.aimeesaid.com.au/my-books.html](http://www.aimeesaid.com.au/my-books.html)  
*Little Sister; Finding Freia Lockhart.*

**Conrad Walters**

Master of Arts in Creative Writing  
<http://journeysonthesilkroad.com/>  
*Journeys on the Silk Road (with Joyce Morgan)*

For the full list of UTS alumni published authors, see the TOWER app (available for both iPad and Android).



# Creating futures

Self-described 'accidental social entrepreneur' Clary Castrission has played a vital role in improving the lives of impoverished students in India – a journey of many highs and lows.

WORDS LUCINDA SCHMIDT PHOTOGRAPHY STEVE BROWN



**Top:** 40K PLUS children from Dodda Gubbi village outside Bangalore India. **Bottom:** UTS students as 40K Globers teaching women in the Maranahalli Bande quarry to make Roka jewellery. (Bottom left: Katie Ball and Tegan Dennehy. Back right: Conchita de Souza.)

Two years ago, Clary Castrission and his 40K Foundation faced a crisis. The opening of the foundation's Banyan School, near Bangalore in southern India, should have been a moment of celebration after five years' hard work. Instead, Castrission felt exhausted and discouraged.

"Building the school actually left quite a hollow feeling," says Castrission, who set up the Sydney-based foundation in 2005, to help educate some of the 110 million children in India who lack basic literacy and numeracy skills. "It consumed my life, but we really didn't do enough strategy on what was next after building the school."

Castrission calculated that, at most, he would be able to build another 30 schools, for about 6000 students, and he wanted to make a much bigger difference than that.

In hindsight, the crisis was a blessing. It forced two major changes to 40K, which have been implemented over the past 18 months. Rather than building more schools, the foundation now provides after-school lessons in existing village buildings, through its 40K Plus program. And it has set up two for-profit businesses to support the work of the foundation and eventually make it financially self-sustainable.

Castrission, who travels to India four or five times a year, describes himself as an accidental social entrepreneur. He came from a private school background where, he says, the understanding was that students would become professionals and "make a truckload of money then at some point give something back".

His attitude changed under the guidance of Professor Sam Blay in his UTS law course, who urged students not to wait to make a difference, but to go to the developing world and get their hands dirty.

## **Dream becomes a reality**

During the 2004/05 summer holidays, Castrission and his then girlfriend threw on backpacks and headed to India. His family background is Greek, not Indian, but he says India "seemed like a cool place to go". After seeing the devastating impact of extreme poverty, and deciding that education was the best way to change lives, he established the 40K Foundation to raise \$40,000 to build a school for the children of impoverished stone quarry workers near Bangalore.



“I’ve learnt that you don’t commit to a massive five-year project when you’re just being born.”

## CLARY CASTRISSION

“I was very naïve and thought we only needed \$40,000,” says Castrission of the project that eventually cost \$400,000. “I had no business plan and no idea how to raise funds or register and build a company.”

While 4OK focused on building the infrastructure, it teamed up with a local partner for day-to-day operations. But the partnership was difficult to manage; creating tensions that eventually saw 4OK leave the project after the school opened in October 2010.

“It ended on a bad note, we got divorced and they got the kids,” he explains, adding that the relationship is now good and the school has 300 children aged between six and 12. “We learnt a lot about the complex relationship of donor and recipient, and that any kind of welfare arrangement creates that dependence.”

After much soul-searching through 2011, 4OK came up with a new strategy. Rather than building schools to compete with the government schools, its 4OK plus program uses Android-based computer tablets to

give children two hours’ extra training after school in basic literacy, numeracy and life skills. Castrission describes it as a “gameified learning program”, where children work in groups of three to progress through various levels and earn badges to pin to their shirts.

Now, 11 villages have “pods” of about 30 children each. Castrission’s vision is to have 40,000 children learning in 1250 pods within five years, and to eventually have thousands of pods in multiple countries.

### Riding the highs and the lows

Underpinning the 4OK Plus program are two for-profit businesses that build on 4OK’s expertise in addressing social problems in developing countries. 4OK Globe is a social entrepreneurship program for university students, who pay \$1800 for four weeks in India developing business plans to help villagers. In 2013, 100 students completed the summer program; about half of them from UTS; for 2014, 180 are enrolled.

4OK Consulting is a fee-for-service advisory business that helps budding social



entrepreneurs in big companies develop projects within their company to help a social problem. The goal is to offer younger, emerging leaders a meaningful project that goes beyond charitable fundraising. For example, its first client, an Australian construction company, is developing a \$15 million project to provide ultra low cost, high quality dormitory accommodation for Singapore’s many foreign workers.

Eventually, Castrission hopes the consulting and Globe divisions will substantially fund the 4OK Plus program. At present, parents pay \$1 a month, but the cost per child is \$3.80. The shortfall is met by donations and fundraising events such as 4OK’s Big Night Out in Sydney, but Castrission says the personal cost of trying to raise philanthropic dollars is high. “You will essentially burn out every contact. I got to the point where I just couldn’t pick up the phone and ask for more donations - I was burnt out.”

Castrission has somehow found time to run marathons and three ultra-marathons, including a 100km run through the Blue Mountains. Piano playing is another way he relaxes, teaching himself Beatles tunes from YouTube. And he keeps a toe in the legal world by delivering a torts lecture on Friday nights at the University of Sydney.

If 2011 was the hardest year, Castrission says the past two years have highlighted how business can be the most powerful tool to change the world. “I still like the idea of being a bit naïve and having a crack, but I’ve learnt that you don’t commit to a massive five-year project when you’re just being born.”

## 4OK Globe - a student’s experience

UTS student Janek Gonsalkorale, who is studying a combined Bachelor in Communication (Media Production) and International Studies, shares his insights on participating in the 4OK Globe program in 2013.

“I was signed up to the BuiLD program of UTS (Beyond UTS International Leadership Development Program) which offered many diverse overseas opportunities in microfinancing, social entrepreneurship, and other projects involving our educational backgrounds. 4OK stood out as it was involved with education on a massive scale, it was ambitious, new, and seemed ready to tackle problems with an energetic, ambitious and no nonsense attitude.

“The first time I went it was learning how to ‘get your hands dirty’, as Clary likes to say, in the problems of the villages in Bangalore. We worked on social impact projects during the day (businesses and projects that would be self sustaining and subsidise the education of the kids such as renting android tablets, making necklaces, or building a tour guide) and worked in small intense groups. Then after we taught kids for two hours in the PLUS pods. I had no idea how challenging this would be, and everyone was physically and emotionally pushed to their limits at some point. Above all else, we learnt about teamwork and managing a lot of expectation, emotion and group dynamics, which is something that is incredibly valuable to anyone who wants to be involved in any bigger picture.

“But the program is really an internship rather than a volunteer program, as they have packed it with so much you learn about the rigour and reward of this sort of work. It’s an eye opening experience and one that a lot of people who may be unused to being pushed outside of their comfort zone will find unforgettable and truly rewarding. I became a team leader in the next trip, which was even more challenging than the first time. It has made me more insightful as to the successful traits of leaders, and what kind of leadership style I adopt.”

# A VISIONARY CAMPUS



**Above:** view of the Dr Chau Chak Wing Building from the new Goods Line (courtesy Gehry Partners LLP).

**Page 29:** Prototype of the Dr Chau Chak Wing Building's brick façade.

Brickwork has begun on the Dr Chau Chak Wing Building, the Frank-Gehry designed landmark that will be the new home of UTS Business School. It's a key milestone, and naturally there will be much focus on the exterior as the distinctive, undulating brick façade emerges on the east side of the building.

The next most visible step will be the shaping of the western façade, with its angular glass shards.

The brick façade will be an earthy reminder of the sandstone that once formed the warehouses, factories and market buildings of the local economy in Ultimo, on the edge of Sydney's Darling Harbour; the large, angled sheets of glass will reflect fragmented images of today's city buildings.

But, as distinctive as it is, Gehry's design is more about what will happen on the inside of this building than what you'll see on the outside.

UTS Vice-Chancellor Ross Milbourne says the Dr Chau Chak Wing Building "will be not only a great thing for UTS but a great building for the City of Sydney and a great building for Australia".

"It symbolises for us the intersection of two very important themes at UTS: creativity and technology," Milbourne says. "It's symbolic of UTS being a very important part of the creative industries in Sydney, it puts us on the international map - and it will also be a great place for our students."

Lead designer and partner of Gehry Partners Craig Webb says: "If what we're trying to do with the building succeeds, the alumni are going to go out and change the world. That's what we hope for."

## Laying the foundations

Gehry, one of the world's most influential architects, designs "from the inside out". Interior spaces must be developed before work on design of a building's exterior can begin, explains Webb, the architect's long-time creative partner. "The exterior emerges only as a result of what will happen inside the building."

That meant intense consultation with UTS and the Business School about their philosophy of learning and research. Gehry's creative reaction to what he gleaned was to sketch



Find out the latest exciting developments taking shape at UTS as part of the \$1 billion City Campus Master Plan.

WORDS **LESLEY PARKER**



a “treehouse” on a café napkin - imagining a building where people undertake quiet, focused work in offices and other rooms in its “branches” then meet in formal and informal social spaces in the “trunk”.

“Thinking of it as a treehouse came tripping out of my head ... A growing, learning organism with many branches of thought,” he said later.

That treehouse metaphor has been realised in a design that encourages interaction, UTS Business School Dean Professor Roy Green says.

“UTS sought out Frank Gehry as architect because of his experience in the development of creative spaces,” Green says. Gehry is known for his work on museums and on educational facilities such as those at the Weatherhead School of Management, Massachusetts Institute of Technology (MIT) and Princeton University.

“UTS wanted an architect who could embody its contemporary approach to business education in the design of the new building,” he says.

UTS Business School prepares students for a world that demands more than specialist expertise in a particular



## Creative brick work

A prominent feature of the exterior of the Dr Chau Chak Wing Building will be its undulating, east-facing façade built from bricks designed and custom-made for this project.

In a construction milestone, specially trained tradesmen recently began laying the bricks.

Explaining the distinctive look of this part of the building, lead designer and partner of Gehry Partners Craig Webb says architect Frank Gehry has long been fascinated with implying “movement” in architecture.

“A lot of our buildings work with this idea of fluidity. The interest here was to achieve that, to create the feeling of fluidity in a mass of material,” he said on a recent visit to Sydney.

While traditional bricklaying comes with its own challenges, the complexity of the curves and angles of the Dr Chau Chak Wing Building façade has involved five new types of brick being developed.

Each of the five types of brick will serve a specific function. Those known as “K-Bricks”, for instance, have been designed so one part sits within the wall while the rest safely protrudes from the surface. The shadow these bricks cast on the wall articulates the bend in the façade.

Most of the 320,000 bricks will be fitted with ties that connect them to the underlying steel structure for reinforcement. The ties increase the strength of the brickwork, particularly in the “corbelled” areas, where one brick projects over another. The bricks will be laid at angles of up to 26 degrees.

The brick walls, including the underlying steel structure, have gone through rigorous testing, first in China for earthquake loading and extreme storms and then by experts in UTS’s own Faculty of Engineering and IT. One of those tests involved a hydraulic jack applying more than 500 kilograms to a prototype structure to confirm its stability under pressure.

– with Celia Britton

Watch Craig Webb’s video interview on the TOWER app (iPad and Android) and online at [www.alumni.uts.edu.au](http://www.alumni.uts.edu.au)



discipline, Green adds. It aims to produce “integrative thinkers” who can combine traditional business skills with those from disciplines such as design and engineering.

“The school takes a practical and integrative approach to business education. The new building needed to both symbolise this approach and help translate it into real and relevant research and learning outcomes.”

### Connectivity and interactivity

UTS wanted a building that would encourage greater interdisciplinary collaboration and cross-pollination of ideas among and between disciplines, researchers, industry and practitioners.

The practical realisation of this comes in a number of forms, including the “social” spaces at the trunk of the building and the prominent use of stairways to move people around, providing the opportunity for serendipitous meetings.

A striking polished-steel staircase that will be the sculptural focal point of the entrance lobby literally reflects the movement of people - and metaphorically the movement of ideas.

In the learning spaces on the lower levels, two oval classrooms - suggestive of log cabins in their wood-based design - will allow students to interact with each other across the room and with their teacher at the centre or to the side, rather than having a front-facing focus.

A 120-seat lecture theatre will swiftly convert into a format allowing collaboration in small groups then a return to the front again, while seminar rooms will be configured as flexible, flat-floor spaces with mobile furniture.



**Top right:** Staircase of the foyer in Dr Chau Chak Wing Building (courtesy Gehry Partners LLP).

**Below:** Thomas St Building (courtesy Durbach Block Jagers and BVN Architecture).

**Page 31:** Alumni Green (courtesy ASPECT Studios).

The design is also aimed at deepening the school's links with the city. Once completed in late 2014, the Dr Chau Chak Wing Building will be an important research and education destination, not just for students but also for business and the community.

The new building will be available to all business programs but its focus will be postgraduate and executive education. UTS Business School's growing Executive Education program will be based on the specially designed eighth floor, with access to the roof terraces at that level.

### International attraction

More broadly, the building sits at the epicentre of Australia's largest creative and digital industries precinct, being surrounded by ICT, finance, creative and media businesses in the area comprising Ultimo/Pymont, Redfern/Everleigh, the central business district and Surry Hills.

UTS is co-leader, with the Commonwealth Bank of Australia, of the federal government's new Creative Digital Innovation Partnership (CDIP), which is aimed at driving growth and jobs in these industries.

As part of Sydney's business events network, the building is expected to attract tens of thousands of interstate and international visitors annually, adding millions of dollars a year to the tourism industry in spending by visitors.

It will also be a destination on Sydney City's “cultural ribbon”, which extends from the Sydney Opera House to UTS at the southern end of the city's business district, encompassing key locations such as Darling Harbour and the Powerhouse Museum. It sits alongside the \$1 million ‘Goods Line’, an elevated city park now under construction. The Goods Line is so named because of its past role in carrying freight from harbour warehouses to Central Railway Station.

An entrance off The Goods Line will enable public access to the Dr Chau Chak Wing Building, further enhancing the “porosity” of the building and its connections to the city.

The Dr Chau Chak Wing Building is part of the \$1 billion redevelopment of the UTS City Campus. It is named for Australian-Chinese businessman and philanthropist Dr Chau Chak Wing, who donated \$20 million to the project, along with \$5 million for Australia-China scholarships. Dr Chau's son, Eric, studied at UTS. **T**





## The green mile

WORDS STEVE MEACHAM

The gigantic hole in the heart of UTS, so huge that it took six months to dig and can swallow the equivalent of a five-storey building, is no more. Four of the six extraordinary robots built in Salt Lake City have arrived by sea and are being installed in the vast subterranean cavity designed to house only the second underground Library Retrieval System (LRS) ever built in Australia, capable of storing up to 900,000 books and locating each one within minutes.

### Alumni Green and the Library Retrieval System

Above the LRS, the bone structure of the new-look, greatly-expanded Alumni Green will soon take shape, flanked to the north by the elegant, roof-gardened Thomas Street Building, planned as a world-class health and scientific research facility.

From now until construction finishes in August 2014, staff and students will be able to monitor the week-by-week physical progress of the three integrated projects which will collectively cost in excess of \$150 million.

"Anyone can build an office block or a shopping centre, but you don't get this opportunity very often," says Marc Treble, Executive Project Manager of the entire three-in-one development (The Broadway Building and the Frank Gehry-designed Dr Chau Chak Wing Building are handled by separate teams).

"The University has embarked on a tremendous journey to build a world-class campus. They've employed first-class designers and constructors to join them. Together they are renewing the heart of the

University while delivering one of the most complex science buildings in Australia."

Originally the LRS, Thomas Street Building and Alumni Green expansion were conceived as three separate projects. Three different architectural groups won the individual design competitions and a different construction company would have been working on each project, side-by-side.

It was only then that the decision was made to combine all three, not only to significantly reduce construction costs and minimise disruption, but to integrate the individual elements into a dynamic whole. The rethink, with its design working parties, took six months and put even greater pressure on Richard Crookes Construction, the contractor that won the right to build all three, to deliver on time. But Treble says UTS is the winner. Treble proudly rattles off facts which underline just how innovative the three-in-one project really is.

The LRS is the largest, fully underground retrieval system of its kind in Australia. The revamped Alumni Green, with its barbecues, table tennis areas and quiet contemplative pods, "will be a space to chill out, to meet people, a space we haven't had before," says Treble, comparing it to similar recreation areas at Harvard or Stanford.

### Health and science in the Thomas Street Building

As for the 13,800 square metre Thomas Street Building, designed by Sydney architects Durbach Block Jagers in association with BVN Architecture, it comes complete with world-class research tools. Among them are forensic science labs, MRI and CT scan imaging suites, a vacuum fume extraction system, clean suites and two physical containment laboratories for

dealing with hazardous materials such as human blood and primary cell lines. The facilities will be ideal for a broad range of medical science research, will enable biomedical engineers to develop new and innovative medical devices and help prepare students for clinical placements.

Health and science students will divide much of their time between the building's new 188-seat lecture theatre and "the Superlab", which Treble describes as "the first of its kind in Australia. It's designed to cater for 220 students, taking part in maths, physics or environmental studies at the same time through up to four two-way channels through their headphones".

Sustainability Manager Danielle McCartney points out the Thomas Street Building has been designed to achieve a certified 5-star Green Star rating. The material for its facade is made in Germany by the Sto group from 90 per cent recycled material. Solar panels on the roof will help power the building, while rainwater will not only irrigate the roof garden but flush the toilets. Research trees on Level 8 will create what McCartney calls "a living laboratory", linking directly with the greenhouses on the top of the existing science block, Building 4 (also soon to be refurbished).

How will the three-in-one project improve the UTS campus and enhance the lives of students and staff? The vastly improved library service and Alumni Green relaxation space bring obvious benefits.

As for the Thomas Street Building, Treble says: "The research facilities will attract world-leading researchers and scholars engaged in a range of medical science research, in particular cardiovascular and cancer research which in itself will attract high quality students."



# A HEROINE A HEALER



Zimbabwean Senator Sekai Holland has repeatedly put her life on the line to improve the lot of underprivileged people.

WORDS **PETER SWITZER**  
PHOTOGRAPHY **NICK CUBBIN**

In a colourful life, Sekai Holland has been shot at, almost beaten to death and is the subject of constant harassment. Not once, however, has she been tempted to give up on her goal of delivering justice and a better life for people, especially her compatriots in strife-torn Zimbabwe.

Holland is the former Zimbabwean Co-Minister of State for National Healing, Reconciliation and Integration in the government of President Robert Mugabe and former prime minister Morgan Tsvangirai, which was formed as part of a power-sharing deal following elections in 2008.

Holland was awarded the 2012 Sydney Peace Prize, in a ceremony hosted by the Australian Embassy in Harare, Zimbabwe. Holland travelled to Australia last November to give the City of Sydney Peace Prize Lecture at the Sydney Town Hall, and to accept the Peace Prize at the awards ceremony. The award puts her in the company of earlier winners such as Noam Chomsky, John Pilger, Patrick Dodson, Arundhati Roy and Desmond Tutu.

Like many unique, courageous human beings who stand out from the crowd and put their life on the line for others, Holland is underwhelmed with herself. Indeed, she could not believe she had won the Peace Prize, but felt honoured by the acknowledgement and was also proud to be invited to be a founding member of the UTS Luminaries program, an initiative that recognises a select group of alumni who have a sustained record of outstanding achievement.

"I think the Luminaries idea gives me a very good opportunity to actually go to them and ask for different ideas about how to do my job as a co-patron and fundraiser for the Midlands State University," says Holland, referring to the innovative learning institution, which has a mission to contribute to the education and development of Zimbabwean people. The University aims to have 10 faculties by 2015.



Holland believes the ideas and input she receives from the Luminaries program will make a big difference to what she can bring to her role in healing Zimbabwe's challenged political system.

In a further nod to the profound impact and commitment Holland has on human rights, democracy, leadership, and the empowerment of women, in 2013 she was awarded an Honorary Doctorate: Doctor of Letters (*honoris causa*) from UTS, further deepening her close and ongoing connection to the University.

### Australian story

Before looking to the future, however, let us profile the remarkable woman herself. Holland's first taste of Australia was via a Commonwealth scholarship she won when Sir Robert Menzies was Prime Minister in the 1960s. Unluckily, when she arrived in the country, it was Australia Day.

"Nothing was open and so I sat outside the Embassy and luckily some students from my country came looking for their mail and so I went home with them," Holland recalls.

She quickly found her feet in Australia and married engineer Jim Holland in 1965 and together they had two children. Along the way she completed a Bachelor of Arts in Communication at the NSW Institute of Technology, UTS's predecessor institution, before returning with her family to Zimbabwe in 1980 to be part of the post-liberation nation-building movement.

Ultimately, history tells us that Holland would become a champion for the rights of others. She cut her teeth in these endeavours in Australia as a founder of the anti-Apartheid movement in the late 1960s, and also through other initiatives such as being the driving force behind the creation of Redfern's Murrawina Child Care Centre, a facility catering for Indigenous children.

### Born to fight

Holland had once been the most senior woman in Robert Mugabe's guerilla organisation during the 1970s struggle against the Rhodesian government of Ian Smith.

However, on the back of her outspoken call for democracy, she was expelled from the organisation, listed as a dissident, shot at and beaten up by police before joining Morgan Tsvangirai in his bid to establish the opposition Movement for Democratic Change to provide a real alternative to one-party rule in Zimbabwe.

Listening to her life story, it is clear that it was inevitable Holland would take an active role in the human rights struggle.

"I didn't decide!" she insists. "I was born into a family where that was the trajectory to go. I come from a family of politicians. My father and mother, my grandmother, my grandfather - they were people who were always in their society ahead of their time."

As a former minister, Holland faced some horrendous pressures.

"Working with people that you know that if your back is turned they would probably just stab you to death!" she says. "And really knowing that they'd do that, it's not just talk ... but knowing that politically we cannot follow the normal Western way of waiting for elections to then take office."

### People power

It is hard for Australians to grasp what drives a woman like Holland, but then few of us have put our life on the line for a better future for our fellow countrymen and women.

Life is all about the big picture for her and the challenges are so huge that the normal human being might have difficulty appreciating their enormity and significance. Holland puts the issue into perspective, saying the Organ for National Healing,



Sekai Holland receiving her Honorary Doctorate from UTS (images courtesy of GFP Studios).



Reconciliation and Integration ministry has the chance to promote genuine peace.

"Which I think it will because it's a program from the people - the policies are based on what the people have told us. I will then say we, the Zimbabwean people, did that together and it took us out of the pit into the new Zimbabwe.

"The Organ's mandate was to produce an infrastructure for peace and to advise [the leaders] on what they should do to administer transitional justice to Zimbabweans for the political damage done before independence and after independence.

"And we've produced the infrastructure for peace and the methodology we used was to have a grassroots-based national inclusive consultative process where we asked the Zimbabweans what it would take for them to have peace in Zimbabwe."

### True leader

After spending time with Holland, a question naturally surfaces - what qualities are required for someone to truly be a leader?

"You have to live the kind of life which ensures that you encourage rather than demoralise people. You ensure that the programs, the policies, all the things you're coming up with, really improve the lives of the population," she counsels. "And you have to lead the kind of life that is exemplary! So that people know that they are not out there on their own; that you're in it together."

Listening to Holland, you cannot help but admire her courage. So her take on this important characteristic of leaders is insightful. "Courage, I think, is a word which humans don't understand. Because you only understand courage when you are put to the test. And I think all humans are endowed with that quality, but they do not know they have it until they are put [on] the spot." **T**

Watch Sekai's video interview on the TOWER app (iPod and Android) and online at [www.alumni.uts.edu.au](http://www.alumni.uts.edu.au)

# GLOBAL NETWORKS

UTS' Internationalisation Strategy not only supports student mobility, international and cultural engagement, but is helping further deepen the University's global networks.

WORDS ROGER BALCH



It's the challenges and opportunities of the Asian Century that inspire UTS's Deputy Vice-Chancellor and Vice-President (International and Development) Professor Bill Purcell to devote so much of his time to driving UTS's deeper engagement with the region. He strongly believes Australia can share in the opportunities afforded by the region's new-found prosperity only if "we can harness the right capabilities". This enthusiasm is shown through Purcell's involvement in innovative programs such as BUiLD and International Alumni events. Around 4500 of UTS's international students are from the Asia region (excluding North Asia/Gulf region), while more than 500 alumni attended the various reunions.

Purcell is convinced that the new jobs being created in Asia will require not only UTS graduates to be "Asia-skilled". He believes that this focus will benefit not just the University but Australia as a whole. "UTS will also have an important role to play in building an Asia-literate and language-capable nation that will be able to effectively take up the opportunities provided by the Asian Century," he says.

"It is estimated that by 2025 the majority of the world's middle class will be located in Asia - and for the first time in our history, Australia's geographic position in the world will provide it with a competitive advantage across the provision of a range of goods and services."

## Lead and achieve

Farther afield, UTS's global leadership program, BUiLD, is a vital component of deepening UTS's and Australia's engagement with Asia, and very close to Professor Purcell's heart. "I am always championing BUiLD," he says. As its name suggests, this program builds students' leadership potential by giving them the opportunity to be inspired by internationally renowned leaders; to create life-long networks with students and professionals from a wide variety of backgrounds; and to take advantage of Sydney's location and frequent flights to

Asia. This last factor is essential, as it allows students to easily participate in global conferences, community volunteer programs and short-term study programs.

BUiLD is open to all UTS students and free to join, so that they can sign up to programs such as the partnership between Pollinate Energy and the University. Pollinate Energy's goal is to eradicate energy poverty in India through locally manufactured and affordable clean energy solutions that are much safer than expensive fuels like kerosene. It has joined forces with UTS to provide four BUiLD Abroad Travel Grants for the Pollinate Energy Fellowship Programs running in December 2013 and January 2014.

"We sent more than 1500 students to more than 10 Asian countries, with the majority coming from BUiLD as part of our mobility program to build the global skills and intercultural capabilities of our students to enable them to work effectively in the region post graduation," says Purcell.

## Scholarships and China

In 2014, 28 scholarships will be offered to UTS students funded by Dr Chau Chak Wing. The \$5 million scholarship endowment fund was gifted to UTS at the same time as a \$20 million donation to help fund the construction of a new building for the UTS Business School. From 2014, the number will increase to 39. The scholarships, administered by the UTS Scholarships Office and UTS:International, are awarded in five categories: for UTS BUiLD students to participate in short-term programs in China; for UTS masters students (in any faculty) to study at an approved university in China; for UTS students at Shanghai University's Sydney Institute of Language and Commerce (SILC) to study on campus in Australia; for students from UTS's Key Technology Partner (KTP) universities in China to undertake a masters by coursework at UTS; and, as part of ongoing professional development within Chau's Kingold corporation, for one employee to undertake a masters degree at UTS. **T**



## International Alumni Reunion tours 2013

The International Alumni Reunion tours are integral to nurturing those special bonds that develop between UTS and its students. This year's took place in June and July, and were especially memorable as UTS celebrates its 25th anniversary. The gatherings were held in prestigious hotels in seven Asian cities – Kuala Lumpur, Ho Chi Minh City, Jakarta, Singapore, Hong Kong, Beijing and Shanghai – and featured distinguished guest speakers, including Australian ambassadors, such as the Australian High Commissioner to Singapore, Philip Green, and outstanding alumni, such as Kai Chen, founder and General Manager of Aucksun Metal Co Ltd, and a leading businessman in China.

One of the attendees at the Singapore event was Gregory Cornelius (pictured above, top right), the Managing Director of a small digital marketing company, who undertook a Graduate Diploma in Design at UTS in 1999. "Keeping in touch with current staff, like Bill Purcell, and the Singapore alumni is important because the people are the lifeblood of the institution," he says.

For Grace Wang (Master of Business 2004, by research – pictured above, bottom right), the Beijing alumni network is essential because China is a society where relationships mean everything. "So – whatever your career is – people need to network. To be connected with UTS also keeps a window open to see what is happening in Sydney – especially in the fields where UTS has great achievements and plays a leading role in research and industry."

Kwok Chiu Cheung (picture above, left) completed the UTS Master of Engineering Management course in March 2010 and is now working as a service manager at General Electric, in measurement and control. He is also the new chair of the UTS Hong Kong International Alumni network and worked closely with the UTS Alumni office to prepare the Hong Kong event, which was held at the Island Shangri-la hotel.

Cheung says that involvement in alumni associations provides graduates with a platform to grow their professional and personal insight into life away from university. "Graduates will not only be exposed to limitless networking opportunities but to various cultural, academic and professional societies to further their involvement in the community," he says.

Cheung is enthusiastic about helping to improve the already strong alumni network. "We are endeavouring to build a solid Hong Kong alumni platform [that's] reflective of graduate ideals and attitudes, to maintain a sound relationship with UTSSydney. In doing so, we are empowered to shape the future of UTS as leaders in the international network of education providers and a community of knowledge builders and thought leaders."

Cornelius sums up the importance of the UTS alumni network: "UTS is a new world university – it's a forward thinking and progressive educational institution. That's why I'm proud to be associated with it."

## Meet Kai Chen: Shanghai reunion guest speaker

UTS Alumnus Kai Chen was recently the guest speaker at the UTS Shanghai alumni reunion event. Chen graduated with two degrees from UTS: a Master of Engineering Management and an MBA. Chen was recently announced as a finalist for two 2013 Australia China Alumni Awards: the Australia China Alumni of the Year Award and the Australia China Alumni Award for Entrepreneurship.

Chen recalls the challenges of writing papers in his early days at UTS, when he adopted a fixed structure that is encouraged throughout the education system in China. "We should state our views first, then analyse and argue and finally come up with a conclusion," Chen explains. "But each time, I failed to get a high score. At first, I thought it was some kind of discrimination." However, he soon came to the realisation that his papers always followed a set pattern. "UTS needs you to be creative and have shining points. This creative thinking has had a strong influence on my later work. Now, I always ask my subordinates, 'What's your opinion? Any new ideas?'"

After graduating from UTS, Chen joined a subsidiary of VSC Group – a distributor of construction and industrial materials in Hong Kong and China – as a Quality Manager and Manufacturing Manager, where he was later promoted to General Manager in 1999.

Chen reveals the extent of his problems in the new role. "The worst was not the loss, but the breach of customs laws. We were in a really bad situation. Then, I went to Hong Kong to report my work. I told the Group CEO that the company had serious problems. The CEO replied, 'That's why I employed you'. A professional manager pays attention to limited things. He might think that running a business is just his specialty. He can't see far and may quit after running the business for several years. But an entrepreneur needs to think about all kinds of things, have a long-term goal and treat his business like his child."

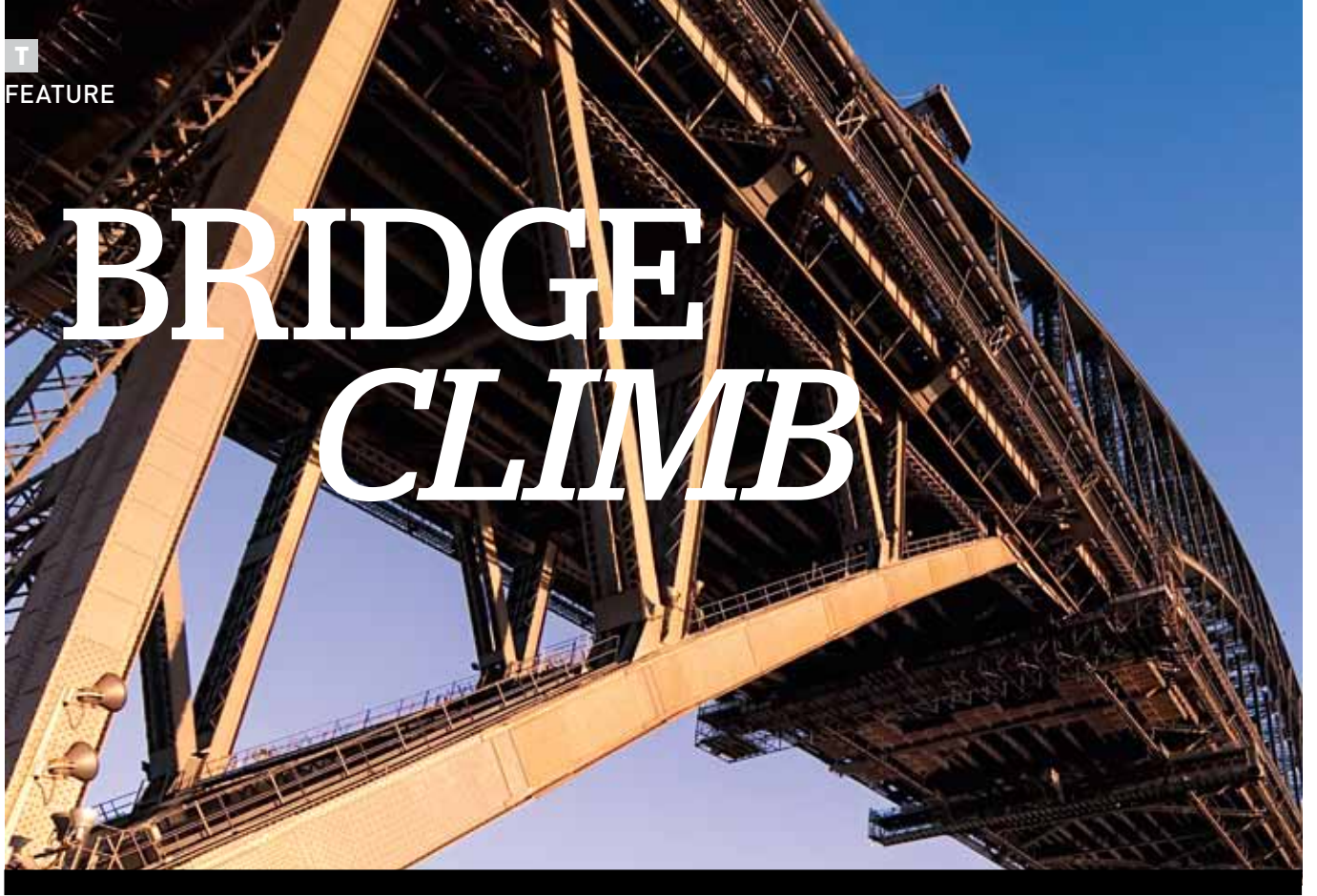
That approach has certainly paid off in Chen's career. After five years as General Manager at VSC Group, he started up a business – Aucksun Metal Co Ltd, headquartered in Zhangjiagang, China – where he is General Manager and Director. Aucksun is engaged in three areas – metal logistics, new energy and finance.

"My 14 years' working experience as a General Manager is the key in the success of Aucksun. If I can be counted as successful, that's because I've become an entrepreneur instead of a professional manager."





# BRIDGE CLIMB



A grit-blasting robot that can help strip lead-based paint from the Sydney Harbour Bridge; a robotic hoist used by carers in aged care facilities – discover the new generation of robots being developed by UTS’s Centre for Autonomous Systems.

WORDS **BINA BROWN** PHOTOGRAPHY **TREVOR KING**

Hard workers, including actor Paul Hogan, may have painted the Sydney Harbour Bridge over many years but UTS-designed robots are being used to strip the icon of the harmful lead-based signature grey.

The UTS Centre for Autonomous Systems (CAS) has successfully commercialised the first grit blasting robot to strip paint and rust from steel structures, minimising a range of occupational health and safety risks for maintenance staff.

Roads and Maritime Services (RMS) of New South Wales has been working with UTS for six years on the development of the grit-blasting robot; the first autonomous robotic solution for harsh working environments to be developed by the recently established UTS robotics start-up, SABRE Autonomous Solutions.

“The main reason why RMS approached UTS was to help minimise the OHS risks by reducing the amount of time workers have to spend inside a nasty environment,” says Martin Lloyd, UTS Executive Manager for Innovation and Commercial Development.

Lloyd explains that even dressed in fully protective clothing to stop the grit cutting through their skin and using essential special breathing apparatus, operating a machine which essentially spits out coarse sand at a pressure sufficient to strip paint is physically risky and extremely tiring.

“If they dropped the hose it would cut through their clothing and at all times they were exposed to hazardous materials,” he adds.

Then there are the awkward positions and confined spaces associated with the complex steel structure of a bridge and vibrations from the traffic. “The focus of our research has been on producing robots to address the critical problem of grit-blasting while minimising the setup time and user intervention required,” says Dr Gavin Paul, the Chancellor’s Post Doctoral Research Fellow working on the project. “What makes the robot unique is its ability to autonomously sense and map a steel structure, and then plan a suitable collision-free grit-blasting pathway, from 25 metres away. This means human workers can operate safely outside the blasting zone.

“It is difficult and time consuming to get the required scaffolding up onto the bridge and then for humans to get to the difficult spots and operate a high pressure cleaner to strip paint by grit blasting. The situation counts for a large percentage of the reported workplace injuries as well as the risk of exposure to asbestos and old lead-based paints.”

Human workers set up the robot. They then leave the robot’s workspace and interact with it, including starting, stopping and monitoring the process, via a UTS designed touchpad interface.

Paul says the significance of this research is not so much the human interaction as the ability of the robot to determine its surrounds and make independent decisions about how to move safely within its complex environment to complete the difficult grit-blasting task. “After the blasting process is completed, workers vacuum, and clean up the area,” says Paul.

**Above:**  
The Sydney Harbour Bridge, from which the grit-blasting robot strips lead-based paint.

## Artificial intelligence

With its 50 staff and research students, the CAS is focusing on two key problems in robotics; 'robots in unknown and complex environments' such as bridges and confined spaces and 'human robot interaction' which includes its 'assistive' robots used in aged care facilities.

Dr Jaime Valls Miro, an Associate Professor at CAS, says intelligent autonomy and the ability of robots to collaborate with humans are key aspects of the robotics research at CAS.

Imagine a wheelchair that follows people or a walker that senses when its user suddenly stands and so can apply the brakes. "Our assistive robots can cooperate and collaborate with human beings. We are working with an organisation on robots that can aide the operator of certain equipment as well as the user," explains Valls Miro.

For example, an intelligent wheelchair that follows a human can allow a carer to take more than one person out on excursions, a project currently being carried out in collaboration with Greystanes Disability Services. The project has been short-listed for the 2013 NSW Disability Industry Innovation Awards, highlighting the collaboration between industry and research in national disability services.

## Shared control

What is unique about this type of robotics is 'shared control' where the reaction between a human and a robot are modelled so they can work together.

Unlike an industrial robot in a factory setting, which might be programmed to do a repetitive task continuously, these robots are trying to second guess what a human might do.

"We as human beings are naturally unpredictable. We do things very well but sometimes we don't know how we do them. There is a lot of uncertainty in what we might do next," says Dr Alen Alempijevic, a Lecturer at CAS.

"What our research is trying to achieve is to model and anticipate some of what we might do and take advantage of that to provide timely assistance. We take cues from the environment, such as what a user is trying to do and then develop something that will help them out. It is very challenging," says Alempijevic.

With funding from the Wollongong-based IRT Research Foundation, CAS researchers are currently trialling a robotic hoist used by carers in aged care facilities.

Fitted with sensors the hoist is able to do things such as anticipate that the carer might be taking the patient through a nearby doorway and will start to head in that direction.

"We are not trying to replace the carer but help make things easier for them," says Dr Ravi Ranasinghe, a Senior Research Fellow at CAS working on the IRT project.

With an elderly person using a walker, a sensor might recognise when a person has stood up out of a chair and is about to use the walker and so apply the brakes until the person is steady. It then might recognise that the person wants to go to a certain room and then help them make that trip easier - such as a person with dementia who readily forgets what they may have been going to do.

"Having a robot as a collaborator with a human operator gives a lot of flexibility for a range of different tasks," Valls Miro says. "Embodying this intelligence in robots in the field could change the way a lot of things are done in manufacturing, in health care, in a whole range of innovative areas." 



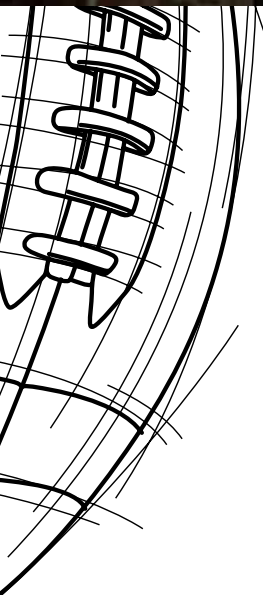
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## DR ALEN ALEMPIJEVIC, LECTURER AT THE CENTRE FOR AUTONOMOUS SYSTEMS

**From top to bottom:** Dr Jaime Valls Miro, Associate Professor; Dr Gavin Paul, Chancellor's Post Doctoral Research Fellow, the grit blasting robot in action (images courtesy of Sabre Autonomous Solutions).



# FOR THE LOVE OF THE GAME



In the sports administration field, Todd Greenberg is a game changer – meet the former chief executive of the Canterbury Bulldogs, who helped turn the ailing club's fortunes and culture around, and is now at the helm of football for the NRL.

WORDS **STEVE MEACHAM** PHOTOGRAPHY **NICK CUBBIN**

At 42, Todd Greenberg is one of Australia's leading sports administrators. He's been the award-winning chief executive of arguably our most controversial professional footy club; held a lynchpin executive role at Sydney's Olympic stadium dealing with everything from The Rolling Stones to the Bledisloe Cup; and he now holds the impressive title of Head of Football at the National Rugby League (NRL).

Insiders believe he'll eventually assume the throne of either the NRL or Cricket Australia, since league and cricket

are Greenberg's major passions (as a teenage batsman for Randwick, he aspired to winning a Baggy Green).

Since completing his Masters in Sport Management at UTS in 1997, the father of two has won plaudits galore, including NSW Sports Administrator of the Year in 2009 and being called one of 'Sydney's top 100 most influential people' by a glossy magazine.

Yet Greenberg's meteoric rise has involved massive challenges, particularly in 2008 when he left the security of ANZ Stadium where he'd been general manager,

commercial operations for seven years to grasp what was then the most poisoned chalice in Australian sport - chief executive of the scandal-ridden Bulldogs rugby league club.

Back then, the Bulldogs were in a dire state. In 2002, the club - then on top of the NRL table - had been exposed as salary cap cheats. The club's board also became embroiled in a failed shopping centre development, among other off-field dramas. Why did Greenberg take the job?

"I had some sleepless nights beforehand," admits the life-long Bulldogs supporter at his new office in the NRL's headquarters in Moore Park. "The Bulldogs were in a big hole. Untold issues off the field with players, with fan behaviour, with corporate governance.

"But adversity usually provides opportunity. Having worked there for four years (as operations and events manager, from 1998-2001), I knew a lot of the people and understood the culture. I went in with eyes open, knowing there would be difficult moments."

And so there were. "In that first year, I terminated a lot of players' contracts, players whose values didn't align with what I thought the club should stand for (he cites Willy Mason and Reni Maitua). We also kept losing games, so we finished last that season. Our best player, Sonny Bill Williams, walked out on his contract in the middle of the night (to play rugby in France). Our crowds went down. We lost \$1 million in that first year. All our sponsors told us they wouldn't renew in 2009. Then the GFC hit..."

### Riding the highs and the lows

Still, the severity of the crisis didn't hit Greenberg until he offered a leading charity the chance to put its logo on the Bulldogs jersey for the 2009 season for free - and the charity, Camp Quality which helps children with cancer, turned him down.

Greenberg had gone to meet Camp Quality's Chief Executive, Simon Rountree, thinking it was a million dollar offer that couldn't be refused. Free TV exposure. A fee on jersey sales worth \$100,000 cash. Plus a pledge that the top 25 Bulldogs players would make repeat visits to Camp Quality's sick children. Greenberg recalls Rountree saying, "I wouldn't touch you lot with a barge pole. There's no way I'm going to put our logo next to yours."

Shaken, Greenberg begged Rountree to let him come back with some of the players and the club's female staff. Eventually he won the chance to pitch to the Camp Quality board, which agreed to a year's trial, but told him associating with the Bulldogs was "the biggest risk we'll ever undertake".

Greenberg immediately gathered all the Bulldogs players. "I told them, these guys are dealing with kids who've got cancer and they think we're the risk. Every decision, every action you make, on or off the field, will impact not only on us but also on Camp Quality. We have an obligation to do what's right."

That anecdote speaks volumes for Greenberg's style. By the time he left the club earlier this year (2013), people ashamed to admit they were Bulldogs fans had returned to the fold. Membership had grown sixfold. The club was back in the black. It had reached a Grand Final. And newly recruited players discovered they needed to demonstrate not only that they had footy skills but they also shared Bulldogs values.

### Hard slog pays off

In 2012, Greenberg was approached about becoming Chief Executive of Cricket NSW, where he'd begun his career in 1993 after graduating from the University of New South Wales with a degree in Sports Science. It was during his six years at Cricket NSW that he decided that if he was going to fulfil his leadership ambitions he needed to take his Masters degree at UTS. For three years, he'd drive every Tuesday to UTS's Kuring-gai campus to study from 2pm to 10pm. Newly-married to Lisa, who he'd met when they were fellow fitness instructors at an Oatley gym, the final year was a strain.


"We'd just had a new baby. I was still playing cricket. And I was working full-time," he recalls. "It was pretty taxing. But I'm glad I stuck it out because it provided me with an enormous amount of life lessons."

His tutors were practical and inspirational, he says. "The things I was learning at UTS I was applying on a daily basis, professionally and personally. It also opened my eyes to other facets of the sports management industry. I made a huge number of contacts. And the Masters degree gave me a lot more structure and opened doors."

Greenberg turned down the top job at Cricket NSW, but was interviewed for the role of NRL Chief Executive. That position eventually went to former banking chief David Smith, who asked him to be Head of Football. Greenberg now oversees all aspects of the game in Australia, from development programs for children to State of Origin and internationals. "Good governance is the most underrated commodity in sport," Greenberg insists. "That is why rugby league is yet to achieve its full potential: the governance models haven't been good."

The NRL's crowds, club membership, commercial revenue are still significantly below that of the Australian Football League, though TV rights are now comparable. "We've still got a long way to go," Greenberg admits. "The catalyst for change in our code is increased membership."

Rare days off are spent with his wife and two teenage children "within a 5km radius of my house (in Oatley)".

"I'm a very simple person. We've got a great newsagent, a baker, a deli, a pub and a beautiful park. I don't need to go anywhere else." 

**Below:** the Canterbury Bulldogs in action (courtesy of the Canterbury Bulldogs Rugby League Club)





# DRIVEN TO SUCCEED



Having carved an impressive corporate career in a range of global companies, for Singapore-based Petrina Coventry, good leadership is all about giving back.

WORDS LUCINDA SCHMIDT PHOTOGRAPHY EMMA SQUIRES-MCCARTHY

After more than 20 years working in senior executive roles for some of the world's biggest companies, Petrina Coventry says her first university degree - a Bachelor of Education from UTS - still helps her every day. The psychology component in particular, has been invaluable in helping Coventry manage Asian expansion projects for Coca-Cola, General Electric and Procter & Gamble.

"It gives you the ability to understand people, to take people on a bit of a journey and drive teams towards change," says Coventry, who is the chief human resources officer of leading Australian oil

and gas producer Santos Ltd and a director of its Singaporean subsidiary, Santos International Pte Ltd.

Her focus and determination, even at that young age, came, she says, from growing up in rural regions of New South Wales. She and her older sister were the first in the family to go to university and Coventry realised she wanted more applied skills than she would gain from a general arts degree.

"I think UTS was a perfect fit for my background," Coventry says, adding that she felt she had to be smarter, better and

drive harder than perhaps those from an establishment, urban upbringing. "UTS has this feel that's all about the desire to succeed, to be recognised and to be there on the map, despite its humble origins."

## Then and now

Coventry's first job, while she was studying part-time at university, was at Coles Myer, which offered a broad-based management trainee program. The retail giant was rolling out SuperKmart - 12 in 18 months - and Coventry relished the opportunity to learn about retail, industrial relations, scheduling, balance sheets, cash flow and shopping centre dynamics.

"It was fabulous, I was thrown in at the deep end," says Coventry, who ended up running the Human Resources and Training programs for Coles Myer's Liquorland division. "I was given responsibility way beyond my experience

at a very early age, but that was a great developer for me.”

Her next role gave her international experience and launched her into the world of fast moving consumer goods (FMCG). Coventry joined German haircare company Wella AG, and spent time at the company’s headquarters in Darmstadt, near Frankfurt, to help prepare the company for sale (Wella was eventually acquired by US multinational Procter & Gamble in 2003).

Another FMCG job followed, this time moving to the US to work with the Coca-Cola Company covering the Middle East and Asia for multiple functions. There, says Coventry, she learned about global expansion, massive restructuring programs, supply chain management, mergers and acquisitions and global branding.

“Every time there was something no one else wanted to cover - manufacturing, R&D, quality assurance, supply chain management - I’d always put my hand up,” she says. “I was covering about one-third of the company, from an HR perspective, before I was 30, which was a fantastic experience.”

That experience was invaluable when she moved to another US giant, General Electric (GE) - although the GE brand at that stage had very little recognition in Asia, where Coventry was to help set up GE Energy.

“Nobody knew who it was, there was no footprint, no operations,” says Coventry, who spent six years with GE Energy in Hong Kong, then another two years with GE Capital in Japan. That time gave her exposure to a company that had decades of experience in developing leaders and management processes and systems.

After moving to Singapore for a one-year stint with a private equity group, Coventry joined Santos in 2009. Coventry, who has not lived permanently in Australia for 20 years, says Singapore is now home, although she doesn’t miss Australia because she is frequently back for work.

### **Making a social impact**

At Santos, Coventry manages teams responsible for people, communities and corporate ethics. She also spearheads the company’s volunteering efforts, which include fund raising, research and sponsoring various arts, education and sports initiatives. The week-long Santos Tour Down Under, for example, is the biggest cycling race in the southern hemisphere, drawing professional cyclists from around the world to Adelaide and regional South Australia each January

to race for Union Cycliste Internationale (UCI) World Tour points. “Santos has a strong social tilt,” says Coventry. Its name was originally an acronym for South Australia Northern Territory Oil Search, and the company has a deep financial and emotional commitment to South Australia.

While Coventry’s career has been forged across companies in vastly different industries - retail, financial services, energy, education, and FCMG - she says her “main tilt” has always been human resources. That tilt has fostered a strong interest in business ethics; not corporate governance in a narrow sense, but a broader passion for the philosophically-based notion of what is the right thing to do?

Coventry also donates to UTS’ Students Facing Financial Hardships Scholarships Fund. She says she gives, and will continue to give, to education because: “I’m only here because others helped me (in my case my parents). Education is the ticket out of poverty - if I can help buy that ticket for someone worthy, it’s worth buying.”

### **Lead and achieve**

In her various roles advising senior executives at large corporates, Coventry believes it’s important for her to be able to guide their rational and critical thinking, with a moral perspective. “In those senior executive roles, it is about storytelling and argument - in a positive sense, not a negative sense,” she says, adding that good ethics equals good business.

In the mid-1990s, Coventry enrolled in one of the first ethics degree programs with a business and philosophical focus, at the University of New South Wales. Coventry emerged with a Masters of Ethics, adding breadth to her undergraduate education and psychology studies.

Now, after completing an MBA, Coventry is continuing her further education, undertaking a PhD with the University of Melbourne’s Centre for Ethics and Leadership. Her focus is on gender equality, and what factors influence female senior executives to remain at organisations and to rise to leadership roles.

Although Coventry works long hours in her “day job” at Santos, on her university research and as a board member of the Australian Human Resources Institute - leaving very little time for another passion, yoga - she says she’s very content with her balance.

“Work/life balance is what you make of it. I figure I’ve got the perfect work/life balance, but it may not suit other people.”

As to why she herself has been able to rise to senior leadership positions in the corporate world, Coventry says her main drive and inspiration comes from within - helped by a “great husband”.

“I’m constantly wanting to do better, be better, do more,” she says. “I have a determination to be seen as credible and successful, despite my background. If you come from nowhere, come from nothing, you have to prove yourself.”







# Braveheart

Burmese refugee Sher Mu La Wee overcame unimaginable adversity to positively transform her life through education, with the invaluable support of a UTS scholarship.

WORDS ROSEMARY ANN OGILVIE

Twelve years in a refugee camp on the Burma-Thai border, enduring the restrictions and - even worse - the stultifying boredom of unvarying daily routine, certainly left Sher Mu La Wee feeling hopeless at times. However, true to her name - which in Karen means 'hope' - she never abandoned hope.

"Living in those sheltered walls, it seems there's nothing there for you," Sher says. "But I kept believing, because I knew that one day a door would open for me, that I would have an opportunity to study at university level."

From a young age, Sher understood the power of education to transform lives.

"My mother, who was a nurse, would say to me, 'I have no money, no jewellery, no gold to give to you, but the thing I want to tell you is education can make you a better person, give you successful life.'"

Nursing was always Sher's passion. Her resolve to become a nurse was strengthened by an experience few Australians could imagine. Sher and her family spent several months hiding in the jungle after their village was burned to the ground in a military junta attack in 1994. "We had no food or shelter. Many babies were born, and many of the elderly became ill from diarrhoea, malaria, yellow fever, and dengue fever. Some people had gunshot wounds. Some were starving. My mother and my two brothers almost died.

"People were suffering, but there was no medical treatment available. I wanted to deliver nursing care and do something to help save lives, but with no medication available it was very difficult to provide assistance and support."

Somehow they survived, and eventually made their way to the refugee camp.

During her interment, Sher grabbed every opportunity to learn. She was able to complete her education to year 10, the highest level available in the camp. She learnt English from an Australian teacher, Helen Hall, and also mastered Thai. With her native Burmese, plus the Karen dialect (Sher belongs to the Karen ethnic group), and Pwo Karen (another language spoken by the Karen people), she was now proficient in five languages, and these skills enabled her to become an interpreter in the camp. In 2007, Sher was granted a humanitarian visa.

"I felt so excited, I couldn't believe it had finally happened," she recalls. "I could now study, work hard and have a successful life."

Sher wasted no time setting up the list that would enable her to qualify for university. At the same time, she worked with the Refugee Health Service as a bilingual community educator, and with NSW Health as an interpreter.

"All my teachers and employers supported me with the documentation, and so I was given the opportunity to sit the interview with the Director of the Midwifery and Nursing at UTS," says Sher. She was offered a place in 2010 - the only Karen to study at UTS to date.

While she's excited at the prospect of graduating in May, she stresses it would have been impossible without the Diversity Access Scholarship, one of the many in the UTS scholarship portfolio, which is a focus of this year's Annual Appeal. Every year UTS gives around \$14m of scholarships to students, rewarding achievement and supporting students in need.

"The scholarship helped me in many ways, freeing me from financial worries to allow me to focus on my studies," she says. "It helped with childcare fees - I'm a single mother with two young children - and it allowed me to have an internet connection, which means I can study at night after the kids go to sleep.

"So to all the donors, and to everyone who has helped me with this scholarship, I would like to say thank you so much.

Without your support, I wouldn't have achieved this."

Studying at UTS has been a joy: Sher likens it to winning the lottery. "Not only has UTS equipped me to become a great nurse in the future, it also provides great support services. All my teachers are really supportive and understanding when I sometimes experience difficulties. UTS is like my family, my second home. I have the best life here, I am so lucky."

Sher's goals for the future are impressive: after an initial stint in general nursing, she plans to study for her Graduate Certificate of Nursing (Critical Care). Once she's gained sufficient clinical experience, she will work on her Masters degree, and when her children are older, she'll start her PhD.

"Sher Mu La, we are proud to say, will bring positive change to the lives of all she touches through her experience of, and support from UTS," comments Jane Westbrook, Director of External Relations. "Equity of opportunity is central to UTS policy and culture, and the aim is always to do more, for more students like Sher Mu La.

"In this celebratory 25th Anniversary year, we are particularly keen to support the UTS principle of enabling potential through education," Westbrook continues. "The UTS Annual Appeal is a large-scale fundraising campaign with the aim of supporting a key priority area of activity. While a healthy community of staff members regularly donates to UTS, the majority of people contacted are UTS alumni, who are asked to make a tax-deductible donation in response to a compelling case for support.

"This year, we are piloting a campaign of contacting alumni by phone. While we cannot hope to call all our wonderful alumni as part of this campaign, everybody can help us reach our goal."

**To make a donation, please visit [www.giving.uts.edu.au/appeal2013](http://www.giving.uts.edu.au/appeal2013) or contact the External Relations Office on (02) 9514 9825.**

# annual appeal 2013

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For many, an education is only possible with the financial support of others. In 2012, UTS provided \$14 million for scholarships, accommodation and other programs. But, there is more work to be done.

By supporting our **Annual Appeal** this **November** you can help provide scholarships to support the next generations of leaders and innovators tackle the big challenges facing us.

[giving.uts.edu.au/appeal2013](http://giving.uts.edu.au/appeal2013)



**Sher Mu La Wee**, UTS Diversity Access  
Scholarship recipient.