



UTS!

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UTS:2005

HIGHLIGHTS

TEACHING AND LEARNING

- > The University offered Australia's first Master of Digital Architecture degree, helping architects rethink traditional design processes.
- > International beauty product manufacturer Lancôme partnered with the School of Design to hold Australia's inaugural Lancôme Colour Designs Awards.

RESEARCH AND INNOVATION

- > The University won a Federation Fellowship to bring Yale University Professor, Michael Keane, to conduct research at UTS.
- > Three new professorial research positions were established: Research Chair in Business and IT Strategy, Brennan Research Chair in Law, and a Research Professorship in Chinese Studies.

STUDENT EXPERIENCE

- > UTS was named Australian University Sport East Champion Campus of the Year at the 2005 Eastern University Sport Awards.
- > Refurbishment of the UTS Union Fitness Centre at Broadway was completed, reopening with state-of-the-art equipment and a variety of exercise classes.

INTERNATIONAL ACTIVITIES

- > Rising 26 places, UTS ranked 87th in *The Times Higher Education Supplement's* 'World University Rankings' list of the top 200 world universities.
- > UTS formed its first International Partnership Agreements with other universities, beginning with Tecnológico de Monterrey, Mexico, the University of Westminster, UK, and Shanghai University, China.

UTS IN THE COMMUNITY

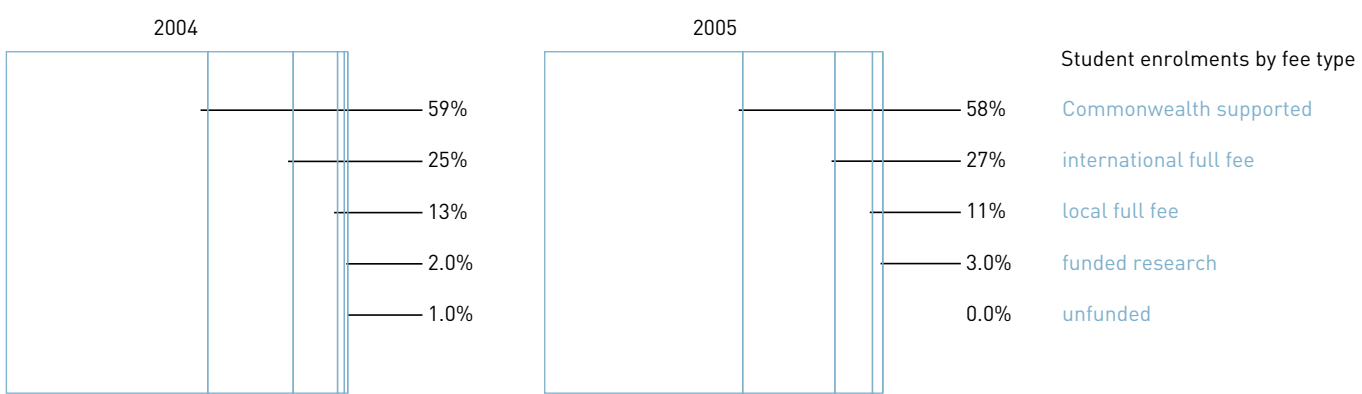
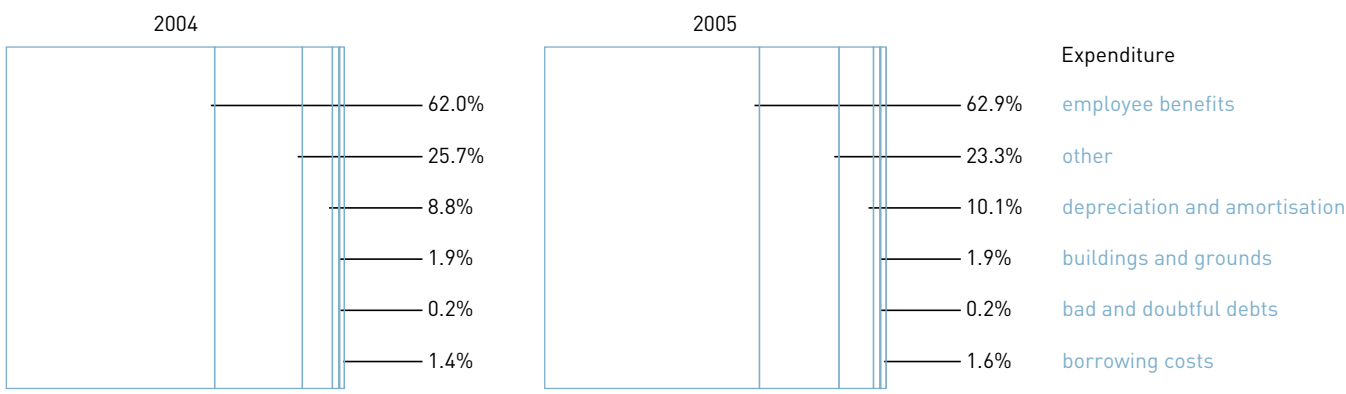
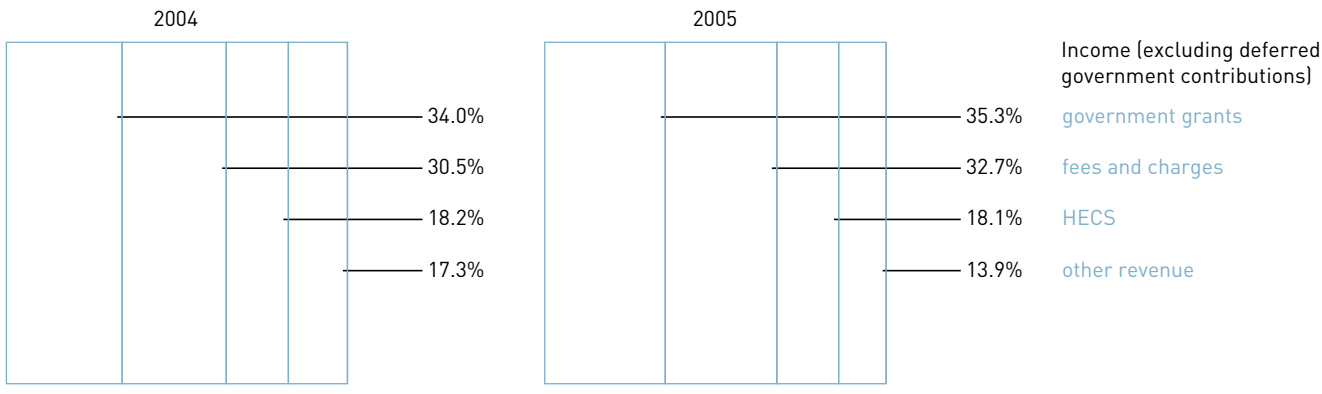
- > UTS Shopfront won the award for the Provision of Educational Services to the Community at the Carrick Institute's 2005 Australian Awards for University Teaching.
- > UTS Community Law Centre Director Jennifer Burn won the 2005 Combined Community Legal Centres Group NSW Award at the Law and Justice Foundation Awards Ceremony.

UTS MANAGEMENT

- > The UTS Faculty of Science completed its move from the St Leonards campus to the City campus.
- > During 2005, a number of people and organisational development initiatives strengthened staff capability for, and engagement with, University core purposes of teaching and learning, research and the student experience.

ALUMNI AND DEVELOPMENT

- > UTS established a Development Office, appointed a Director of Development and created a Development Plan in an effort to seek more diversified streams of financial support.
- > UTS launched the UTS Alumni Leadership Award to honour graduates of UTS who have made a special contribution to the University. The inaugural recipient was Colin Grady, who has had a long and loyal association with the University.



LETTER OF SUBMISSION

The Hon. Carmel Tebbutt, MP
Minister for Education and Training
Parliament House
Sydney NSW 2000

Dear Minister

On behalf of the Council of the University of Technology, Sydney, I have the honour of presenting to you, for tabling in Parliament, the report of the proceedings and financial reports of the University for the year ended 31 December 2005, prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*.

This year has been one of great achievement for UTS. The University continues to move up *The Times Higher Education Supplement's* ranking of the top 200 universities in the world. Another proud achievement was winning one of the Carrick Institute's 2005 Australian Awards for University Teaching.

Awards to UTS students across a range of areas, from sport to science, language to law, and particularly design, demonstrate that our vibrant and practically focused University culture produces outstanding results.

During 2005 the University reviewed its governance framework. As a result we are applying a new set of governance principles adopted by our Council. The University is also implementing the application of a new continuous improvement cycle to projects and business processes across UTS.

Through such improvements in quality assurance, student and staff achievements, and other 2005 initiatives, UTS continues to fulfil its goal of becoming a leader in providing high-impact research and practice-oriented education through contemporary professional practice.

Yours faithfully



Professor Vicki Sara
Chancellor



Professor Ross Milbourne
Vice-Chancellor and President

April 2006

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PROFILE AND FACTS

PROFILE

The University of Technology, Sydney was established by the *University of Technology, Sydney Act 1989* (No 69). It is one of the larger universities in New South Wales with 31,602 enrolments in a range of undergraduate and postgraduate courses across nine faculties.

MISSION

The University of Technology, Sydney is an Australian university with an international focus. It provides higher education to enhance professional practice, to serve the community at large, and to enable students to reach their full personal and career potential.

Through its promotion of learning and pursuit of research and creative practice, the University contributes to the advancement and integration of knowledge, professional skills and technology, and their intelligent, sustainable and enterprising application for the benefit of humanity.

GUIDING PRINCIPLES

UTS will be guided by a strong commitment to:

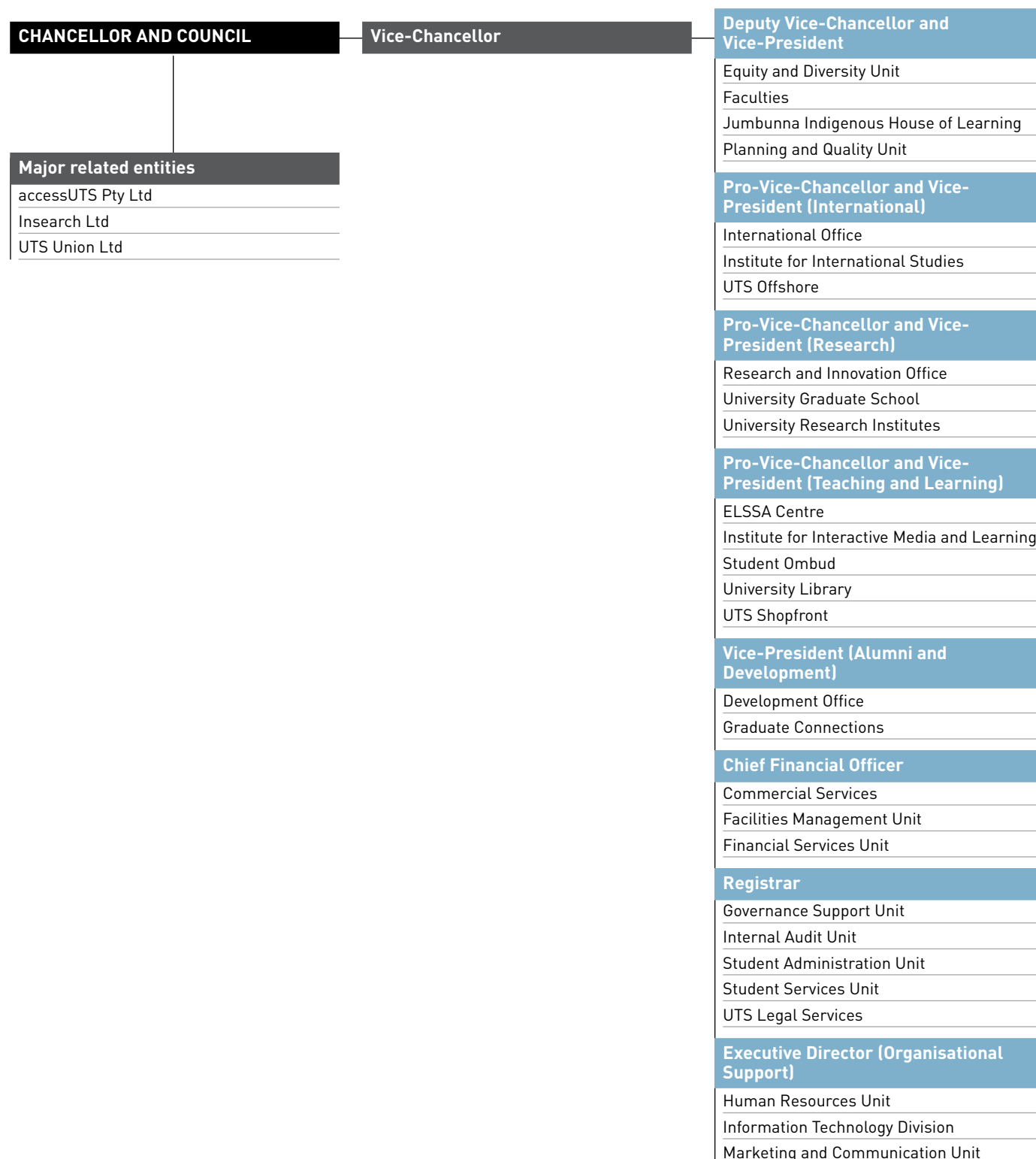
- > excellence in the achievement of its mission
- > intellectual independence and sound ethical practice
- > close collaboration with the professions, business, industry, government and the wider community
- > equitable access to education
- > Indigenous cultures and the process of reconciliation
- > international perspectives and the richness of cultural and social diversity
- > sustainability — ecological, social and economic
- > fairness and transparency
- > critical commentary on public issues.

FACTS AT A GLANCE

	2003	2004	2005
Academic units			
Number of faculties	9	9	9
Number of institutes (see also Research below)	4	3	3
Awards¹			
Total number of degrees and diplomas, etc., awarded	8,196	10,396	8,707
Undergraduate	4,707	5,474	4,425
Postgraduate (by coursework)	3,365	4,548	4,157
PhD and Research degrees	122	116	125
Enrolments			
Total applications for courses	55,529	53,370	54,744
Total University enrolments	30,729	31,311	31,602
Undergraduate enrolments	18,857	19,139	19,403
Postgraduate enrolments	11,872	12,172	12,199
Total international students	6,867	7,419	8,173
Finance (A\$)			
Total assets	943,132	1,010,298	1,070,254
Total revenue from continuing operations	324,600	341,661	373,441
Total expenses from continuing operations	315,559	354,146	359,747
General			
Number of campuses	3	3	3
Number of libraries	3	3	3
Total loans from libraries	657,281	669,459	646,867
Digital Resources Register (views and downloads)	-	-	578,503
Non-serial volumes	521,624	624,453	644,970
Current serial titles	38,593	41,704	51,482
Research			
Cooperative Research Centres (partner in)	6	4	6
University Research Institutes	4	4	4
Key University Research Centres	8	8	8
ARC Centres of Excellence	-	2	2
Centres of enterprise, research and/or community service	21	24	21
External research funding	21,950,110	24,745,372	28,738,120
Research income from National Competitive Grants (A\$)	8,166,473	9,372,909	12,083,839
Staff (full-time equivalent)			
Total number of staff (excluding casual staff)	1,981.2	2,023.2	2,035.9

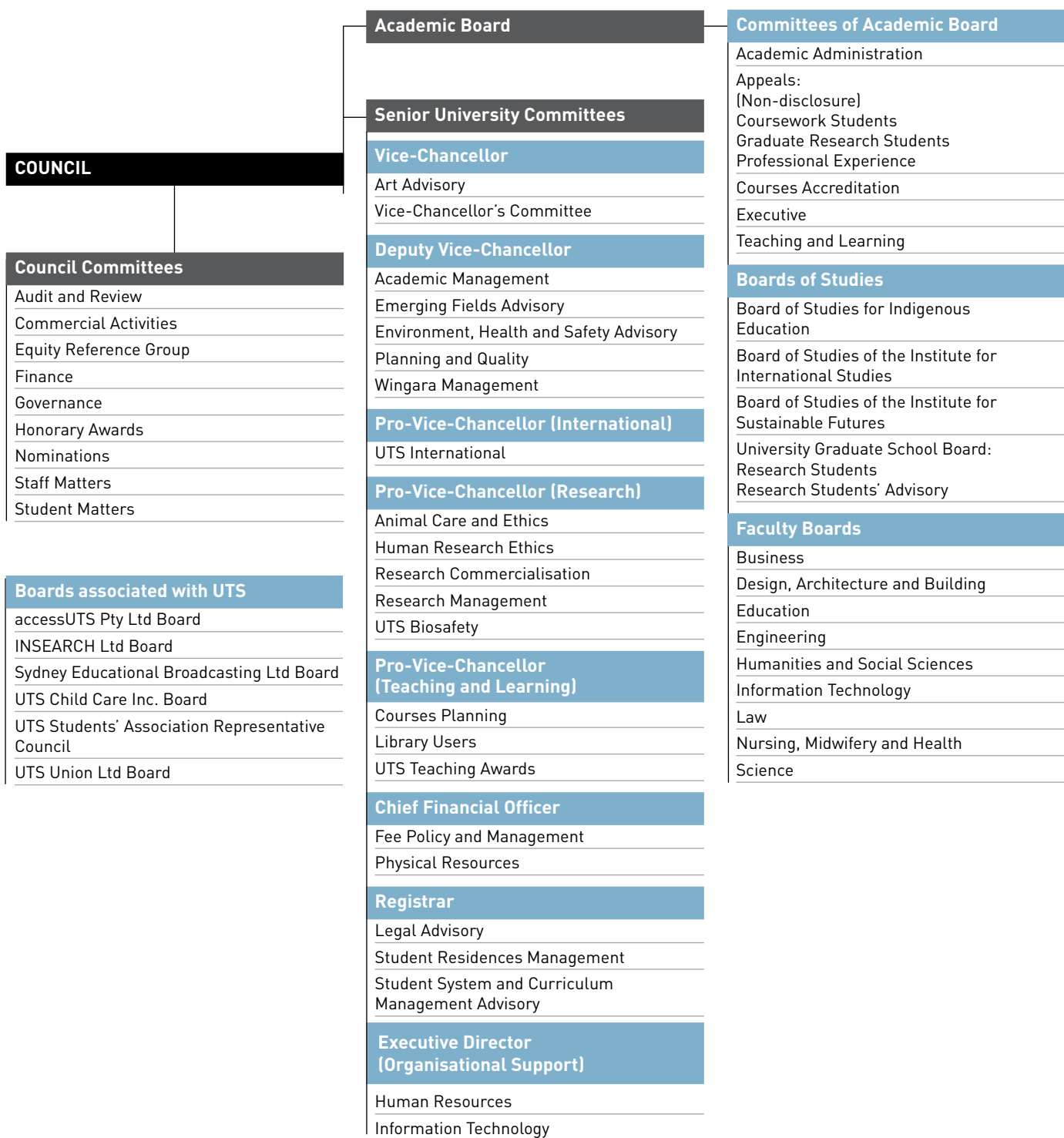
¹ Figures are derived from the previous year's course completions.

UTS ORGANISATIONAL STRUCTURE



Note: Titles for executive, as listed here, were used for the teaching year 2005. Revised titles were approved at the Council meeting held December 12, and will be reflected in the *UTS Annual Report 2006*.

UTS COMMITTEE STRUCTURE



Note: Titles for executive, as listed here, were used for the teaching year 2005. Revised titles were approved at the Council meeting held December 12, and will be reflected in the *UTS Annual Report 2006*.

VICE-CHANCELLOR'S MESSAGE

RANKINGS AND AWARDS

UTS staff and students received many awards in 2005, across all faculties and for all manner of pursuits. Of these awards there are three that deserve particular mention here.

At the 2005 Australian Awards for University Teaching, UTS won the award for Provision of Education Services to the Community. The prize was for the work of UTS Shopfront, the only university community program of its kind in Australia.

UTS also won the Grand Prize and the Contribution to Industry Prize in the 2005 Hong Kong–Australia Business Association NSW Business Awards 2005.

The University's internationalisation initiatives have resulted in increased international recognition in 2005, with its listing in *The Times Higher Education Supplement's* 'World University Rankings'. *The Times* ranking — the global benchmark for university quality — identifies excellence in teaching and research, and considers international outlook and global reputation among students, academics and employers.

Rising 26 places, UTS ranked 87th — its first time in the top 100. The University performed even better in some disciplines, ranking 29th in *The Times'* top arts and humanities universities list, 70th in technology (engineering and information technology) and 86th in biomedicine.

STUDENTS AND GRADUATES

I am most proud of the achievements of our students this year. From sport to science, language to law, and particularly design, UTS students have again proved that a vibrant and practically focused university culture produces outstanding results.

The excellence of our sporting community was recognised through UTS winning, for the first time, the Australian University Sport East Champion Campus of the Year.

Suzanna Riddell, a Faculty of Business student, was awarded first prize in the Prime Minister's Community Business Partnership 2005 Corporate Social Responsibility Essay Competition for university students.

Industrial designer David Mansueto won the Industrial and Object Design category of the 2005 Qantas Spirit of Youth Awards for a desktop coffee machine design. Graduating fashion students Katherine Boyer, Kim Furrugia and Fiorella Galardi were winners in the inaugural Lancôme Colour Designs Awards. 2004 interior design graduate Amber Guenther won the Design Institute of Australia Design Graduate of the Year for 2005.

Third-year Industrial Design student Frag Woodall won the Bombay Sapphire Student Award for 'Illium', a skeletal chair design. Nick Karlovasitis won an award in the student category at the Vibrant Visions

in Design Competition for his 'Loose Change Chair'.

A reinvention of the humble umbrella by Andy Wana won the student category of the Australian Design Awards — the second year running that the top prize has gone to a UTS student. He also received the Gold 2005 Australian Design Award–Dyson Student Award. Visual Communication student Kirsten Hedgpeth won at the 2005 Scarf Awards, as part of the Melbourne Scarf Festival organised by Craft Victoria.

Faculty of Design, Architecture and Building student Julien Pollack won the student paper award at the Project Management Days 2005 Conference in Vienna, Austria. Faculty of Science students Vanessa Yenson and Vivienne Gilkes won the best poster award at the recent Australian Institute of Medical Science's national conference.

Bronwyn Rodden, a UTS Master of Arts in Writing graduate was awarded an Emerging Writers Grant of \$15,000 by the Australia Council for the Arts. Melissa McCullough was awarded the Swiss Prize for 2005 for her outstanding performances in (French) Language and Culture subjects in the Switzerland Major of her Bachelor of Arts in International Studies. The Swiss prize is awarded annually by the Swiss Consulate for outstanding achievement in Swiss studies.

One of the most notable achievements in engineering was from student Astrid Zeman who was awarded one of this



UTS Vice-Chancellor and President
Ross Milbourne.

year's ABC Women in Engineering Scholarships.

Law students also had their share of success in international moot competitions held in Europe, winning the Pacific Regional Round of the European Law Students' Association Moot on World Trade Organisation (WTO) law. While June Jorgenson, who graduated in 2002 with a Bachelor of Laws was admitted as a practitioner of the Supreme Court chambers at the age of 81. She is thought to be the oldest solicitor to be admitted to the bar.

RESEARCH

UTS increased its profile as a research university in 2005 by winning a coveted Federation Fellowship and the establishment of a prestigious new research centre.

Professor Michael Keane, a world leader in labour economics and econometric/statistical modelling research was awarded a Federation Fellowship to conduct research at UTS. Professor Paul Redmond, one of Australia's most distinguished legal scholars has accepted the Brennan Research Chair in Law, a prestigious position created to honour our former Chancellor, Sir Gerard Brennan.

UTS, in a collaborative venture with Macquarie University and the University of New South Wales, launched the Sydney Harbour Institute of Marine Science — the first research centre ever to focus on the marine environment in Sydney Harbour.

Simon Walsh and Dominic Dowling, two of UTS's young researchers, were named 2005 NSW Young Tall Poppy Award winners. Simon Walsh's field of expertise is forensic science and DNA profiling. Dominic Dowling witnessed the devastation caused by two major earthquakes in El Salvador in 2000 and is researching ways of making mud brick buildings safer for communities in developing countries.

Dr Antony Kidman, a pioneer of cognitive behaviour therapy in Australia, was made a Member of the Order of Australia (AM) for service to health, particularly research into the psychosocial impact of diseases, including breast cancer, and as a clinical psychologist.

The University's contribution to research and scholarship grew stronger through our success in the first round of the Collaboration and Structural Reform Fund (CASR), which is designed to encourage collaboration between universities, and the Australian Research Council and National Health and Medical Research Council grant schemes.

CAMPUS DEVELOPMENT

During 2005 work on refurbishing Building 4, City campus, moved into the final stages of completion. It will be the new headquarters of the Faculty of Science and a leading centre of scientific research and teaching excellence long into the future. During the year there was significant refurbishment across a number

of classrooms, lecture theatres and laboratories.

UTS continues to explore long-term options for the Kuring-gai campus.

FAREWELLS AND NEW APPOINTMENTS

Professor Jill McKeough succeeded Professor David Barker as Dean of the Faculty of Law. Professor Theo Van Leeuwen succeeded Professor Joyce Kirk as Dean of Humanities and Social Sciences. Professor Shirley Alexander succeeded Professor Andrew Gonzci as Dean of Education. Professor Stephanie Hemelryk Donald was appointed Director of the Institute for International Studies. Chris Benaud was appointed as Director of Development, a new position created to establish and grow productive links between UTS, business and the community.

Professor Richard Johnstone, Pro-Vice-Chancellor (Teaching and Learning) left UTS to become foundation Executive Director for the Carrick Institute for Learning and Teaching in Higher Education. This new appointment was a very significant recognition of Professor Johnstone's standing in Australian higher education. Dr Alex Byrne has taken on the role of Pro-Vice-Chancellor (Teaching and Learning) and continues to serve as Vice-President (Alumni and Development).

REFORM OF THE HIGHER EDUCATION SECTOR

2005 has been a year of immense federal government activity around the higher education sector.

Following a great deal of debate on the *Higher Education Support Amendment (Abolition of Compulsory Up-front Student Union Fees) Bill*, and the impact it would have on university life, the Bill was approved at the last sitting of Parliament in 2005. The new law, which takes effect from 1 July 2006, prohibits the compulsory charging of membership fees for student organisations, unions or guilds and for non-academic amenities, facilities or services. It will have far reaching ramifications for the way the university supports its students and provides the necessary student experience.

The Federal Government's Expert Advisory Group (EAG) for the Research Quality Framework (RQF), of which I am a member, has developed a preferred model paper after considerable consultation with the higher education sector. Once implemented, the RQF will provide the Australian Government with the basis for redistributing research block funding to universities.

The Federal government introduced its Higher Education Workplace Relations Requirements (HEWRRs). These Requirements link access to significant amounts of Commonwealth Grants Scheme (CGS) funding to compliance with a range of criteria relating to

workplace agreements, policies and practices.

STRATEGIC PLANNING

During 2005 UTS has been preparing for an Australian Universities Quality Agency audit in the first half of 2006. It has been a tremendous opportunity to examine our quality assurance arrangements in the key areas of teaching and learning, research and management.

This year UTS also launched its 2005–2008 Strategic Plan. The Plan describes the strategies for continuing to ensure the University grows as a leading provider of high-impact research and practice-oriented education.



Professor Ross Milbourne
Vice-Chancellor and President

KEY PERFORMANCE INDICATORS

REPORTING ON OUR PERFORMANCE

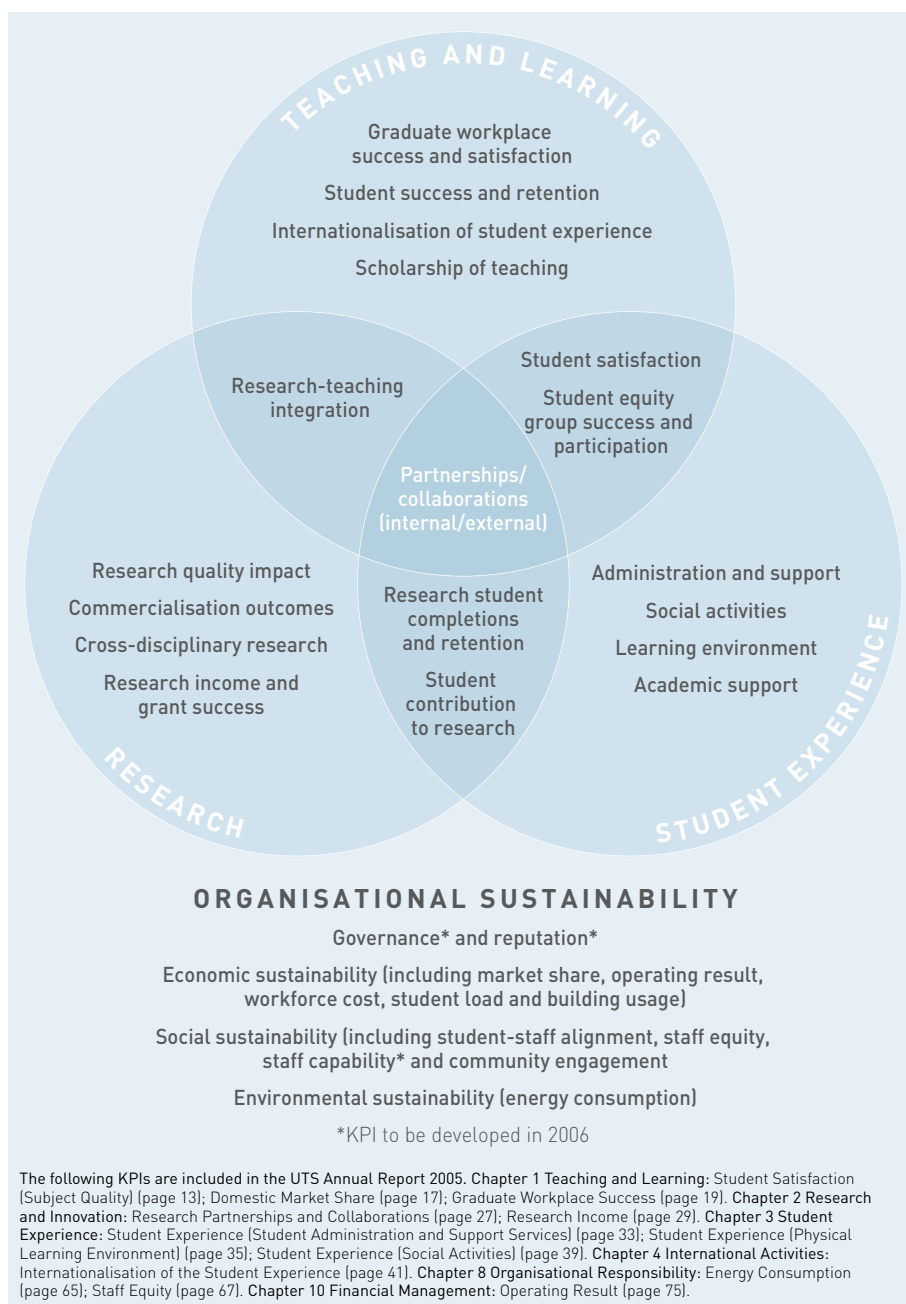
In 2005 the University adopted a revised Planning and Quality Management Framework together with a new strategic plan (2005–2008) that defined its broad strategic themes, objectives and strategies.

A Key Performance Indicator (KPI) Scorecard Framework and a range of KPI targets were developed in 2005 to provide a more rigorous system to monitor the achievements against the strategic plan objectives. This Framework (see diagram to right) covers four inter-dependant performance domains, which are:

- > Teaching and Learning
- > Research
- > Student Experience
- > Organisational Sustainability.

A number of these KPIs are reported on throughout this Report in boxed sections in relevant chapters (see list bottom right). Each KPI section includes explanatory text regarding the context of the KPI, graphical representation of the University's performance against the annual target and an interpretation of the results.

The results for the years 2001–2004 have also been included for trend analysis and performance comparison purposes. Where lead indicators are used 2006 data is also included.



CHAPTER 1

TEACHING AND LEARNING

The broad approach to learning at UTS combines rigorous examination of disciplinary knowledge and the outcomes of scholarly research with professional and personal skills developed through engagement with professional practice and the community.

The ultimate aim is to produce graduates with an appreciation of the practical, social and ethical dimensions of their chosen professions. It is also to instil the skills and knowledge to operate effectively in culturally diverse workplaces within changing global and social contexts in Australia and elsewhere.

In 2005 the University began to pursue a new range of teaching and learning objectives in accordance with the Strategic Plan 2005–2008, capitalising on its achievements of the previous five years. Demonstrating those continuities with previous directions, the plan focuses on enhancing the quality of teaching and learning, developing the student learning environment with the ultimate aim of challenging students intellectually and preparing them for the professional workplace.

Specific areas of focus in 2005 included quality assurance, curriculum development, learning support and involvement with faculties. The progress made in these areas is summarised in this chapter.

QUALITY ASSURANCE

Improvements in quality assurance during 2005 were achieved in course planning, course assessment and in tracking student satisfaction. Many of these new and revised processes will be fully implemented in 2006 to better manage learning and teaching at UTS.

Course planning

In 2005 the University established the Academic Programs Office (APO) to provide advice on the University's curriculum management and the integration of the course approval, accreditation and change processes. The Office also oversees the Course Development Website.

One of the major accomplishments of the APO during the year was continuing development of the Online Course Approval Process (OCAP). OCAP was designed to be a central, consistent, efficient and streamlined system to support the approval of courses. Following a pilot in 2005, a review of OCAP led to further refinement and development of the system. The revised version, OCAP Mark II, is due to be implemented in early 2006.

These two initiatives support a holistic approach to course management and enable greater quality assurance of curriculum development and management.

Course assessment

The 'UTS Course Performance Report' (CPR) — a report to the faculties detailing the performance of all

UTS courses against benchmarked standards — was trialled by the University's Planning and Quality Unit in 2005 in preparation for full implementation during 2006. Being a forerunner in the use of electronic scorecarding among Australian universities, the CPR enables the University to gain an overall picture of the performance of its courses and identifies those that may need to be reviewed in more detail.

The CPR replaces both the Course Monitoring and Improvement System (CMIS) and the Annual Course Report (ACR), and will be used for all award course monitoring and review activities. Full use of the CPR in 2006 will enable much closer management of courses, indicating where adjustment or discontinuation may be appropriate.

The metrics from the Course Performance Report are linked to UTS Key Performance Indicators (some of which are reported against in this Annual report) and include measures of demand, success, attrition, student satisfaction, load, graduate employment outcomes and graduate feedback. These are delivered by the Business Intelligence Portal, a website with data that allows the University to measure the achievement of its strategic goals and to benchmark its performance against other universities, and to explore the outcomes in greater detail.

In 2005 a new process for monitoring course viability was developed to utilise



Daniel Neilson was the first Indigenous student to gain entry into the prestigious Bachelor of Information Technology scholarship course.

the CPR: the Course Review Advisory Group (CRAG) was formed to advise the Pro-Vice-Chancellor (Teaching and Learning) about courses which are exemplars for others to follow, and to advise about courses which are not meeting UTS standards across the metrics listed above.

Student feedback

In 2005 the University's Planning and Quality Unit consolidated the Subject Feedback Survey and Feedback on Teaching Survey to create the Student Feedback Survey, as part of a strategy

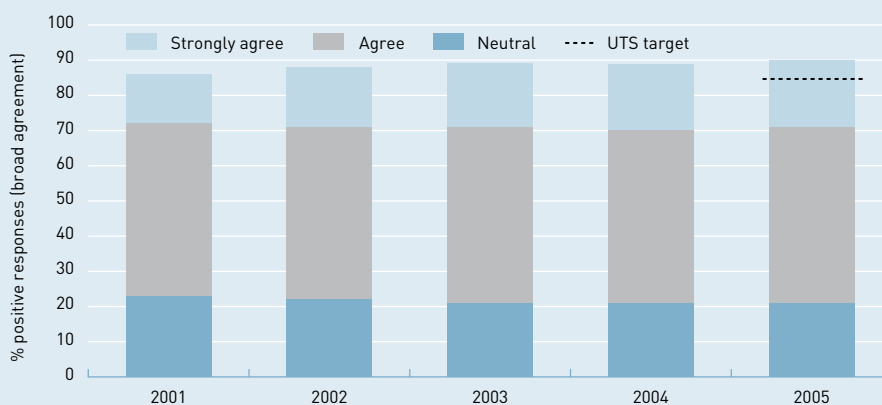
to gather and apply student feedback more rigorously. The new survey, implemented in Autumn semester, is a student-focused quality assurance tool designed to obtain systematic University-wide feedback on subjects and teaching with minimal imposition on students. Results from the survey are used to identify necessary improvements to subjects and courses, performance management and rewarding and recognising academic staff, particularly considering applications for promotion. Survey results were also an important factor

in the 2005 UTS Teaching Awards (for a list of UTS Teaching Awards 2005 see Appendix B4).

The University's Institute of Interactive Media and Learning also led a project on the formative assessment of students, funded by the Higher Education Innovation Program in partnership with other universities in the Australian Technology Network. It aimed to improve the quality of assessment across the universities by enhancing the quality of feedback students receive on their formative

KEY PERFORMANCE INDICATOR – STUDENT SATISFACTION (SUBJECT QUALITY)

Metric – percentage of positive responses (broad agreement) to Student Feedback Survey 'overall satisfaction' for subject quality



Interpretation

The 2005 result showed an improvement in positive responses, with 90% showing broad agreement with the overall satisfaction item. The target of 85% was exceeded. Particularly pleasing is that both 'strongly agree' and 'agree' responses have increased and neutral responses have decreased. The result for this KPI has improved gradually since 2001, mostly due to a rise in 'strongly agree' responses.

Context

The internal Student Feedback Survey (SFS) provides up to date feedback from students on their satisfaction with subjects. It allows faculties to see relative performance of all subjects and focus on those groups of subjects with apparent problems. This KPI measures the level of broad agreement (% agree + % strongly agree + % neutral responses) to the statement 'Overall I am satisfied with the quality of this subject'. Results are based on aggregated responses across all faculties and across both Spring and Autumn semesters. The SFS is conducted each semester for subjects nominated by each faculty. Years indicated on the horizontal axis are the years in which the survey was conducted.

Reference: UTS KPI TL 3; AUQA Portfolio Figure 5.6, Page 47

Humanities and Social Sciences senior lecturer Eva Cox (right) and Jumbunna Indigenous House of Learning Director of Research, Professor Larissa Behrendt (far right), were both named in *The Sydney Morning Herald* newspaper's list of top 100 public intellectuals.



assessment tasks. The assessment feedback tool that was developed is now being tested.

These processes are integral to the achievement of two of the University's strategic plan objectives: to improve the quality of teaching and to increase graduate preparedness to pursue successful careers, by ensuring that courses are constantly monitored and improved.

ENHANCING THE CURRICULUM

UTS supports a flexible and dynamic approach to teaching and learning. This is achieved through stimulating teaching, the effective use of technology and establishing an information rich environment.

Many UTS students experience a range of opportunities to engage in extra-curricular learning in the community, workplace and professional organisations. This enables them to develop skills, attributes of relevance and values in both their chosen professions and Australian society.

Accordingly, faculties introduced teaching initiatives and a range of improvements to courses throughout the year. These initiatives generally had a strong practical orientation and collaboration with industry, as shown in the following examples.

- > The International Advertising Association recommended the School of Marketing's

undergraduate program, in the Faculty of Business, for re-accreditation (effective 2006).

- > This recommendation has also been granted to the Faculty of Humanities and Social Sciences for its relevant communications courses. Both faculties worked collaboratively to seek accreditation renewal for their respective programs.
- > In 2005 the University's Faculty of Design, Architecture and Building offered Australia's first Master of Digital Architecture degree. This UTS postgraduate program offers architects the opportunity to enhance their traditional skills in spatial thinking, update traditional design processes, and move within international architecture circles.
- > The Engineering Practice Program introduced a program of staff visits to interns in industry (most undergraduate courses have a work experience component). These visits enable higher quality monitoring of interns, as well as supporting closer links with industry and the ongoing development of teaching and research programs which are professionally relevant.
- > The Engineering Faculty also introduced a new postgraduate program — the Master of Software Engineering Management. This program blends the best elements of the flagship Master of Engineering Management

with a strong emphasis on the technologies and management of software engineering projects.

- > 2005 saw the development of new curriculum materials for INSEARCH Academic English courses. An overhaul of curriculum was undertaken to incorporate the latest methods of English teaching. Besides content and lesson restructure, INSEARCH published high quality supporting texts to support the new curriculum. Unique to INSEARCH, these texts will be provided to all Academic English Pathway students by the end of 2006.
- > The Faculty of Nursing, Midwifery and Health launched a Graduate Certificate in Cancer Nursing in response to demand from clinicians for a short and specific course to help prepare nurses for practice in this field. The course enables students to develop specialised nursing skills and knowledge to effectively care for patients throughout their cancer treatment in various health care settings.
- > UTS joined with leading NSW family health organisation, Tresillian Family Care Centres, to provide a Graduate Certificate in Child and Family Health Nursing, beginning 2006. The course, for registered nurses who wish to specialise in working with families with children under five, brings an existing Tresillian postgraduate

International cosmetics company Lancôme chose the Faculty of Design, Architecture and Building's School of Design as its partner for the first Australian Lancôme Colour Designs Awards



nursing program into a university setting for the first time in the organisation's 80-plus year history.

- > The Faculty of Information Technology, in collaboration with the ELSSA Centre, restructured their postgraduate courses to include a compulsory subject aimed at developing all students' academic writing and researching skills. This is the first program of this type nationally.

AWARDS AND RECOGNITION Students

UTS students performed well in a wide range of competitions in 2005, often successfully competing against students from more established universities in Australia and around the world. Following are the highlights from the year.

- > Suzanna Riddell, a Faculty of Business student, was awarded first prize in the Prime Minister's Community Business Partnership 2005 Corporate Social Responsibility Essay Competition for university students.
- > The Faculty of Design, Architecture and Building's Property Economics team remains undefeated, winning the Australian Property Moot Court Challenge for a fifth consecutive year. Team coach Vince Mangioni cited this year's team as one of the brightest and most articulate to date.
- > A project by third-year Faculty of Design, Architecture and Building student Scarlet Hill won the Australian Wool Innovation-sponsored prize at the 2005 Science and Innovation Awards for Young People in Agriculture, Fisheries and Forestry. Winners received funding to complete a project of long-term benefit to an Australian industry. As the recipient Hill will create an entire wool-based fashion concept featuring fabrics, yarns and equipment to help boost international demand for Australian wool.
- > International beauty product manufacturer Lancôme partnered with the Faculty of Design, Architecture and Building's School of Design to hold Australia's inaugural Lancôme Colour Designs Awards. In the six countries where Lancôme holds the awards it partners with the most famous fashion school, where students create a collection inspired by Lancôme's spring-summer make-up collection. For the 2004 awards, held in July 2005, the winning students were Katherine Boyer, winning the award for Colour and Texture, Kim Farrugia for Innovation and Fiorella Galardi for Modern Femininity.
- > Faculty of Engineering student Astrid Zeman was awarded one of the two Australian Broadcasting Corporation (ABC) Women in Engineering Scholarships available in 2005. The Scholarships are awarded nationally each year to women in their final year of study in Electrical Engineering who have an interest in broadcasting, telecommunications or information technology. Recipients receive a cash grant and industry experience at the ABC.
- > Student David O'Connor won Engineering Student of the Year at the 2005 Engineers Australia Sydney Division Engineering Excellence Awards, which encourage excellence through the identification, recognition, rewarding and promotion of outstanding achievements in the advancement of engineering. Five NSW universities competed for the award.
- > Journalism students from the Faculty of Humanities and Social Sciences won more awards than any other school at The Ossie Awards — organised by the Journalism Education Association (Australia), which recognises 30 institutions teaching journalism in Oceania. Out of 13 categories UTS won Best (Print) News Story — Phil Han; Best (Radio) News Story — Sophie Gyles; Best (Print) Feature by an Undergraduate Student — Michael Aitken; and Best Current Affairs Story by a Postgraduate Student — Barnaby Howarth and Leila Schubert.



Former Federal Government Senator Aden Ridgeway was appointed Adjunct Professor and Visiting Scholar to the Jumbunna Indigenous House of Learning.

- > Also from the Faculty of Humanities and Social Sciences, a team of advanced Public Communication students (Alice Tran, Jasmine Richardson, Liam Brennan, Angela Yoo, January Aguilar, Leanne Mai and Holly Matchett) won the International Advertising Association's 'Big Idea' marketing communications competition for the charity United Way, against nine other university teams.
- > The first Indigenous student was accepted into the Faculty of Information Technology's prestigious Bachelor of Information Technology degree in 2005. Eighteen-year-old Daniel Neilson of Campbelltown entered the select industry-sponsored degree with a \$40,000 Indigenous Scholarship provided jointly by Unisys and the Australian Computer Society Foundation. The Indigenous Participation in Information Technology Project will support Daniel in his studies.
- > Faculty of Law students won the Sir Harry Gibbs National Moot Competition for the second year in a row. The competition is based on a topical constitutional law question and UTS won the Grand Final after defeating the University of New South Wales.

These awards exemplify the diversity of skills possessed by UTS students across all faculties and the benefits of

a curriculum focused on professional development and practical knowledge.

Staff

The success of students was paralleled by University academics who demonstrated solid practical teaching skills and earned recognition from industry and the wider community, as the following highlights show.

- > UTS Shopfront won an Australian Teaching Award for Provision of Educational Services to the Community which was received by Pauline O'Loughlin, Associate Professor Paul Ashton and Lisa Andersen. UTS is the only university to have staff members shortlisted every year, since the inception of the Australian Teaching Awards eight years ago, and to have won awards in all but one of those years.
- > Faculty of Design, Architecture and Building Professors Andrew Benjamin and Ross Gibson were elected as Fellows of the Australian Academy of the Humanities at their Annual General Meeting. Fellows elected to the Academy are residents of Australia who have achieved the highest distinction in scholarship in the humanities.
- > Faculty of Engineering Associate Professor Guang Hong became a fellow grade member of the Society of Automotive Engineers Australasia. She was the first woman to be so honoured and one of only six fellows in NSW and 20 nationally. Hong is widely published

in the fields of fluid dynamics and internal combustion engines.

- > For the second consecutive year *Engineers Australia* magazine named Faculty of Engineering Dean Archie Johnston one of Australia's top 100 most influential engineers.
- > Faculty of Humanities and Social Sciences senior lecturer Eva Cox, and Professor of Law and Jumbunna Indigenous House of Learning Director of Research Larissa Behrendt were both listed among Australia's top 100 public intellectuals in a poll by *The Sydney Morning Herald* newspaper.

These awards and acknowledgments show UTS academics are increasingly recognised as providers of dynamic and challenging higher education. With teaching quality assurance strategies in place, the University aspires to become one of the most highly regarded institutes of professional education in the country.

Appointments

Dr Alex Byrne was elected to a two-year term as President of the International Federation of Library Associations and Institutions (IFLA); the peak international organisation for the library and information profession. In 2005 Dr Byrne was appointed Pro-Vice-Chancellor and Vice-President (Teaching and Learning) and Vice-President (Alumni and Development).

The UTS Library invested significantly in technology in 2005. It now has 300 computers available for use and facilities for people using laptops.



The Faculty of Business appointed prominent businessman, Allianz Australia chairman John Curtis, as chairman of the newly formed Faculty of Business Executive Council. This Council was formed to provide strategic advice from an industry perspective and throughout the year the Council has had active input in shaping the future strategic directions of the Faculty.

Former Federal Australian Democrat Senator Aden Ridgeway was appointed Adjunct Professor and Visiting Scholar to the Jumbunna Indigenous House of Learning.

INNOVATIONS IN TEACHING AND LEARNING SUPPORT

Enhancing teaching and learning support is one of the key objectives of the University over the next four years. In 2005 the Library, ELSSA Centre and the Teaching and Learning Committee were responsible for several initiatives making UTS a better learning environment for students.

University Library

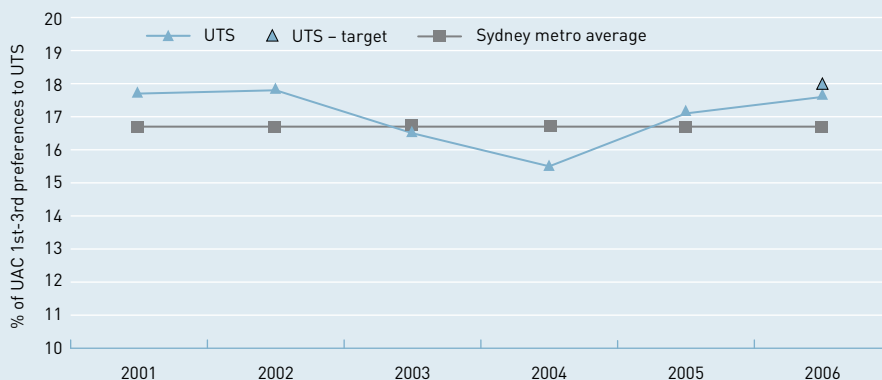
During 2005 the Library continued to pursue strategies to increase the availability of research and course-related materials to students. This included developing approval plans with

publishers to facilitate the automatic supply of newly-published material in targeted areas, and the purchase of 20 additional electronic databases.

The Library continued to implement the Information Literacy Framework, which focused on embedding information literacy into the curriculum. In 2005 librarians collaborated with the Faculty of Humanities and Social Sciences and the Institute for Interactive Media and Learning to embed basic information skills into three first-year core subjects. As a result of this successful collaboration, first-year students in the Faculty receive a strong foundation

KEY PERFORMANCE INDICATOR – DOMESTIC MARKET SHARE

Metric – percentage of UAC 1st, 2nd and 3rd preferences going to UTS



Context

NSW undergraduate students applying to university through the Universities Admissions Centre (UAC) can select nine preferences. The proportion who put UTS in their top three preferences measures student aspirations and, in part, the reputation of UTS. Undergraduate students entering through UAC represent 45% of UTS commencing student load, so this metric is a useful surrogate for overall demand. Only Sydney metropolitan area universities are included in this measure. The result for this KPI experiences some variability as universities alter their course offerings.

Interpretation

2006 main round of offers show UTS increased its market share for undergraduate domestic students enrolling in Sydney metropolitan area universities, improving for the second consecutive year and keeping the University above the Sydney metropolitan average. The 2006 result of 17.6% nearly reached the target of 18%. For the year UTS attracted the highest percentage of first preferences of all Sydney metropolitan universities in the fields of Creative Arts and Management & Commerce.

References: UTS KPI OS 2; AUQA Portfolio Figure 5.4, page 46

Guang Hong, an Associate Professor at the Faculty of Engineering, became the first woman fellow grade member of the Society of Automotive Engineers Australasia in 2005.



upon which to further develop their information literacy throughout their academic programs.

The UTS Library also invested in electronic resources and technology to satisfy increasing student and staff demand. Its sophisticated 'digital library', accessible worldwide through the redesigned Library website, now holds more than 17,000 full-text journals and 71,000 electronic books including 40,000 Chinese books.

There were dramatic increases in the number of Library clients seeking assistance through the Library's online reference services in 2005. There was an increase of 277 per cent in clients accessing the ALIVE (Ask a question LIVE) chat service and 93 per cent more clients accessing the email inquiries service, compared to 2004.

The Library now has 300 computers for client access, and, as one in five Library computer users now use laptops when studying in the Library, the provision of wireless coverage throughout the City campus's Blake Library and the installation of 65 new workstations with power outlets facilitate this preference.

Also during the year the University's Olympic collection, regarded as one of the best Olympic collections in the world, was officially opened and housed in a dedicated Olympic Studies Room at the Kuring-gai Campus library.

ELSSA Centre

The ELSSA Centre — an academic support unit that provides academic and professional language development programs to undergraduate and postgraduate students and staff at UTS — provided developmental assistance to nearly 3,650 students (68 per cent of whom were international students) in all faculties and institutes. Assistance included a combination of faculty-based workshops and for credit subjects, individual tuition, semester workshops, and intensive vacation programs.

The most significant development in 2005 was that the ELSSA Centre, in consultation with the Associate Deans (Teaching and Learning) Network, proposed a university-wide 'academic integration' framework, which was endorsed by the Pro-Vice-Chancellor (Teaching and Learning). This academic integration approach involved collaborating with faculties across UTS to integrate the development of students' academic literacy within their particular areas of study. Implementing this approach throughout UTS was the main focus of the ELSSA Centre in 2005.

Teaching and Learning Committee

In 2005 the Institute for Interactive Media and Learning (IML), in close collaboration with the Academic Board's Teaching and Learning Committee, developed its Group Work Design Wizard into its final stages. The Wizard is an electronic tool that guides academics step-by-step through all

aspects in the design and organisation of group work. Options to implement the Wizard will be considered in 2006.

UTS continued to develop its e-learning capabilities in 2005. UTSOnline now caters for blogs, wikis (server software that allows users to freely create and edit web page content using any web browser) and e-portfolios. Academic members of staff have identified these features as beneficial to students, with great opportunities for group work. Their use will be piloted with students in 2006. IML also developed a guide for staff on making the most of UTSOnline in teaching, based on the results of a 2004 UTS survey, where students reported their experiences of learning through UTSOnline.

In 2005 more than 800 subjects made some use of e-learning. As a response to student feedback, all UTSOnline subjects have now been designated to show the nature and level of online interaction available to students. Regular reviews enable IML to continually improve the quality of the support provided for learning by UTSOnline.

THE YEAR AHEAD

Progression of the student learning environment, enhancement of quality assurance in teaching and learning, industry involvement in curriculum, and strengthening of UTS's national and international standing, will continue to be pursued in 2006.



Faculty of Design, Architecture and Building student Andy Wana won the Dyson Student Award at the Australian Design Awards, with his flexible plastic Lotus 23 umbrella design – the second consecutive year UTS has won the award.

In the year ahead, UTS will particularly focus on improving the quality of teaching through the implementation of the quality assurance processes refined in 2005. Another key focus will be the development of methods to link teaching and research, which will enrich teaching programs and facilitate more relevant research.

CHANCELLOR'S LIST for most outstanding achievements in a PhD thesis Chancellor's Award

- > Dr Richard Allen: Doctor of Creative Arts, Humanities and Social

Sciences, 'Out of the Labyrinth of the Mind: Manifesting a Spiritual Art Beyond Dualism'.

Chancellor's List

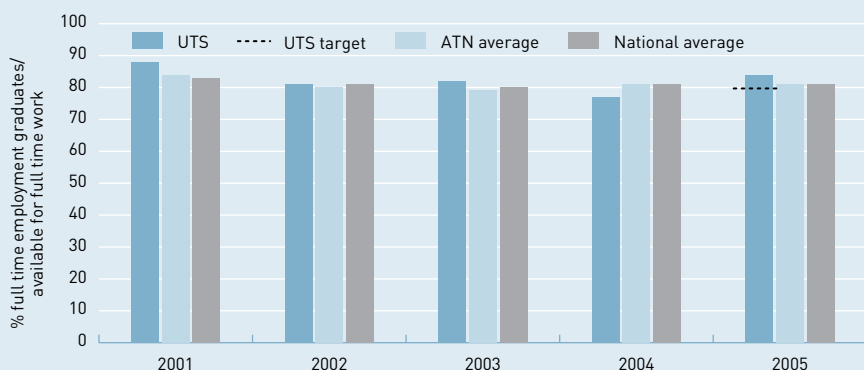
- > Dr Anita Devos: PhD, Education, 'Mentoring, Women and the Construction of Academic Identities'.
- > Dr Olaf Gelhausen: PhD, Science, 'Defect Compensation Mechanisms and Transition Metals In GaN'.
- > Dr Catherine Grenville: Doctor of Creative Arts, Humanities

and Social Sciences, 'Solomon Wiseman: History Into Fiction'.

- > Dr Christopher Riedy: PhD, Institute for Sustainable Futures, 'The Eye Of The Storm: An Integral Perspective on the Sustainable Development and Climate Change Response'.
- > Dr Jennifer Small: PhD, Business, 'Holiday Experiences of Women and Girls Over the Life-Course'.

KEY PERFORMANCE INDICATOR – GRADUATE WORKPLACE SUCCESS

Metric – percentage of Australian-resident first degree graduates in full-time employment of those available (excluding those in full time study)



Interpretation

The UTS result for 2005 of 84% was a 7% increase from the previous year's result, exceeding our 2005 target by 6% and exceeding both Australian Technology Network of Universities (ATN) and national averages for 2005. Reasons for the relatively poor 2004 result are thought to include the IT industry downturn and a post Olympics slump in the Sydney employment market. Other possible explanations are being investigated.

Context

Graduate workplace success is a commonly used measure of graduate chances of 'getting a job'. Data for this KPI is generated by the Graduate Destination Survey (GDS) – a survey administered to recent graduates of all Australian universities approximately six months after completion to determine their career and further study activities. The metric is defined as the number of respondents reporting that they are in full-time employment as a percentage of those who are available for full-time work. Graduates who have gone on to further full-time study are excluded. Only Australian-resident first-degree graduates are included. 'First degree graduates' are those who have completed bachelor degrees or undergraduate diplomas. Each year's result covers graduates who completed their course in the previous year.

References: UTS KPI TL 5; AUQA Portfolio Figure 5.10, page 55

Enrolments by faculty 2003–2005

	Undergraduate			Postgraduate			Total		
	2003	2004	2005	2003	2004	2005	2003	2004	2005
Business	5,357	5,451	5,858	4,243	4,513	4,312	9,600	9,964	10,170
Design, Architecture and Building	2,091	2,120	2,092	525	595	687	2,616	2,715	2,779
Education	946	946	951	1,231	1,284	1,380	2,177	2,230	2,331
Engineering	3,017	2,917	2,815	1,498	1,433	1,606	4,515	4,350	4,421
Humanities and Social Sciences	1,420	1,299	1,308	1,193	1,140	1,062	2,613	2,439	2,370
Information Technology	1,429	1,445	1,388	1,172	1,137	1,050	2,601	2,582	2,438
Law	824	876	1,100	577	578	577	1,401	1,454	1,677
Nursing, Midwifery and Health	1,441	1,403	1,353	1,081	1,104	1,111	2,522	2,507	2,464
Science	2,047	2,070	2,063	295	327	345	2,342	2,397	2,408
Other	285	612	475	57	61	69	342	673	544
Total	18,857	19,139	19,403	11,872	12,172	12,199	30,729	31,311	31,602

Current at 31 August 2005.

Enrolments by course level 2001–2005

	2001	2002	2003	2004	2005
Undergraduate	18,237	18,475	18,857	19,139	19,403
Postgraduate	9,583	10,813	11,872	12,172	12,199
Total	27,820	29,288	30,729	31,311	31,602

Current at 31 August 2005.

Completions by course level 2000–2004

	Completion Year				
	2000	2001	2002	2003	2004
Higher Doctorate	1	1	5	3	0
Ph.D.	60	80	78	76	83
Master's by Research	31	43	39	37	42
Master's by Coursework	1,587	1,682	1,912	2,425	2,438
Graduate Diplomas and Certificates	1,736	2,040	1,453	2,123	1,719
Bachelor's Pass and Honours	3,542	3,900	4,707	5,474	4,416
Sub-degree	20	11	2	258	9
Total	6,977	7,757	8,196	10,396	8,707

Current at 31 March 2005.

Course applications by course level 2001–2005

	2001	2002	2003	2004	2005
Postgraduate	5,717	6,507	8,144	7,552	5,315
Undergraduate	46,119	48,681	47,385	45,818	49,429
Total	51,836	55,188	55,529	53,370	54,744

University Medallists for outstanding achievement in an undergraduate degree

Rebecca Clare Anable	Bachelor of Arts in Communication with the Margaret Trask Medal
Andrew John Bartlett	Bachelor of Engineering in Mechanical Engineering, Diploma in Engineering Practice with First Class Honours
David Stuart Bedford	Bachelor of Business (Honours) with First Class Honours
Catherine Brogan	Bachelor of Business (Honours) with First Class Honours
Stephen Andrew Bush	Bachelor of Science (Honours) in Mathematics with First Class Honours
Paul Joseph Checchin	Bachelor of Business with Distinction
Rowan James Clarke	Bachelor of Engineering in Electrical Engineering, Diploma in Engineering Practice with First Class Honours
Belinda Ailsa Claire Coluccio	Bachelor of Education (Honours) in Primary Education with First Class Honours
Brett Stephen Daley	Bachelor of Engineering in Mechanical Engineering, Diploma in Engineering Practice with First Class Honours
Matthew Paul Grech	Bachelor of Information Technology with Distinction
Dinesh Gurram	Bachelor of Engineering in Software Engineering, Diploma in Engineering Practice with First Class Honours
Venn Hardy	Bachelor of Science in Information Technology, Diploma in Information Technology Professional Practice with Distinction
Joanne Louise Hofstadler	Bachelor of Science (Honours) in Applied Chemistry–Forensic Science with First Class Honours
Alexander Walter Koll	Bachelor of Architecture with First Class Honours
Phoebe Elizabeth Koszek	Bachelor of Engineering in Software Engineering, Diploma in Engineering Practice with First Class Honours
Joanne Nicole Lennan	Bachelor of Laws with First Class Honours
Alec Beaufort Lynch	Bachelor of Information Technology with Distinction
Georgia Leigh McGregor	Bachelor of Arts (Honours) in Architecture with First Class Honours
Ben Alexander Meisner	Bachelor of Science in Computing Science with First Class Honours
Thi Khoi Anh Phan	Bachelor of Engineering in Software Engineering with First Class Honours
Cornelia Bartha Ploeg	Bachelor of Nursing with Distinction
Talia Gina Ross	Bachelor of Laws with First Class Honours
Rowan Guy Savage	Bachelor of Arts (Honours) in Communication with First Class Honours
Natalie Angela Thompson	Bachelor of Education (Honours) in Special Education with First Class Honours

CHAPTER 2

RESEARCH AND INNOVATION

Central to UTS's mission is research that builds the University's knowledge base, enhances the curriculum, broadens knowledge for society and develops solutions to problems.

While many universities have similar aims, UTS has a special focus on the practical outcomes of research. Much of the University's research activity is aligned with industry, government or community, and is focused on developing new technology or knowledge-based solutions to real issues.

In its *Strategic Plan 2005–2008*, UTS refined its key objectives for research to focus on generating research outcomes that benefit society, build researcher capacity and develop a dynamic research environment.

2005 was a year of challenge and change for UTS research as it re-focused to align with these key objectives. There were four major points of focus for the year:

- > integrating and improving professional support services for external relationships, consulting, and research-related commercial activities
- > rethinking the 'architecture of research concentrations' and strategic reviews of research
- > influencing the development of the Research Quality Framework and preparing for its implementation through a trial within the Australian

Technology Network (ATN) of universities

- > deepening and integrating the UTS research culture, leadership and policy framework.

To realise these objectives in 2005 the University continued to enter new research areas, advance as a local and global research institution and invest more to develop its research culture.

This was aided by its success in gaining Australian Research Council (ARC) grant funding, which indicated high research quality and good collaboration with industry, business, government and the community. This was also reflected in the awarding of an ARC Federation Fellowship, Australia's most prestigious fellowship, to Yale University economist Professor Mike Keane.

To assist in building research capacity in 2005 the University committed itself to a program to improve research management policies, organisational structures and management processes. In particular it commenced a review of its current research strengths policy and of the structure and composition of its research strengths.

COMMERCIALISATION

Commercialisation is a desired outcome of UTS research and to achieve it the University takes a flexible approach in partnering with companies and investors to capitalise on the commercial opportunities of its technologies. These include licensing or

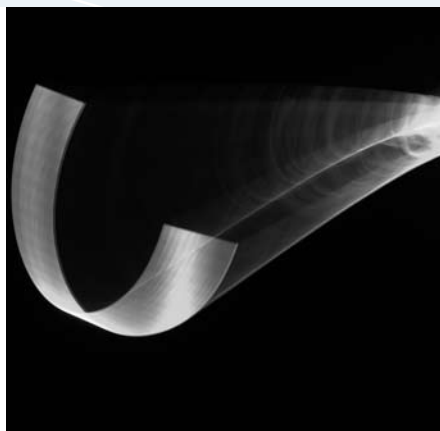
joint venture arrangements, depending on which vehicle is more appropriate.

UTS also maintained a Technology Development Seed Fund, which provides support for the commercial development of projects.

In recent years the Research and Innovation Office has promoted awareness of commercialisation opportunities and processes, resulting in an increase in the number of invention disclosures. While 2004 was an exceptional year, in 2005 the number of such disclosures resumed a long-term growth trend, with 11 disclosures and three provisional patents filed.

In 2005 the University's most significant commercial project was the development of Fluorosolar technology in partnership with Skydome Holdings. Fluorosolar is revolutionary Australian technology that 'pipes' heat-free natural light anywhere in a building. The agreement between UTS and Skydome is the culmination of 15 years of research into natural-light-based indoor lighting by a UTS team. During the year a \$1.2 million Federal Government AusIndustry Commercial Ready Grant was given to the project, specifically for the purposes of commercialisation.

Work continues on the Hypomon, a device created by the Faculty of Engineering to test low blood sugar. This was trialled in local hospitals in 2004 and internationally in 2005, when



UTS and Skydome Holdings are developing Fluorosolar technology — heat-free natural light — for the commercial market and received a \$1.2 million government grant in 2005 to assist with that process. Professor Geoff Smith (far left) from the Faculty of Science, is one of the lead researchers on the project.

it received a large grant from the United States-based Juvenile Diabetes Research Foundation International. (For further information see the Major Grants and Funding section in this chapter.)

AWARDS

UTS received several awards for research in 2005, in recognition of its practical innovations and contributions to knowledge.

- > The University won a Federation Fellowship to bring Yale University Professor Michael Keane, world leader in labour economics and econometric/statistical modelling research, to conduct research at UTS. The Fellowship resulted from collaboration between Professor Keane and research leaders in the Faculty of Business. In future it will bring other leading international researchers in economics and public policy to UTS, fostering further research and collaboration among a number of research centres and groups. Research will focus on major economic issues in the areas of health insurance, retirement planning and the adoption of new technologies.
- > Faculty of Humanities and Social Sciences Adjunct Professor Gillian Cowlshaw won the Prize for Literary and Cultural Criticism at the 2005 NSW Premier's Literary Awards for her book *Blackfellas, Whitefellas, and the Hidden Injuries of Race*. Adjunct Professor Cowlshaw also won a prestigious five-year ARC Professorial Fellowship commencing in 2006 for her project 'Social Relations Among Urban Aborigines in Sydney's Western Suburbs'.
- > Faculty of Humanities and Social Sciences Associate Professor Heather Goodall won the Australian Historical Association's inaugural Magarey Medal for Biography, established by University of Adelaide academic Dr Susan Magarey. Associate Professor Goodall received the award for her co-authoring of the autobiography *Isabel Flick: The Many Lives of an Extraordinary Aboriginal Woman*.
- > Professor John Dalton, from the Institute for the Biotechnology of Infectious Diseases, received one of three NSW BioFirst Awards from the NSW Ministry for Science and Medical Research. The award was for his 'Combating the body snatchers' project on Helminth parasites.
- > Dr Antony Kidman, Director of the Faculty of Science's Health Psychology Unit and a pioneer of cognitive behaviour therapy in Australia, was made a Member of the Order of Australia (AM) for services to health, particularly research into the psychosocial impact of diseases including breast cancer and as a clinical psychologist.
- > Two of UTS's young researchers, Faculty of Science lecturer Simon Walsh and Faculty of Engineering academic Dominic Dowling, were honoured in 2005 when the Australian Institute of Political Science named them NSW Young Tall Poppy Award winners. They were recognised for their strong research record and for their community service in forensic science and engineering, respectively.
- > Dr Andy Kissane, an academic in the Faculty of Humanities and Social Sciences, was awarded the FAW Jim Hamilton Award in the Fellowship of Australian Writers 2004 National Literary Awards for his novel *Blood River*, which formed part of his Doctor of Creative Arts thesis.
- > Faculty of Information Technology Associate Professor Jie Lu won an award from the Australian Academy of Science to participate in the Scientific Visits to Europe Program. The award will assist in funding Associate Professor Lu's research trip to France and Belgium in 2006, where she will visit the Belgian Nuclear Research Centre and Ecole Nationale Supérieure des Arts et Industries Textiles in France, for her project 'Dynamic decision making with uncertain information processing in emergency management'.



The Australian Institute of Political Science named Faculty of Science lecturer Simon Walsh (far left) and Faculty of Engineering academic Dominic Dowling NSW Young Tall Poppy Award winners for their community service in forensic science and engineering, respectively.

- > In 2005, Faculty of Information Technology doctoral student Samantha Harvey was awarded an IBM Australia Winter Internship to study at IBM Almaden Research Centre in San Jose, United States, for three months in 2006.
- > The Bombay Sapphire Design Discovery Awards inaugural Student Prize for innovative design was awarded to Faculty of Design, Architecture and Building student Frag Woodall for his skeletal 'Illium' chair design. Also at the 2005 Bombay Sapphire Design Discovery Awards, Faculty of Design, Architecture and Building industrial design lecturer Berto Pandolfo was awarded the Peoples' Choice Award for his dual-purpose tray that serves as a drinks tray on one side and a fruit bowl on the other.
- > For the second consecutive year a postgraduate design student from the Faculty of Design, Architecture and Building won the student category of the Australian Design Awards. For his flexible plastic Lotus 23 umbrella design, Andy Wana won the GOLD 2005 Australian Design Award–Dyson Student Award. The Faculty also won the Australian Design Award–Dyson Student Award for Recognition of Excellence in Design Education.
- > A paper by Faculty of Information Technology Professor Jenny Edwards and University of

New South Wales PhD student Susan Lafferty, titled 'Disruptive technologies: what future universities and their libraries?' for the journal *Library Management*, was named as an outstanding paper at the Emerald Literati Network Awards for Excellence in the Library Management & Library Studies category.

- > Faculty of Science final-year PhD student Catherine Kealley, with Associate Professor Besim Ben-Nissan, won second prize in the European Microbeam Analysis Society Awards for her poster at its Florence conference. The international competition received more than 130 posters from scientists around the world.
- > Faculty of Science students Vanessa Yenson and Vivienne Gilkes won the best poster award at the recent Australian Institute of Medical Science's national conference.

These awards strengthen the local and global profile of UTS as a research institution. The University will continue to invest in and develop its research to ensure that this growth is maintained.

APPOINTMENTS

As part of UTS's strategy to strengthen its industry-alignment and research profile, three new and significant research chairs, and a new institute director, were appointed in 2005.

- > In partnership with worldwide IT research and advisory firm Gartner Inc., UTS created a Research Chair in Business and IT Strategy, which was filled by former Optus Chief Information Officer, Professor Eng Chew. The new position complements Gartner's desire to drive a higher level of interest in IT in Australia and focuses on the creation and execution of business and IT strategy, best practice and innovation.
- > In honour of former UTS Chancellor Sir Gerard Brennan, the University established the Brennan Research Chair in Law, which was filled by one of Australia's most distinguished law scholars, Professor Paul Redmond. Professor Redmond was formerly Professor of Law at the University of New South Wales, where he was also Dean from 1996 to 2002.
- > Louise Edwards was appointed as Research Professor in Chinese Studies at the Institute for International Studies. In this role she provides leadership to the China Group at UTS, a research group built from the Centre for Research in Provincial China. She also continues to pursue her numerous research activities, including a project on women and contemporary military history in China, which was recently awarded an ARC grant, and her work as Editor of the Routledge series *Women in Asia*.



Andrew Cashin was appointed Associate Professor of Nursing in Justice Health by UTS, in partnership with the NSW statutory health corporation, Justice Health.

- > In January, Professor Tally Palmer joined the Institute for Water and Environmental Resource Management as its new Director. Professor Palmer was previously the Director of the Unilever Centre for Environmental Water Quality at the Institute for Water Research, Rhodes University, South Africa.

INITIATIVES AND OUTCOMES

The objective of UTS to produce innovative and practical outcomes from its research is evident in the following research highlights from 2005.

- > UTS and two other leading Sydney universities joined forces to create the first research centre to focus on Sydney Harbour. The Sydney Harbour Institute of Marine Sciences was launched in November 2005, in collaboration with Macquarie University and the University of New South Wales. The institute is devoted to learning about and caring for what has been called the world's finest and most biologically diverse harbour.
- > The UTS Centre for New Writing was launched during the 2005 Sydney Writers' Festival to promote and support research into new forms of writing. Directed by Dr John Dale, Program Coordinator of Writing and Cultural Studies in the Faculty of Humanities and Social Sciences, the Centre acts as an incubator of ideas for creative writing practices and research.

- > The Faculty of Design, Architecture and Building launched the Centre for Social Theory and Design in October 2005 at the inaugural conference *Cosmopolitanism and Place: the Designs of Resistance*. The Centre will provide a location for research that draws on the traditions of critical and social theory, philosophy, design theory and history, and architectural history and theory.
- > Throughout the year the University joined three Cooperative Research Centres (CRCs), which link researchers with industry to focus research and development efforts on progress towards utilisation and commercialisation. Two other CRCs closed down during the year.
 - > The Faculty of Information Technology joined the Australasian CRC for Interaction Design.
 - > The National Centre for Groundwater Management joined the CRC for Contamination Assessment and Remediation of the Environment, and the Cotton Catchment Community CRC.
 - > UTS ceased involvement with two CRCs during the year: the CRC for Enterprise Distributed Systems Technology began closing down in 2005 and the CRC for Satellite Systems closed at the end of the year.

- > In December 2005, a forum was held to identify key strategic issues and priorities in relation to CRC participation and investment, which will be expressed in a CRC strategy during 2006.
- > A team led by Associate Professor Nong Zhang from the Faculty of Engineering claims a world first with its Powertrain testing rig — a high-tech simulator that allows newly designed transmissions to be tested without the need for a car body, a road or a driver. The testing rig consists of a six-cylinder engine, transmission and driveline components attached to a flywheel system to simulate the inertia of a car on the road. The rig allows the team to investigate the dynamics of the Powertrain caused by gear shifting, clutch-stick slip and gear backlash.
- > The Faculty of Nursing, Midwifery and Health's Centre for Midwifery and Family Health and parenting organisation Good Beginnings Australia began their Dads Connect study — the world's first men-only antenatal classes run by a male convener. Evaluated through Sydney's Royal Hospital for Women and The Royal Women's and Box Hill hospitals in Melbourne, the sessions allow men to discuss all manner of questions about fathering and dealing with babies, in order to make them feel more confident as fathers.



- > Progress continues on the 'Reducing prehospital delay in acute myocardial infarction' study, which began in 2001 and involves the Faculty of Nursing, Midwifery and Health's Critical Care Nursing Professorial Unit based at Royal North Shore Hospital. The study involves academics from Australia, New Zealand and the United States, and is funded by US\$2.5 million from the United States's National Institutes of Health. It is the first study to focus on the effectiveness of one-to-one intervention in reducing the length of time people wait before presenting at hospital with heart attack symptoms. In 2005 the final two-year follow-up data was collected in Australia and New Zealand, with the United States due to complete its follow-up in 2006.
- > Enrolment of patients in the Faculty of Nursing, Midwifery and Health's study 'Home-based rehabilitation for survivors of critical illness' began in May 2005 and is due to be completed early in 2007. Funded with \$385,000 from the National Health and Medical Research Council (NHMRC), the study is a randomised controlled trial to evaluate the effect of a home-based rehabilitation program on the physical and psychological recovery of intensive care patients.
- > The Australian Centre for Organisational, Vocational and Adult Learning Research hosted

a major international conference titled Researching, Work and Learning, which was attended by more than 200 overseas delegates from 22 countries. Key speakers included Danish University of Education Professor Bente Elkjaer, University of Leeds Professor Phil Hodgkinson and University of Massachusetts Professor Tom Juravich.

Cross-faculty research initiatives and outcomes

A key strategy in 2005 was to provide incentives for greater cross-faculty research initiatives. This primarily occurred through seed funding programs, the Internal Challenge Grants scheme and the Health Research Initiative.

UTS adapted the Australian Technology Network Challenge as an internal challenge, with grants of up to \$50,000 to provide seed funding to encourage innovative and creative multidisciplinary, interdisciplinary and transdisciplinary partnerships amongst UTS researchers. The Challenge resulted in 24 expressions of interest, of which the Research Management Committee funded eight. A significant but unintended consequence was that even more leading UTS researchers became mentors to less experienced researchers.

UTS has a number of strong research programs in health distributed across faculties and institutes. The 2005 Health Research Initiative brought together

researchers from a range of disciplines. As a result, cross-disciplinary projects and grant applications have been developed and, in 2006, UTS will develop the UTS health research strategy.

The following other cross-faculty projects were developed in 2005.

- > The Faculty of Engineering launched a new Faculty Research Strategic Initiative/Partnership associated with its Networked Sensor Technologies laboratory (NeST), led by Professor Subhash Challa. This initiative deals with the fundamental challenges of next-generation networked sensing systems and their applications. It has generated significant interest from companies such as ADI, Compuware and the Defence Science Technology Organisation, and aligns with the UTS strategy of undertaking industry-oriented research and development. NeST has brought together a number of key researchers from across the Faculty and the University, and has successfully established collaborations with a number of important Australian and overseas universities.
- > Following the Indian Ocean tsunami on Boxing Day 2004, two UTS students developed a tsunami-warning program for use on personal computers. UTS Faculty of Information Technology student Christian Kent and Faculty of Engineering student Marcus

UTS, in partnership with Macquarie University and the University of New South Wales, established the Sydney Harbour Institute of Marine Sciences. Attending the launch event at the Centre's premises in Chowder Bay were (left to right) UTS Vice-Chancellor Ross Milbourne (at podium); Sydney Harbour Federation Trust Executive Director Geoff Bailey; the Hon. Malcolm Turnbull MP, Parliamentary Secretary to the Prime Minister; Senator, the Hon. Ian Campbell, Minister for the Environment and Heritage; and the Hon. Greg Hunt, Parliamentary Secretary to the Minister for the Environment and Heritage.

Schappi created the Tsunami Forewarning Widget — a program that automatically checks for tsunami bulletins each minute, and generates a pop-up warning screen if new information is received. It can locate an undersea earthquake on a map and give its precise time, location and magnitude. The students have made the widget available for download online and received significant media attention in 2005.

MAJOR GRANTS AND FUNDING HIGHLIGHTS

During 2001–2004, UTS sought to improve national and international recognition of its research in specific areas to position itself for greater success in national grant programs.

In 2005 this strategy bore fruit: of 38 ARC Linkage Grant applications submitted, 21 were approved, equating to a total value of \$3.9 million. A description of some of the most important grants in 2005 follows.

- > Institute for the Biotechnology of Infectious Diseases researchers, Associate Professor Nick Smith, Dr Sabina Belli, Associate Professor Liz Harry and Professor John Dalton, were granted over \$950,000 for several projects investigating infectious disease organisms that infect humans and animals.
- > The US-based Juvenile Diabetes Research Foundation International awarded a US\$500,000 (A\$680,000) grant to Professor Hung Nguyen of the Faculty of Engineering for his

KEY PERFORMANCE INDICATOR – RESEARCH PARTNERSHIPS AND COLLABORATIONS

Metric – number of collaborative projects and national and international partnerships



Context

Through partnerships with research teams from Australian and overseas institutions, UTS builds capacity and scale and gains access to complementary research expertise and infrastructure. The metric for this KPI will evolve over the lifetime of the UTS Strategic Plan 2005–2008 as partnerships become better defined and categorised. At this point, a 'partnership' is defined as a research project (grant or contract research) and a 'co-investigation' relationship is where a research project involves an external researcher.

Interpretation

UTS collaborative research activity increased in 2005, with the number of active projects and co-investigator institutions reported both increasing. Active collaborate projects increased from 130 to 183. Of the 146 co-investigator institutions UTS partnered with in 2005, 28 were overseas institutions (mostly universities). Of the 118 Australian institutions, most were not universities. In 2005 UTS collaborated with 30 of the 38 Australian Universities (including all of the Group of Eight Universities). Over the three year period from 2002–2004, UTS published collaboratively with 96 of the top 200 institutions listed in *The Times Higher Education Supplement's* ranking of universities for research and teaching excellence, international outlook and global reputation.

Reference: UTS KPI R 4

Faculty of Nursing, Midwifery and Health
 Professor Lynn Chenoweth headed a multi-university
 team examining the role of practical compassion in
 aged care for people with dementia. The trial
 was awarded an Australian Health Minister's
 Priority Grant in 2005.



project 'Non-invasive hypoglycemia detection using physiological responses'. The project aims to test a non-invasive hypoglycemia monitor (Hypomon), which predicts the onset of hypoglycaemic episodes in people with Type 1 diabetes. (For further information see the Commercialisation section on page 22.)

- > Dr Rosalie Viney from the Centre for Health Economics Research and Evaluation (CHERE), a joint centre of the Faculty of Business and Nursing, Midwifery and Health, is the Chief Investigator of a study awarded funding of \$440,625 over three years from the NHMRC. Titled 'New methods to measure and value health states', the other Chief Investigators on the study are Associate Professor Debbie Street from the Faculty of Science and Dr Madeleine King from CHERE, and Professor John Brazier and Dr Julie Ratcliffe from Sheffield University, United Kingdom.
- > Dr Madeleine King is also a Chief Investigator on the 'Prostate cancer outcomes study' for which funding of \$300,475 over three years was awarded by the NSW Cancer Council. Dr King will work with researchers from the University of Sydney, the NSW Cancer Council, Liverpool Health Service, St Vincent's Hospital and Royal Prince Alfred Hospital.

- > Professor Lynn Chenoweth of the Faculty of Nursing, Midwifery and Health headed a multi-university team that was awarded a \$200,000 Australian Health Minister's Priority Grant for a clinical trial of the benefits of observation and practical compassion in a study involving 15 aged-care residential facilities in Sydney that provide high-care services to people with dementia.
- > A team from the Faculty of Education — Sandra Schuck, Peter Aubusson, Laurie Brady, John Buchanan and Anne Prescott — were awarded \$150,000 over three years by the NSW Department of Education for their study 'Retention of effective new career teachers'.
- > Other grants awarded to staff include:
 - a \$300,000 ARC Linkage Project grant to the Faculty of Engineering for dynamic characteristics of kinetic suspension systems for vehicle applications, in partnership with Kinetic Pty Ltd
 - a 2005 International Science Linkage Program grant to the Faculty of Engineering for \$270,000 for the development of a new, efficient and cost-effective advanced membrane bioreactor for municipal wastewater treatment
 - an ARC Discovery Grant of \$246,000, to the Faculty of Information Technology for

its Department of Software Engineering project 'Efficient techniques for mining exceptional patterns'

- an ARC Linkage grant to the Faculty of Science for \$375,000 over three years for its 'Optimising train driver vigilance system: reactivation of a fatigued driver' project
- a \$295,320 Linkage Infrastructure & Equipment Fund project grant to the Faculty of Science for its 'Scanning cathodoluminescence microscopy and spectroscopy facility' study
- an ARC Discovery Grant of \$275,000 over three years to the Faculty of Science for its 'Functional and structural diversity of the cathepsin L peptidase from the human blood fluke Schistosoma mansoni' project
- an ARC Discovery grant of \$265,000 to the Faculties of Science and Business over three years for their 'A new integrated approach to managing risk in financial markets' project.

Partnerships

Partnering with industry, business, government and community is a priority for research at UTS, and is of considerable benefit to the University's research capacity. In 2005, partner organisations provided \$920,000 for postgraduate research scholarships.



Former Optus Chief Information Officer, Professor Eng Chew, was appointed to the new UTS Research Chair in Business and IT Strategy. Created with the support of Gartner Inc. in the Faculty of Information Technology, the Chair focuses on the creation and execution of business and IT strategy, management and innovation.

Over the period 1999–2005, UTS has managed a total of 461 research projects involving external partner organisations and clients. These include projects funded under ARC Linkage Projects grants and contract research projects. The total income received from partner organisations and clients over this period has been \$20 million.

In 2005, the internal UTS Partnership Grants Scheme – which provides seed funding to encourage and develop strategic research alliances between UTS researchers and their partners in industry, government, the professions and the community – was reviewed and revised.

While the University was successful in attracting research funding in 2005, its work on improving research management policies, organisational

structures and management processes will continue in 2006. Over the next year UTS aims to increase its appeal for grant funding, prepare for the forthcoming introduction of a Research Quality Framework and reduce its dependence on public research funding.

For further information on research funding see Appendices A1–A6.

ENHANCING RESEARCH SUPPORT AND COMMUNICATION

A key objective of UTS is to develop a dynamic research environment, including the provision of strategic research infrastructure. The faculties and the UTS Library led the way in 2005 to fulfilling this, through showcasing the University's work and enhancing financial and academic support for research students. A number of initiatives are highlighted below.

DAB scholarships

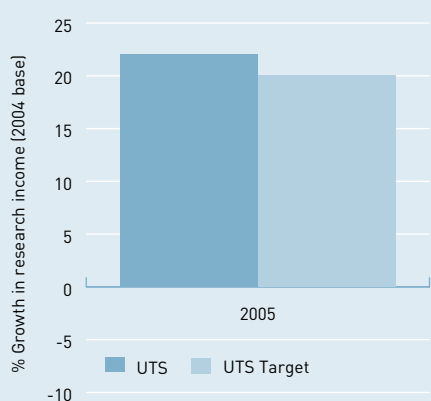
The Faculty of Design, Architecture and Building created a supportive framework to further develop its research strengths by offering a range of scholarships and teaching fellowships. The awards will be restricted to active researchers and linked to existing faculty specialisations. Through this scheme the Faculty will support up to nine students for doctoral studies in 2006.

Women and research

In response to 'The research issues for women at UTS report' (2004), which identified a number of issues that limit women's participation in research, UTS established an Early Career Women Researchers' Program in 2005. The Program is guided by an Advisory Group, with sessions allowing women researchers to meet, hear from experts

KEY PERFORMANCE INDICATOR – RESEARCH INCOME

Metric – percentage change in total annual research income



Context

Research income is a lead indicator of future research performance and sustainability. Improved research income enables UTS to employ quality researchers, fund scholarships and fellowships, and strengthen international linkages. For this KPI 'research Income' is defined as the income reported to the Federal Department of Education, Science and Training each year for the Higher Education Research Data Collection (HERDC).

Interpretation

Provisional data indicates that UTS research income grew by 22% from 2004 to 2005, exceeding the growth target of 20%. (A 2004 base is used for this indicator to track growth over the period of the UTS Strategic Plan 2005–2008.) This positive result follows a period of steady growth in research income from 2000–2004 (the previous strategic planning period), where research income grew by 54%. That cumulative growth level exceeded the average ATN growth of 52% for the same period.

Reference: UTS KPI R 6



While increasing its serial and non-serial volumes in 2005, the Library also increased its digitisation of theses and offered training for postgraduate students in referencing.

about research and grants, and share project information.

2005 Engineering Research Showcase

The second annual Engineering Research Showcase was held by the Faculty of Engineering, with presentations on topics as diverse as stormwater filtration, tracking FedSat, grassroots engineering in Nepal and driver fatigue detection. These presentations reinforced the central themes of all research in the Faculty: collaboration and collaborative links with industry. The Showcase gave new research students the opportunity to experience a conference event and was an important milestone in the development of their research.

University Library

The Library supported research and scholarship at UTS by providing access to scholarly and research literature through its electronic publishing and digitisation services. It was also an active participant in international initiatives to facilitate open access to scholarly information.

UTSePress, the University's online publishing arm based in the Library, launched *African Journal of Information and Communication Technology*, a peer-reviewed, international scholarly journal covering issues regarding computing, electronic communications and information technology systems. This is the second journal published by UTSePress,

the first being *Portal: Journal of Multidisciplinary International Studies*.

In 2005 there was a steady stream of voluntary submissions and retrospective digitisation of popular theses through the Australasian Digital Theses (ADT) Program.

The Library's EndNote program continued to grow strongly with demand for training and assistance high. One-hundred-and-seventy postgraduate students attended intensive EndNote classes especially developed for research students. EndNote is a software package that assists in the collection, storage, organisation and use of references.

Research Students' Satisfaction Survey (RSSS)

The RSSS is conducted by UTS to measure the satisfaction of students enrolled in research degrees, and covers questions related to course-related issues, administration, research and learning. UTS has achieved high levels of student satisfaction as recorded by the survey, with a steady upward trend over the preceding six years.

The Library continued to perform well in the Research Students' Satisfaction Survey. In 2005, on a scale of one to five, with five being the best, the Library received a rating of 4.1, with students agreeing or strongly agreeing that services provided by the Library were satisfactory.

The following criteria on the RSSS received a 3.4 or above rating:

University attributes, supervision and progress reports, administration, computing and infrastructure, student services and the UTS Union and Students' Association.

However, results also reveal there is dissatisfaction with integration into the research culture and financial support, which aligns with national data and is the primary driver of the various initiatives to date to engage students in a research culture.

2005 HIGHLIGHTS AND THE YEAR AHEAD

All the University's research achievements and work to improve its research culture complemented the preparations for the Federal Government's forthcoming Research Quality Framework (RQF). Through the trial Australian Technology Network RQF assessment, UTS has been able to obtain valuable information on research quality and impact, how to identify research clusters and how it can prepare for and capitalise on the opportunities presented by the RQF scheme.

This will be a major focus in 2006, involving extensive strategic development, as the first RQF census takes place in 2007 and will determine future discretionary research funding for universities. Another key focus for 2006 will be the further development of UTS's Industry



For her co-authorship of *Isabel Flick: The Many Lives of an Extraordinary Aboriginal Woman*, Associate Professor Heather Goodall from the Faculty of Humanities and Social Sciences won the Margarey Medal for Biography from the Australian Historical Association.

Action Agenda — a strategy to improve the relationship between University research and industry — with the creation and implementation of operational programs.

Higher degree by research completions and load by year

	2001	2002	2003	2004	2005
Total load and completions					
EFTSL	608	668	759	852	929
Headcount	790	906	1,018	1,155	1,273
Completions	123	117	113	125	133
International research students					
EFTSL	73	89	140	185	213
% of total EFTSL	12%	13%	18%	22%	23%

Source: UTS data collections 2005.

CHAPTER 3

STUDENT EXPERIENCE

UTS has made a strong commitment to create a learning environment that supports students to succeed academically and prepares them for work in a culturally and socially diverse society.

The University recognised that a strategic approach had to be taken to developing a sustainable learning environment that could respond to the changing needs of students. To this end, in 2000 UTS adopted its first Student Focus Plan, which set the direction for updating the student administration system, improving student facilities and amenities, and broadening the range of support, social, sporting and cultural services available to students.

Much was achieved under this plan, and a particular highlight was the implementation in 2004 of a new curriculum and student system (CASS) that enables students to self-administer their own enrolments, obtain exam results, and register to graduate via a single web portal.

A new student housing apartment building, a fitness centre and a multi-faith worship centre were also constructed during this period, together with a number of student-friendly computer labs and leisure areas. In addition, the range of social and cultural University activities has increased considerably, which has seen greater student and staff involvement in campus life.

Moreover, UTS's culture and practices are now shaped by a philosophy of student focus, which guides the development of new services and facilities.

Building on the achievements from the previous strategic plan, three major objectives in the Strategic Plan 2005–2008 reflect the University's commitment to improving the quality of services and facilities for students. These objectives aim to:

- > create more opportunities and better support for students to participate in the University through effective information, advice and support, and cultural, social and sporting programs
- > increase opportunities for learning and interaction
- > maintain an effective learning environment.

Efficient use of technology, and the provision of support services and activities that are responsive to students' needs guided the initiatives implemented in 2005. Highlights of achievements follow.

STUDENT ADMINISTRATION AND SERVICES

The University made good progress in 2005 in advancing students' online self-management and significantly simplifying administrative processes.

Curriculum and student system

In 2005 UTS concentrated on improving the end user, online functionality of

the curriculum and student system (CASS) and encouraging student self-management online.

Aside from a small number of offshore and higher degree research students, the student community now has full web enrolment and electronic class allocation access via the internet. New students are also encouraged to enrol online through a special on-campus supported event. At the end of 2005, some 20,000 students enrolled for 2006 subjects via the web, representing an 85 per cent participation rate. This progress in student self-management online is a major milestone for UTS and the level of administrative support provided to students.

During 2005 changing higher education legislation also required a number of significant changes to CASS. In order to be compliant with the *Higher Education Support Act 2003*, CASS required five major upgrades and a number of smaller changes over the course of 2005. A number of new business processes were also implemented, including the electronic recording of Commonwealth Higher Education Student Support Numbers (CHESSN) for all students; Student Learning Entitlements (SLE) and FEE-Help balances; and new Department of Education, Science and Training (DEST) reporting standards. The effort associated with improving CASS was significant for both the CASS team and the wider university community.



The UTS Union Fitness Centre at Broadway (left) was renovated into a modern gymnasium, consisting of the latest state-of-the-art exercise equipment.

The international student buddy program 'Tandem' experienced considerable growth in 2005, with 342 students enrolled in Autumn semester.

Student administration review

The implementation of CASS has provided the basis for a review of the University's student administration functions and business practices. The results of this review made clear there were opportunities to implement a new model for the delivery of student administrative services, fully utilising the technological capabilities of CASS. This model will further streamline services and ensure human resources are used in value adding roles that

complement the new online student administration environment.

Creating seamless student administration and giving students as much information and control of their own administrative activities as possible will continue to be a priority for UTS.

STUDENT AMENITIES

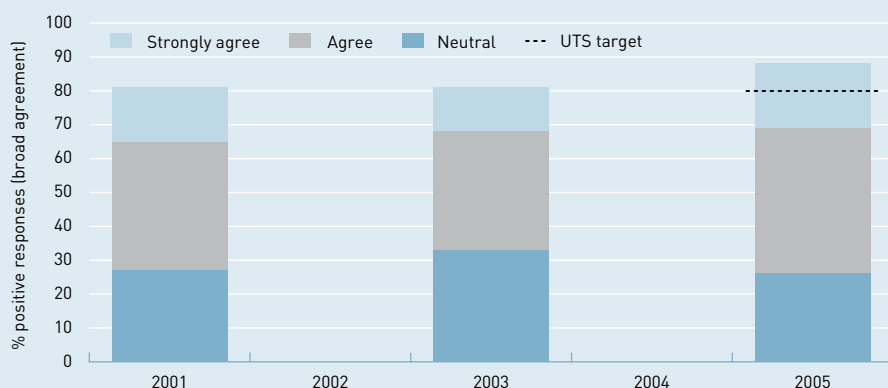
The University continued to make significant progress in improving campus facilities and buildings in 2005. This included updating classrooms,

and learning and study areas to make them compatible with modern technology, and improving teaching environments. Works completed or in progress in 2005 include:

- > in response to the changing information and learning needs of students, the Learning Commons in the Blake Library (City campus) and the Kuring-gai Campus Library were outfitted with laptop and wireless capabilities for those students who prefer to study using their own computers.

KEY PERFORMANCE INDICATOR – STUDENT EXPERIENCE (STUDENT ADMINISTRATION AND SUPPORT SERVICES)

Metric – percentage of positive responses (broad agreement) to combined student administration and support items from Student Satisfaction Survey



Interpretation

The result for 2005 (88% broad agreement) exceeded the minimum target of 80% and the 2003 result of 81%, indicating an increase in student satisfaction with administrative and support services. The proportions of Agree and Strongly Agree responses both improved. Disaggregated results for each campus (City, Kuring-gai and Gore Hill) showed no significant difference. 2005 results are based on over 1,100 online responses received in August–September 2005. The sample was representative of the UTS student population, including splits by both undergraduate and postgraduate students and by campus. Performance against this KPI has been at 80% or above since 1999.

Context

This KPI is based on the Student Satisfaction Survey (SSS) – an internal student survey administered every two-three years since 1994. The metric of % broad agreement = % agree responses + % strongly agree responses + % neutral responses to survey items related to the performance of student administration (eg. enrolment process, course information and payment, class timetable, web administration) and student services (eg. health, counselling, careers, child care, housing, chaplaincy, special needs/disabilities, equity, Student Ombud, International Office, Jumbunna). The rate of improvement in this indicator may be affected from time to time by the perceived disruption to students when significant student administration systems and processes are changed. Years indicated on the horizontal axis are the years in which the survey was conducted.

The UTS Library and ELSSA Centre staff trialled a new service in 2005, providing assistance to students studying at the library who had language and study skills queries.



These learning spaces were also refurbished with new signage and furniture to create informal and formal spaces designed to promote both group and individual learning activity

- > redevelopment of the UTS Union Fitness Centre at Broadway, now equipped with state-of-the-art weight training equipment, a large cardio theatre and separate group exercise studios
- > more than ten classroom refurbishments across the City campus, including lecterns designed at UTS enabling seamless display of DVD, documents, live websites and presentation and other software
- > upgrading of Faculty of Engineering research students and academics' facilities and design facilities at the Faculty of Design, Architecture and Building
- > a new computer lab and lecture theatre on level three of Building 1, City campus
- > a new common room and laundry at Ultimo student residence, Bulga Ngurra, accompanied by a general maintenance upgrade.
- > (For more information on the physical improvements to the University see the UTS Management chapter and Appendix F.)

ENHANCED PERSONAL AND ACADEMIC SUPPORT FOR STUDENTS

UTS has a range of programs and mechanisms to support students from a variety of backgrounds, including counselling, careers services, learning and financial support and special assistance for disadvantaged groups. Some particular initiatives from 2005 follow.

Student counselling

In 2005 the Counselling Service increased the offering of workshops for students to assist them to address exam anxiety, supervision issues, time management, and learning skill development.

An initiative that was particularly successful was the 'Don't Drop Out, Drop In' program that actively encourages students to see a counsellor before deciding to withdraw from a subject or course. This program has assisted students to manage exam anxiety and identify options to continue their studies.

Careers Service activities

This year the UTS Careers Service — which supports the career development needs of all UTS students — developed the following range of new services to better support students to consider their future beyond university.

- > A curriculum-based career research project was conducted together with a series of faculty-specific career-related workshops.

- > A new Careers Service Graduate Destination Survey website and database were developed.
- > The Service created an outreach program involving career counselling and career workshops in the Graduate School of Business during Spring semester 2005. Student demand for these services was very high.

Orientation

The University has expanded its orientation program in recent years, covering a broader range of academic support and student life activities. During the orientation program students are provided with details on learning support services such as counselling, financial assistance, study support services and student life programs. They are also invited to attend an official welcome ceremony.

At a faculty level a number of welcomes were organised, and three faculties continued their program of undergraduate orientation camps. These camps have proven to be very successful in improving the retention rate of first-year students.

A special induction was offered to inpUTS students admitted under the educational access scheme for disadvantaged students; international students were catered for with a targeted International Student Orientation Program; and a latecomers' program was offered in recognition of visa and other issues



The largest number of UTS participants ever entered the 2005 City 2 Surf fun run, reinforcing UTS's aim to be a city university engaged with city events.

delaying some students' arrivals. Specialist orientation sessions were also offered for research students, rural students, mature-aged and part-time students.

Support for students with disabilities

UTS actively encourages student diversity and supports students with disabilities to succeed academically by providing a range of support services. In 2005 the number of students needing such services

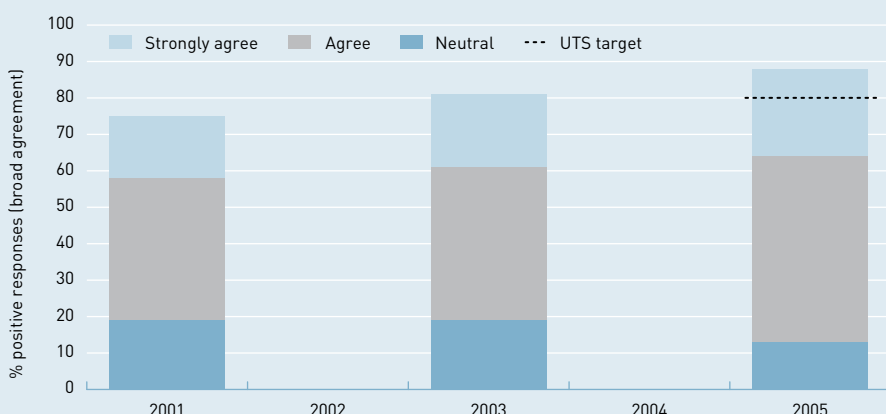
increased. Of particular note was a project to improve the provision of course materials in alternative formats for students with print disabilities. Through this project the Special Needs Service and the University Library were able to provide materials to increased numbers of students in a timely way. Students were given training to use assistive software and grants to purchase technologies, which increases their independence.

International students

Introduced in 2003, 'Tandem' is an initiative of the Peer Network program that matches new international students with experienced UTS students, who help them settle into Sydney and the UTS community. The program continued to grow in members and provide support for new students in 2005, with enrolments reaching 342 students in Autumn semester 2005.

KEY PERFORMANCE INDICATOR – STUDENT EXPERIENCE (PHYSICAL LEARNING ENVIRONMENT)

Metric – percentage of positive responses (broad agreement) to combined learning environment items from Student Satisfaction Survey



Context

This KPI is based on the Student Satisfaction Survey (SSS), an internal student survey administered every two-three years since 1994. The metric of % broad agreement = % agree responses + % strongly agree responses + % neutral responses to survey items related to the performance of the university's physical learning environment, including learning areas (lecture theatres and areas, class times, timetabling, class sizes), computer services and facilities (UTS Online, UTS Website, UTS Email, computer availability and reliability, user support, wireless network), and general facilities (campus opening hours, cleanliness and safety; security staff; support for students with diverse backgrounds). Years indicated on the horizontal axis are the years in which the survey was conducted.

Interpretation

The result for 2005 (87% broad agreement) exceeded the minimum target of 80% and the 2003 result of 81%, indicating an increase in student satisfaction with their learning environment. This suggests that the work carried out over the 2004–2005 summer and throughout the early part of 2005 including new facilities for the Faculty of Nursing, Midwifery and Health, upgrade of audiovisual and other facilities in over 30 classrooms, and expansion of wireless and virtual labs has been well received by students. The proportions of Agree and Strongly Agree responses both improved. Dissaggregated results for each campus (City, Kuring-gai and Gore Hill) showed no significant difference. 2005 results are based on over 1,100 online responses received in August–September 2005. The sample was representative of the UTS student population, including splits by both undergraduate and postgraduate students and by campus. Performance against this KPI has been steadily improving since 1999.

Reference: UTS KPI SE 3

In-fusion is the annual UTS international festival, featuring food, music and events from around the world.



Student equity

In 2005 UTS commenced a new strategic plan, Student Equity Strategy 2005–2008, covering such areas as outreach, schools–community partnerships, educational access schemes, personal support and inclusive environments.

The Strategy contributes to the University's mission of serving the community and enabling students to reach their full potential. It also reflects UTS's commitment to its guiding principles of providing equitable access to education and supporting Indigenous cultures.

As part of this strategy an Equity Initiatives Fund was set up in 2005 by the University to support the expansion of UTS student equity projects and programs. Its main focus is to strengthen student equity activities and maximise outcomes for Indigenous students and students experiencing multiple disadvantage.

UTS also awarded financial support to several hundred disadvantaged students in 2005. This included 207 Commonwealth Learning Scholarships valued from \$2,042 to \$4,084, and a further 207 UTS Diversity Access Scholarships valued from \$390 to \$2,000.

(For more information on Equity and Diversity, see Appendix E.)

University Library

In 2005 a trial service was offered to UTS students to augment the

information skills training and basic information technology support provided to them through the Research Help Desk and the 'Rovers' (a service through which students provide assistance to their peers with tasks such as logging on to computers, activating email, searching the Library catalogue and locating materials). In this pilot program, ELSSA Centre staff provided additional assistance to students studying at the Library who had language and academic writing skills queries. The pilot also enabled the Library and ELSSA Centre staff to build a stronger partnership in the provision of learning support for UTS students.

ENRICHED STUDENT LIFE

Beginning with orientation week, each year the University encourages student and campus life activities through individual and collaborative efforts by many areas of UTS including facilities, Student Services, the UTS Union and student groups.

Peer Network program

In 2005 more students than ever before participated in the UTS Peer Network, an expansion of the University's student life program that assists new students to make the adjustment to university life. The program has been successful in encouraging opportunities for interaction and networking between fellow students and academics. During Orientation, Peer Networkers meet new students, answer their questions, escort them around the campuses, facilitate group

sessions and generally provide a warm welcome to UTS.

In-fusion 2005

The University, in conjunction with UTS Union Ltd, held the annual international In-fusion festival in September, featuring music, food and dance from around the world. The purpose of the festival was to bring together local and international students and staff through a range of cross-cultural activities, including an international marketplace offering crafts, international foods and Chinese massage, and live performances from local and international renowned acts.

Humanities events

Faculties offer a range of activities and programs to enhance student life at the University. Due to the disciplines it covers, the Faculty of Humanities and Social Sciences offers a particularly accessible range of events. In 2005 it organised a range of talks, film screenings and exhibitions, which were available to students, including an exhibition of the Art Directors Club New York Awards, the 2005 Sydney Poetry Seminar, Jumbunna Indigenous House of Learning seminars and the UTS Journalism Awards.

Student residences

In 2004, due to the increase in the residential student population following the opening of the Quadrant Apartments on Broadway, the University piloted a number of initiatives. These were followed up with a formalised residential life program in 2005. Several



Faculty of Science student James Roff was named Male Athlete of the Year for the East Region, after winning gold and silver at the Australian University Games.

events were held throughout the year, some of which are detailed below.

A highlight of the year was the UTS Student Residences Dinner held in May, which featured guest speaker Bryan Singer, the US-based film director of feature films *X-Men* and the upcoming *Superman Returns*. Held in the University's Great Hall, it was attended by 400 students, many of whom wore national dress including kimonos, kilts, kurtas and saris.

The Registrar's Cup — the UTS Student Residences Annual Sporting Challenge — took place in April. Approximately 64 students of the student residences competed in various team sports, including basketball, volleyball, soccer, running relay and mini marathon. Teams demonstrated creativity in designing banners and costumes in their team colours.

The Housing Service's Annual Residents Ball was held in October at the Gallery Function Centre, decorated with a Las Vegas theme. Approximately 230 residents attended the ball.

Student residences participated in the annual UTS In-fusion Festival with a very successful and well-attended food festival held within the UTS Student Residences, where students shared culinary treats from around the world that they had prepared themselves.

Student clubs

The UTS Union Ltd operates a program of orientation activities, 'O Day', that is designed to provide students

opportunities to find out about clubs and societies, sporting activities and broader services provided by the Union.

The success of 'O Day' in 2005 has resulted in a high number of students joining clubs, with the Union reporting that more than 6,000 students were involved in clubs in 2005. This was a 39 per cent increase in registered numbers from 2004, with the Engineering Society, Hillsong Campus Ministry and the Law Students' Society proving the most popular.

The UTS Union Ltd also encouraged student involvement by increasing its funding of clubs via its grants system, introducing creative grants and artistic scholarship schemes and through its inaugural arts festival named smART. Plans are also in place to expand the orientation program further in 2006 with the introduction of 'O Week'.

smART Festival

The inaugural UTS Union Ltd smART Festival showcased the innovative and creative works of UTS students. The event included an art exhibition of entries from the photo, art and diary competition, short film screenings, a writers' festival and a fashion parade that profiled the Lancôme Colour Designs Awards entrants from the Faculty of Design, Architecture and Building. UTS Union Ltd also provided refreshments and entertainment during the official launch and at the close of the Festival. Following the success of the smART Festival this year the event will return in 2006.

Sports Man of the Year

Mark Bellofiore

Sports Woman of the Year

Melissa Ashton-Garard

Club of the Year

Touch Football

Team of the Year

Women's Netball

Sports Recognition Award

Bill McMahon

Sports Manager of the Year

David Butler

UTS Union Ltd Service Award

Outdoor Adventure Club

City 2 Surf

Supporting the position of UTS as a city university, approximately 400 University students, staff and associates, wearing UTS shirts, entered the annual Sydney City 2 Surf 14 kilometre fun run in August. This was the largest number of people from UTS to enter the event, with participants including the Chancellor, the Registrar and international students from many countries. It was followed by a reception at the University Chancellery.

Sport

More than 3,000 UTS students, staff and alumni participated in a sport

The UTS Union continued its sports scholarship program in 2005. Footballers Alice Bowen (right) and James Monie (far right) were among more than 80 students offered sports scholarships during the year.



and recreation activity during 2005. This outstanding level of participation contributed towards some of the best results ever for UTS sport.

The University was named Australian University Sport East Champion Campus of the Year at the 2005 Eastern University Sport Awards — the first time UTS has achieved such an accolade in the university sporting community. The award recognises the best performance overall in the East Region (covering most of NSW and the ACT). It is based on the highest total points from intervarsity events throughout the year, including the Eastern Region University Games.

At the same awards UTS second-year Bachelor of Science student James Roff was named Male Athlete of the Year (East Region) for his performance at athletics events. He won gold in the 400 metre hurdles and silver in the 400 metre sprint at the Australian University Games in Brisbane.

Other significant sporting achievements include the following.

- > At the Eastern Region University Games held in Tamworth, NSW, UTS had its best ever result, winning third place. Gold medals were won by UTS in men's cross country, women's cross country, men's beach volleyball, men's hockey and women's touch football.
- > The Australian University Games were held in Brisbane in September with UTS equalling its best

UTS Union Blues recipients		UTS Union Half Blues recipients	
Rhys Hart	Athletics	Katie French	Athletics
Mark Bellofiore	Canoe Slalom	Michael Barber	Athletics
Chris Martin	Gymnastics	Simon Irrgang	Gridiron
Ian McGregor	Hockey	Adrienne Ling	Hockey
Jo Day	Netball	Clare Adamiak	Hockey
Laura McLaren	Netball	Kate Debenham	Hockey
James Chapman	Rowing	Michael Wark	Hockey
Katelyn Gray	Rowing	Sandra Martin	Karate
Scott Jones	Rugby	Tae Kyun Kim	Kendo
Nicolle Douglas	Sailing	Kim Purcell	Netball
Anne Rutledge	Soccer	Georgia Koutts	Rowing
Michael Mouyis	Soccer	Kirsty Edwards	Rowing
Nikolas Trkulja	Tennis	Morgaine Gilly	Swimming
Bill McMahon	Touch Football	Ingrid Sabaruddin	Tae Kwon Do
Magda Rybicki	Volleyball	Sarah Fletcher	Triathlon
Marc Carroll	Volleyball	Ashleigh Miller	Water Polo
Peter Proctor	Water Ski	Jacob Holt	Athletics
James Roff	Athletics	David Bond	Rugby
Phil Thuaux	Cycling	Samantha Holt	Tennis
Chantal Meek	Kayak	Rebecca Watt	Touch Football
Melissa Ashton-Garard	Triathlon	Sally Kierath	Touch Football
Kelly Miller	Water polo	Bart Vonhoff	Volleyball

performance at the Games to date. Gold medals were won by Rhys Hart (athletics), James Roff (athletics), James Chapman (rowing), Katelyn Gray, Georgia Koutts, Kirsty Edwards, Sam Zammit (rowing 4), and Ingrid Sabaruddin (tae kwon do).

The sports clubs performed exceptionally well for UTS throughout 2005. Major achievements included:

- > the UTS Northern Suburbs Athletic Club ran second in the NSW

Championships, losing on a count back in the final round of the year

- > Men's Volleyball won a bronze medal in the Australian Volleyball League, which was also broadcast on SBS television. Six players from UTS Volleyball were selected for the Australian Youth Team
- > gridiron made the semi-finals of the NSW Gridiron League for the first time in its history
- > the men's premier league soccer team made the Cup final of the



Men's hockey was one of several UTS teams to win gold at the Eastern Region University Games in 2005.

Kuring-gai Soccer Association in it's first year in the grade and for the first time in its history

- > five members of the Fencing Club achieved top 32 results in International competitions.

Blues Sporting Awards of Excellence

The presentation of the annual Blues Sporting Awards of Excellence was held in December to recognise the outstanding sporting achievements

of UTS teams and individuals in local and international sporting arenas. The Awards night started a new tradition for UTS sport with the presentation of Blues Jackets to recognise individuals who have reached an elite level of sport at UTS.

THE YEAR AHEAD

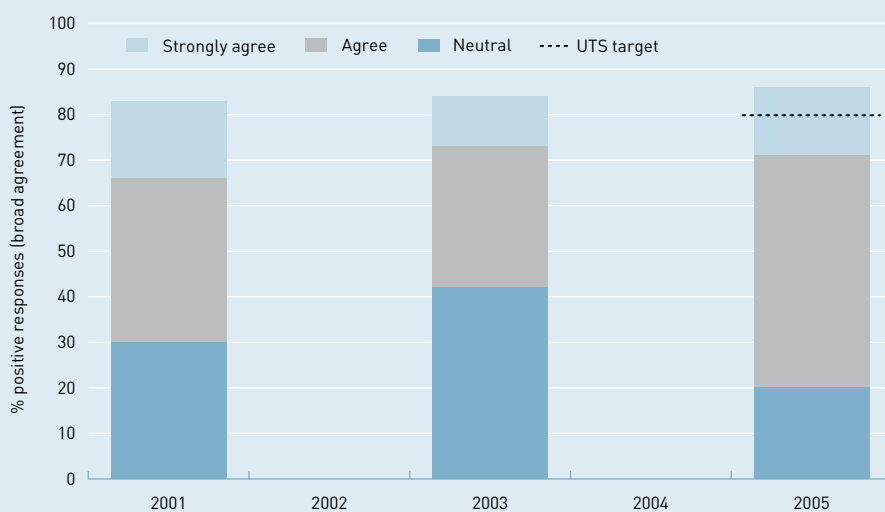
The advancement of CASS, upgrade of facilities, and the success of a range of cultural and sporting programs in

2005 ensured UTS made progress in enhancing the 'student experience'.

In 2006 UTS will continue to seek ways to improve the experience of students through the promotion and resourcing of cultural, social and sporting activities. Technological advancements will also be used to improve the UTS learning environment.

KEY PERFORMANCE INDICATOR – STUDENT EXPERIENCE (SOCIAL ACTIVITIES)

Metric – percentage of positive responses (broad agreement) to combined social activity items from Student Satisfaction Survey



Interpretation

The result for 2005 (87% broad agreement) exceeded the minimum target of 80% and the 2003 result of 84%. The proportions of Agree and Strongly Agree responses both improved. Disaggregated results for each campus (City, Kuring-gai and Gore Hill) showed no significant difference. 2005 results are based on over 1,100 online responses received in August-September 2005. The sample was representative of the UTS student population, including splits by both undergraduate and postgraduate students and by campus. Overall performance for this KPI has been 80% or higher since 1994. The target for this KPI may need to be revised in future years in the wake of the Commonwealth's voluntary student unionism legislation.

Context

This KPI is based on the Student Satisfaction Survey (SSS), an internal student survey administered every two or three years since 1994. The metric of % broad agreement = % agree responses + % strongly agree responses + % neutral responses to survey items related to the performance of social, cultural, recreational and sporting activities at UTS. The KPI incorporates survey items on services provided by the UTS Union and, except for 2005, items on services provided by the UTS Students' Association. Years indicated on the horizontal axis are the years in which the survey was conducted.

References: UTS KPI SE 2; AUQA Portfolio Figure 6.7, page 69

CHAPTER 4

INTERNATIONAL ACTIVITIES

Globalisation and its consequences have significant and far-reaching implications for teaching and learning, research and operations at UTS. In response, UTS has set the specific goal of creating a university that 'is internationally connected and internationally focused in its chosen areas of teaching and research strength, with strong high-quality international partnerships'.

Following this goal, in 2004 UTS built on its cultural diversity and commitment to internationalising the University experience by consolidating a number of areas and activities into an International Division, headed by a Pro-Vice-Chancellor (International).

In 2005 this division had its first full year of operation; a successful year of consolidating offshore courses, continuing the internationalisation of the curriculum, encouraging research interactions and enhancing international relations, guided by the International Strategy 2004–2008.

Through its flagship International Studies program, UTS is at the forefront in introducing innovative programs of teaching and learning about other countries and cultures, while also encouraging Australian students to study offshore. Highlights of international study, teaching and learning, research, staff development, offshore activities and international relations for 2005 follow.

INTERNATIONAL EXPERIENCE AND STUDY

UTS aims to enhance students' understanding of other cultures and societies through its International Studies program, student exchange scheme and the new subject bank of internationally focused subjects.

International Studies program

The International Studies program gives students the opportunity to study another country and its culture in-depth, including a full academic year of in-country study at one of a series of designated universities in the non-English speaking world. The number of students enrolling in the program by electing to combine their primary undergraduate degree with a Bachelor of Arts in International Studies continued to increase in 2005, reflecting students' interest in developing a global perspective.

Study abroad/student exchange

In 2005 the University continued to expand its student exchange programs and experienced growth in the number of inbound exchange students.

The UTS International Exchange Students Scheme was formed in 2000 to increase the number of UTS students undertaking a semester of overseas exchange study and to balance inbound and outbound student numbers. As the figures below indicate, these goals have been achieved with considerable success. The scheme is currently supported by 100 student scholarships per annum of \$1,000 each.

In 2005, 409 UTS students studied at overseas universities that UTS has exchange partnerships with, a slight decrease on the previous year. The most popular countries for students were the USA and Canada, closely followed by the UK.

There were 444 inbound exchange students from a range of partner universities — an increase of around two per cent from the previous year. The largest numbers of inbound students in 2005 came from France, Germany, USA, Canada and Chile.

In total, 577 UTS students spent one or two semesters studying overseas in 2005. (See tables on page 47 for further information.)

International subject bank

Building on the success of its International Studies program, and exchange and study abroad schemes, an International Studies Subject Bank was established in 2005. This initiative is aimed at encouraging students to study subjects with an international content as part of their degree program (usually as electives). The Subject Bank will be advertised and made available for the first time in 2006. It includes subjects from the International Studies program, notably the UTS Language and Culture programs, and designated subjects taught by the Faculties of Humanities and Social Sciences, Law and Business.

These programs have significantly contributed to the internationalisation of the University's curriculum. Through



Dr Alex Byrne, former University Librarian, now Pro-Vice Chancellor and Vice-President (Teaching and Learning) and Vice-President (Alumni and Development), was elected as President of the International Federation of Library Associations and Institutions.

the International Studies program and the International Exchange Students Scheme, considerably more UTS students travel overseas for a semester or year of study than from any other Australian university.

RESEARCH

One of the goals of the International Strategy is 'to encourage staff and students to participate in the development of international communities of research and professional practice'. The following highlights demonstrate the international research projects staff

and students have been involved with in 2005.

ISF's international water study

Professor Stuart White, Director of the Institute for Sustainable Futures, and Francisco Cubillo of Canal de Isabel II (the Madrid water company) led an International Water Association task force developing an international water demand management framework with associated step-by-step manual and tools to provide guidance on best practice water demand forecasting, options, assessment and evaluation. The task force is expected to complete the project in time for a launch at

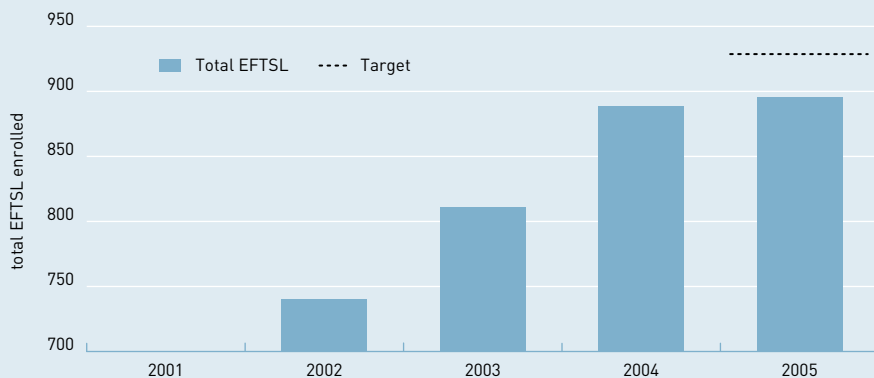
the Efficient 2007 Conference in the Republic of Korea.

Oman water study

Continuing from 2003, staff from the Institute for Sustainable Futures undertook the planning and management component of the Salalah Water Resources Study in the Sultanate of Oman for the Ministry of Water Resources. This project focused on water planning and management in a groundwater constrained area, and in the context of urban, agricultural and industrial water use. Conclusions from the study indicate new sources of water will need to be developed, and

KEY PERFORMANCE INDICATOR – INTERNATIONALISATION OF THE STUDENT EXPERIENCE

Metric – total EFTSL enrolled in subjects from the International Studies Subject Bank, inbound and outbound exchange programs and study abroad programs



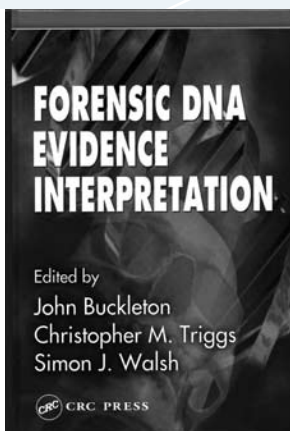
Interpretation

Over the period 2002 to 2005 UTS's internationalised student load grew from 740 to 896 Equivalent Full Time Student Load (EFTSL), a 21% increase. In 2005 UTS had 896 EFTSL enrolled in international studies subjects and exchange and study abroad schemes, a modest increase from 889 EFTSL in 2004. The 2005 result, whilst below target of 931 EFTSL, was still within the acceptable range for this KPI. The 2005 result may have under-reported load for that year since the International Studies Subject Bank was not fully implemented prior to load being measured. Subject Bank load accounts for around 40% of the university's total internationalised load, with inbound exchange the next largest category.

Context

Student internationalisation at UTS goes beyond the numbers of international students, non-English speaking background students or those born overseas. It is also about providing opportunities for all UTS students to 'internationalise' their UTS educational experience. This KPI aggregates student load from three 'experience' elements: the International Studies Subject Bank (subjects with an international content), established in 2005; inbound and outbound exchange students; and study abroad schemes. Years indicated on the horizontal axis are the years in which the survey was conducted.

References: UTS KPI TL 2; AUA Portfolio Figure 8.2, page 90



Faculty of Science lecturer Simon Walsh, along with New Zealand academics, co-edited *Forensic DNA Evidence Interpretation*, the world's first book about DNA evidence for caseworkers.

the efficiency of water use improved or demand reduced in other ways as the water quality is being compromised by current levels of extraction.

New black hole discovered

Observations recorded over one year by Faculty of Engineering senior lecturer Dr Jules Harnett, and Dr Chris Martin, at the Amundsen–Scott USA base at the South Pole, have conclusively confirmed the existence of a black hole at the centre of the Milky Way. The pair, on secondment to the Harvard–Smithsonian Centre for Astrophysics, also recorded observations of a developing star in the Southern Hemisphere end of the Milky Way. Harnett is the first Australian woman to live at the South Pole for a year.

World-first in forensic science

DNA expert Simon Walsh from the Centre for Forensic Science in the Faculty of Science, co-edited *Forensic DNA Evidence Interpretation*, a world-first guide to the complex issues of DNA casework, with New Zealand forensic scientist Dr John Buckleton and University of Auckland statistician Associate Professor Christopher Triggs. The book was written for police and legal practitioners, who need to understand the process and potential pitfalls of using forensic DNA evidence, so it is used to its greatest potential.

'Contesting Euro Visions'

In 2005 the Institute for International Studies completed its five-year research program 'Social activists

and social change in international perspective 2001 to 2005'.

Beginning 2005, its new five-year research program 'Contesting Euro Visions 2005 to 2010' is a series of workshops and conferences with resulting publications and other cultural products, reflecting on European cultural identity and the social and cultural impact of alternative visions of Europe. It will bring together researchers working on European identities from various European locations, the Americas and Asia, in order to foster dialogues and exchanges. A workshop is held each year based on a theme from the program, such as the 2005 workshop 'European Visions, Contesting Voices'.

These examples indicate the breadth of research UTS is involved in internationally. As the University becomes increasingly internationalised it aims to increase the number and variety of its international research projects. (See the Research chapter for more information on the University's international research activities.)

INTERNATIONALISING THE WORKFORCE

Increasing staff members' connection to the international community and broadening their global perspective in teaching and research are key objectives for UTS. Some ways the University made progress in achieving these objectives in 2005 were through staff development initiatives and

the recent formation of Country Reference Groups.

Staff development

For the first time, in 2005, staff were provided with the opportunity to enrol informally in language subjects run by the Institute for International Studies, at no cost to themselves. This initiative is aimed at building staff members' foreign language skills, which will enable them to participate more broadly in the University's international activities. To date 110 staff have participated in this program.

Country reference groups

The University established several Country Reference Groups (CRGs) during the year to develop speciality knowledge in key nations — China, India, Indonesia, Thailand and the United States. Staff with broad knowledge and interest in one of the countries were asked to join the relevant group. The purpose of CRGs is to identify potential areas for academic collaboration, community activity, appropriate institutions as partners, advise on trends likely to impact on the University's programs, and provide a forum for cross-university discussion. The CRGs contribute to a higher profile and increased understanding of countries. In 2006 Country Reference Groups will be established for Germany, Japan, the United Kingdom and Vietnam.

Opening these programs to staff helps them develop an appreciation of other cultures, create a more welcoming



(From left to right) George Vrionis, Vatche Krikorian and Ryan Kirk, were one of two Asia Pacific finalist teams, both from the UTS Faculty of Engineering, to compete in the Collegiate Student Safety Technology Design Competition held in the USA.

environment for international students and to equip them to work more effectively on international projects.

ONSHORE INTERNATIONAL STUDENTS

One objective of the International Strategy is 'to make the University a preferred choice for students from various cultural backgrounds and international locations' that choose to study in Australia.

Over the past ten years, the increasing numbers of international students on campus from a wide variety of countries has increased the exposure of both domestic and international students and staff to many different cultures. The active engagement of both international and domestic students in the peer networking program — where students volunteer to assist and support new students through participation in the UTS Orientation Program — is an example of a successful effort to promote knowledge and sharing of cultures through integration of students.

In 2005 UTS had a total number of 6,644 onshore international students, evenly proportioned between undergraduate and postgraduate enrolments.

Asia was once again the main source of onshore international students, with more than 1,500 coming from China and more than 700 from India. Several hundred students also came from each of the other Asian nations of Indonesia,

Hong Kong and Thailand. Compared to 2004 there were increases in the number of students from China, India, South Korea and Germany.

Western nations such as Norway, Sweden, Germany and the United States are among the University's top 15 source countries for international students. Marketing efforts in Russia, South America, the Middle East and the UK are also beginning to show results in student recruitment.

The Faculties of Business and Engineering remain the most popular among international students, with more than 4,000 and 1,500 enrolled in the respective faculties. However, enrolments in Law increased 40 per cent in 2005 compared to the previous year.

(See tables on page 47 for more information.)

OFFSHORE TEACHING AND LEARNING

The University has engaged with a number of international partners to provide global opportunities in teaching and learning. Where UTS is teaching internationally it places emphasis on delivering courses that engage intellectually, professionally and culturally with people in the country and in valuing the international teaching collaboration. It also recognises the importance of ensuring an appropriate level of governance is in place. During the year the following initiatives have been implemented to

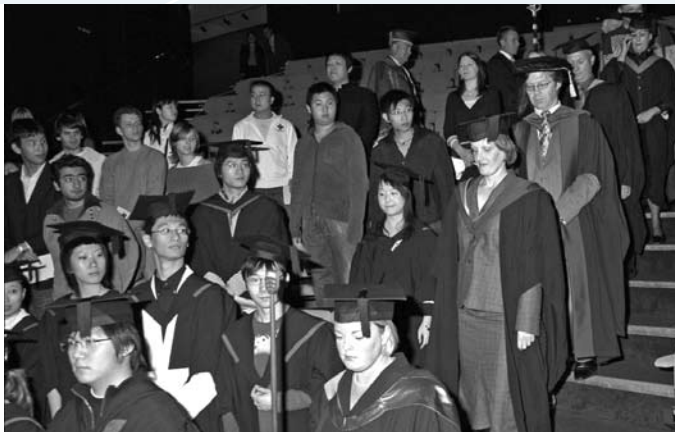
further University offshore teaching and learning.

Offshore courses

In 2005 UTS continued to implement a stronger quality and risk management framework for its offshore courses, directed through UTS Offshore. This action follows the formation of a strategy for UTS offshore teaching and learning activities developed in 2004. These improvements led to a range of results in 2005, including:

- > a Deed of Agreement between UTS and the Hong Kong Management Association to support the delivery of a suite of UTS programs in Hong Kong and Taiwan
- > closure of programs in Singapore
- > improvements to enrolment and local registration requirements in China, Taiwan and Malaysia.

Frameworks were also established for delivery of programs of teaching and learning in Chinese, Dual Programs of Study and Twinning Programs. These frameworks provide for quality assurance and an effective approach to the approval and management of offshore teaching and learning activities, and ensure compliance with the *ESOS Act* and other Australian and offshore government regulations. The learning in Chinese framework, in particular, will see the introduction of Modern Standard Chinese as a language of instruction in offshore coursework programs. A range of bilingual documents including a



In 2005 the first cohort of students at INSEARCH Essex graduated, assured of entry into a course at the University of Essex.

student rules website were developed to support this mode of teaching.

International teaching partners

Many of the University's collaborative teaching programs saw their first graduates complete courses during 2005. There were also a number of further initiatives in this area.

Second TV series from INSEARCH

INSEARCH has distinguished itself as an innovative educator by jointly producing the popular *Study English – IELTS Preparation* television program with ABC Asia Pacific (Australia's international satellite broadcaster). The first episode screened in September 2004 and now reaches an audience of over nine million people in 41 countries. The popularity of the first series resulted in the production of a second series, which aired in September 2005.

Tsinghua University

The first graduates completed the Master of Management in Sport Management degree, offered by UTS in Beijing in partnership with Tsinghua University, one of China's leading institutions. Sixty-seven students graduated, with many already working in positions related to the Beijing 2008 Olympics.

Nursing training in India

Professor Christine Duffield, Director of the Centre for Health Services Management, and Deputy Director Dianne Pelletier, completed a program of key nursing personnel leadership

training at a newly opened private hospital in Mumbai, India. Beginning in 2004, the Centre worked closely with the hospital management team to review nursing services, with a summary of their findings presented to the Chairman and management team.

Binawan Institute

In 2005 the Faculty of Nursing, Midwifery and Health developed a Memorandum of Understanding with Indonesia's Binawan Institute of Health Sciences for student and staff exchange and academic and research collaboration. During the year approximately 100 nurses who graduated from Binawan moved to Sydney where they will stay for one year studying for a Bachelor of Nursing degree at UTS to become registered nurses. UTS will also support and facilitate Binawan in educational management activities of its nursing degree in order to produce qualified graduates fully recognised by both institutions.

INSEARCH Essex

In 2004 INSEARCH expanded its pathways approach to education into the United Kingdom, in collaboration with the University of Essex. A year later the first intake of students graduated from INSEARCH Essex in a ceremony held in September. All 18 students achieved the necessary academic levels to guarantee articulation to the University of Essex in 2006. These achievements, both onshore and offshore, support the

University's objective to develop national and international renown for programs of teaching and learning. UTS is committed to continuing to improve quality assurance and to expanding international teaching.

INTERNATIONAL RELATIONS

The hosting of international visitors is integral to the development of strong international partnerships that support the internationalisation of the University's teaching and research. In acknowledgement of the importance and increasing governance associated with this activity, a review was undertaken of the University's management of its international visitors' activities during 2005. As a result of this review, roles and responsibilities for the management of international visitations have been formalised within the International Office. A detailed International Visitor Guideline has also been developed to support the formalisation of this activity.

In 2005 UTS hosted 500 international delegates from 100 different visits. Members of visiting delegations numbered between one and 34 and included executive members and staff from academic institutions, consulate and government officials, as well as company managers.

Delegations came from over 30 countries with 20 per cent of the total visits from China. At least three delegations came from each of the following countries: the United States, Thailand, South Korea, Malaysia,

Dean of the Faculty of Business, Professor Rob Lynch was awarded the Charles K. Brightbill Alumnus Award from the College of Applied Life Studies at the University of Illinois.



the United Kingdom, Canada, Chile, Germany and Japan.

The information and feedback received from these visitations will assist the University to continue to develop its international partnerships.

OTHER INTERNATIONAL ACTIVITIES

Other international initiatives from the University included regional conferences, formalised partnerships and international appointments for UTS staff.

Women in Asia

The Eighth Women in Asia Conference was held at UTS in September, with attendees from Australia and Asia. Participants included academics, students, non-government and aid organisations, artists and performers, and the general public. The theme of the 2005 conference was 'Shadow Lines', which has to do with movement across borders, borders that may be understood in different ways and contexts. The conference was convened by the Institute for International Studies and the Faculty of Humanities and Social Sciences.

Representing Australia in France

At the invitation of the French Embassy in Australia, Dr Murray Pratt from the Institute for International Studies represented the Australian Society of French Studies at a French government seminar on teaching Francophone Studies. It was held at the Centre

International d'Etudes Pedagogiques in Sevres, near Paris, in November.

International partner agreements

In 2005 UTS initiated a strategy of forming International Partner Agreements with key universities worldwide. Eventually the University aims to form partnerships with 15 city universities in particular regions around the world.

During the year UTS agreed to form partnerships with three international universities through International Partner Agreements: El Instituto Tecnológico y de Estudios Superiores de Monterrey (Mexico), University of Westminster (United Kingdom) and Shanghai University (China). The agreement with Shanghai University was formalised in 2005, with the other two agreements due to be signed in 2006.

An International Partnership Agreement places emphasis on the exchange of ideas, industrial involvement, interactions with the wider community, and commitment to the internationalisation of higher education; as well as committing both universities to a program encouraging staff mobility and interaction.

AWARDS AND RECOGNITION

UTS continues to heighten its international profile through the award-winning activities of staff and students. A list of significant international awards from 2005 follows.

- > UTS won the inaugural Grand Prize and a major category prize at the Hong Kong–Australia Business Association NSW Business Awards. A partnership between UTS and the Hong Kong Management Association was awarded the prize for Contribution to Industry and then took the overall Grand Prize, beating other finalists, including Minter Ellison, Virgin Atlantic and the AGSM.
- > Law students from UTS won the Pacific Regional Round of the European Law Students Association Moot on World Trade Organisation (WTO) law. The UTS team was judged to have the best-written submissions on behalf of the respondent party and team member Jonathan Tyne won 'Best Oralist' in both the preliminary and final rounds.
- > Two teams of UTS mechanical engineering students were the only Asia Pacific finalists in the Collegiate Student Safety Technology Design Competition held in Washington DC. The UTS teams competed against four other teams in the international final; one team demonstrated their vehicle braking system for hazardous reversing situations, while the other demonstrated their GPS system for speeding awareness.
- > Faculty of Business Dean Rob Lynch received the Charles K. Brightbill Alumnus Award from

UTS received a Federation Fellowship for Yale University economist, Professor Michael Keane, to take up a posting at the University in 2006. He will work with the Centre for the Study of Choice, the Centre for Health Economics Research and Evaluation, and the Quantitative Finance Research Centre.



the College of Applied Life Studies at the University of Illinois. The award is given to an individual who, through their own writing and involvement, has made a profound and lasting contribution to the field.

- > UTS Community Law Centre director Jennifer Burn and Jennifer Stanger, Co-Director of the Anti-Slavery Project, were awarded first place, out of 69 entries, in the Changemakers Innovation Award Competition 'How to End Human Trafficking', run by social entrepreneurship organisation Ashoka's Changemakers.
- > For her paper 'Relevance assessment as an everyday experience', Dr Theresa Anderson, Faculty of Humanities and Social Sciences lecturer in Information Management, was awarded the 1st Annual Emerald/EFMD Outstanding Doctoral Research Award for Excellence in Research in Information Science. For the same paper she won the 2005 American Society for Information Science and Technology's SIG USE Best Information Behaviour Conference Poster.
- > Professor Archie Johnston, Dean of the Faculty of Engineering, was appointed as an Advisory Professor to Shanghai Jiao Tong University. He is the first Australian to be appointed to this position.
- > In August, Dr Alex Byrne, University Librarian, began his two-year term as President of the International Federation of Library Associations and Institutions (IFLA), the peak international organisation for the library and information profession.
- > The 2005 award of an Australian Research Council Federation Fellowship, Australia's most prestigious fellowship, to Professor Mike Keane, an economist at Yale University in the USA, was a major milestone for UTS. Professor Keane will take up the Fellowship at UTS in July 2006. (See the Research and Innovation chapter for more information.)
- > Faculty of Information Technology Dean, Professor Tharam Dillon, was appointed as Chair of the Industrial Electronics Society's Technical Committee on Industrial Informatics. He was also the General Chair of the 3rd Institute of Electrical and Electronics Engineers, Inc. International Conference on Industrial Informatics, which was held in Perth in August.

THE YEAR AHEAD

In 2005 UTS continued to lead Australian higher education in its provision of international experiences for Australian students. A particularly noteworthy achievement was winning the Hong Kong Business Association NSW Business Awards Grand Prize, and the review of UTS courses offered offshore.

This review places UTS in a strong position to move its offshore programs forward in 2006. The University's other international priorities in 2006 are further diversification of the student body, working closely with faculties and INSEARCH in student recruitment, and launching a new recruitment strategy.

Appointments

Appointments of UTS staff to international positions and postings of international academics to UTS indicate that the University is increasingly recognised as an institution of international standing. Several key appointments in 2005 follow.

	2001	2002	2003	2004	2005
Students of International Studies by faculty 2001–2005					
Faculty					
Business	163	189	304	332	342
Design, Architecture and Building	90	94	126	141	143
Education	58	59	61	69	84
Engineering	75	69	65	59	76
Humanities and Social Sciences	194	241	307	292	314
Information Technology	0	9	43	39	30
Law	137	145	126	126	121
Nursing, Midwifery and Health	52	43	43	33	32
Science	78	98	112	119	129
Total	847	947	1,187	1,210	1,271

Current at 31 August 2005.

International students by faculty 2001–2005					
Business	2,286	2,520	3,189	3,696	4,106
Design, Architecture and Building	262	302	412	448	478
Education	132	209	252	248	278
Engineering	675	1,009	1,415	1,359	1,546
Humanities and Social Sciences	127	184	309	221	164
Information Technology	655	739	824	791	749
Law	80	201	58	119	203
Nursing, Midwifery and Health	27	33	213	128	125
Science	96	92	142	173	221
Other	9	15	53	236	303
Total	4,349	5,304	6,867	7,419	8,173

Current at 31 August 2005.

Growth in international students 2001–2005					
Undergraduate	2,046	2,349	3,382	3,630	4,012
Postgraduate	2,303	2,955	3,485	3,789	4,161
Total	4,349	5,304	6,867	7,419	8,173

Current at 31 August 2005.

Exchange students 2001–2005					
Inbound	306	402	408	435	444
Outbound	219	317	372	423	409
Total	525	719	780	858	853

Outbound study abroad students 2002–2005					
Fee-paying In-country Study places	–	122	147	164	133

CHAPTER 5

UTS IN THE COMMUNITY

Contributing to the wider community is an important part of UTS's role as a city university. The University's Mission, its Guiding Principles and its Strategic Plan 2005–2008 all emphasise the importance of UTS's role as a community-minded institution that aims to 'serve the community at large'.

During 2001–2004, UTS moved gradually from a focus on community service to a more strategically defined concept of engagement with professions, industry and social justice and equity groups. Community engagement is one means of providing students with a broader educational experience and of developing attributes and capabilities that complement the more formal curriculum.

The highlight of the University's community activities for the year was the UTS Shopfront winning the 'Provision of Educational Services to the Community' category at the Carrick Institute's 2005 Australian Awards for University Teaching.

Many of the University's community activities are directed through UTS Shopfront, a university-wide program that acts as a gateway for community access to the University (see below for further information). Faculties, centres and other University bodies also make individual contributions. This chapter outlines some of the ways in which UTS engaged with and served the wider Sydney, Australian and international community in 2005.

UTS SHOPFRONT

UTS Shopfront links disadvantaged and under-resourced community groups to university knowledge, skills, resources and professional expertise. This allows projects to proceed that would not otherwise be completed with multiple benefits for both the community and the students involved.

Community-based projects are carried out by students through their subjects under the supervision of academics. The process is collaborative: students and community groups are involved in all facets of the project's development and implementation.

Projects are initiated by the community and can range from large, multi-disciplinary undertakings to small projects involving only one or two students. Examples of Shopfront projects include the construction of buildings, website and internet strategy development, publicity campaigns and social research.

Some of Shopfront's key achievements in 2005 follow.

- > Forty-four community-based projects involving 200 students, 10 academics and seven faculties were completed. Projects included websites for the Disabled Surfers Association and Bankstown Youth Development Service; research and development of guidelines for community sector awards with Western Sydney Community Forum; the design of a bequest program

with the Combined Pensioners and Superannuants Association; and engagements with a number of community organisations to develop a celebration of Sudanese culture at Newtown's New Theatre in December 2005.

- > Industrial Design students explored cost effective ways of providing *The Big Issue* magazine vendors with portable stands that could be erected on the street. Vendors often work on busy streets and can have difficulties being seen by potential customers. They were provided with portable, collapsible presentation boxes that do not block pedestrians.
- > Shopfront launched the first publication in its new monograph series, *Accommodation in Crisis: Forgotten Women in Western Sydney* by Dr Catherine Robinson and Rose Searby, during National Homelessness Week. A joint project between Parramatta Mission and Shopfront, this research project investigated crisis accommodation for single homeless women in Western Sydney. The report received significant media coverage and positive reactions from federal and state government agencies.
- > The second monograph '*Targeted: Experiences of Racism in NSW after September 11, 2001*' by Dr Tanja Dreher, was published in 2005 on the anniversary of the September 11 attacks in the United States. This monograph analysed data



The Hon. Dr Brendan Nelson, then Minister for Education, Science and Training, presented the award for the Provision of Educational Services to the Community at the Carrick Institute's 2005 Australian Awards for University Teaching. Program Manager Pauline O'Loughlin accepted the award on behalf of UTS Shopfront.

collected by the anti-racism hotline established by the Community Relations Commission For a Multicultural NSW. The hotline recorded attacks targeting Muslim, Arab and Sikh communities in New South Wales, revealing that overseas events have a serious impact on community relations in Australia. However, the monograph also noted that the crisis also produced opportunities for dialogue, support and collaboration between communities.

- > Shopfront also launched its Student Monograph Series. This series publishes high-quality students' work that has been completed with a community partner.
 - The first publication in this series was Lucy Marshall's *'Imagine communities without them...'* *Threats to Neighbourhood Centres and Communities in Sydney's Inner City, Inner West and Eastern Area*. This publication was launched at the Newtown Neighbourhood Centre in June 2005.
 - The second monograph in the series was Shane Eccleston's *Are We Aware? Understanding Contemporary Issues Affecting Young People on the Northern Beaches*, a joint project with the Northern Beaches Youth Community Fund, which is

supporting Shane's primary recommendation of developing a clearing-house on youth issues.

- > In 2005, students from the Faculty of Design, Architecture and Building helped the Shopfront Theatre for Young People with business strategy and adaptive reuse of the interior of the Theatre, facilitated by final-year architecture student Naomi Kendal, as part of her major work. The Shopfront Theatre runs a wide range of workshops including performance, writing, technical support, design, video, puppetry and music. It also runs an outreach program to engage economically and socially disadvantaged young people in arts projects.

FACULTY COMMUNITY PARTNERSHIPS AND PROJECTS

As well as their involvement through Shopfront, UTS faculties are engaged in a wide range of community projects.

- > In 2005, third-year industrial design students from the Faculty of Design, Architecture and Building prepared a series of design solutions for GoGet CarShare, an innovative community-based car sharing service. Students worked on everything from making the service's cars adaptable for multiple user needs, to branding, signage and web design. The project, called Eco-Driven, was a major practical task for students and one that connected them with the

real-world problems of a new type of 'green' enterprise.

- > The Faculty of Education hosted the first Education Careers Day in April 2005 for final-year school-teaching students. The event included employment presentations by the NSW Department of Education and Training, the Catholic Education Office and Christian Schools Australia, as well as an education careers market attended by 20 local and international recruitment organisations.
- > For two weeks in August the Faculties of Science and Engineering participated in Science in the City — Sydney's largest science event. Open to the community, Science in the City provides primary and secondary school students with the opportunity to get involved in science and see the variety of career opportunities in the discipline. Activities included films, talks, workshops, shows and the Science in the City Expo.
- > More than 360 engineering students from several universities attended the 2005 Engineers Australia 'Engineers Career Evenings' held at UTS in August 2005. The evenings were designed to showcase leading engineering companies and organisations, providing future engineering graduates and employers with a valuable networking opportunity.



The Faculty of Engineering ran an 'Engineering Outreach' at the annual two week event, Science in the City. Students could load containers onto a boat using a pneumatic crane or create a strong structure using construction toy Knex while they talk with UTS Engineering students.

Participating companies and organisations included Boeing, CSR, the Department of Defence, Energy Australia, Halliburton, Hawker de Havilland, Hays, Leighton, Norske Skog and Siemens. Presenters focused on the theme 'Who should you work for and how to get there?' and spoke about their personal experiences and career paths within the engineering industry.

- > Focusing on the growing problem of obesity, a team of UTS experts became the 'community connection' for the new Australian Technology Network (ATN) Centre for Metabolic Fitness – a cooperative research initiative involving five ATN universities. The Centre's brief is to identify the best way of improving the health of Australians through changes in exercise and diet. UTS Faculty of Business academics, with involvement from the Faculty of Science, will use market research to determine in what ways and under what conditions people will change their behaviour. Their findings will provide a better understanding of the factors that motivate people to change their lifestyle. The Centre has an overall budget of \$6 million for its first five years.
- > Faculty of Business Associate Professor Stephen Wearing created a strategy to manage the demands of tourism along Papua New Guinea's Kokoda

Track, made famous in World War II. Working with the Kokoda Track Foundation and the World Wide Fund for Nature, Associate Professor Wearing developed a plan to establish a self-sustaining eco-adventure industry for the region's Kioara and Orokaiva people. It is designed to counter the effects of heavy trekking on forest and highly sensitive heathland environments, along with the social impacts of the large volume of tourists passing through the villages.

- > Faculty of Education lecturers Keiko Yasukawa, Christine Evans and Jacquie Widin, and senior lecturer Lori Beckett, along with staff from Jumbunna Indigenous House of Learning, worked with Alexandria Park Community School in Redfern, Sydney, to develop local community capacity through literacy and numeracy programs for Indigenous parents of the school's students.
- > Throughout 2005 the Faculty of Information Technology continued its involvement as a sponsor of Young Achievement Australia, including the sponsorship of student company Victor Voyage. Consisting of close to 30 staff from various UTS faculties, Victor Voyage's core business was producing super soft micro-bead pillows. It was a finalist at the Young Achievement Australia NSW Awards and participated in the YAA Trade

Expo Day at Parklea Markets, where it was given the Retail Performance Award on the day.

- > The Centre for Research in Education in the Arts (CREA) hosted a number of open seminars including 'Education in the 21st century' and 'What is best practice in values education?.'

OTHER COMMUNITY PARTNERSHIPS AND PROJECTS

Several university-wide programs and a number of smaller initiatives were established in 2005, that supported the broader community. Some of the major achievements included the following.

- > In June the UTS Council endorsed the revised UTS Reconciliation Statement, outlining its renewed commitment to the process of reconciliation between Indigenous and non-Indigenous Australians. The Statement demonstrates the University's commitment to creating an educational environment that is genuinely inclusive of Indigenous perspectives and experiences.
- > The Library Markets Forum program continued to promote the expertise of UTS staff and industry specialists to the broader community. A series of topical presentations included discussions on forensics and the *CSI* effect; copyright and the Australia-US Free Trade Agreement; web accessibility; and branding, competition and universities. The Forums were well attended both

(From left to right) Zoe Gleitzman and Cleo Mitchell were among a group of students from the Faculty of Design, Architecture and Building that worked with GoGet CarShare Director Bruce Jeffreys (far right) to create industrial and graphic design solutions for the community-based car sharing service.



- by members of the UTS community and by the general public. Speakers included Centre for Forensic Science Director Professor Claude Roux, Faculty of Law Dean Professor Jill McKeough, Bruce Maguire from the Disability Rights Unit of the Human Rights and Equal Opportunity Commission, and Singleton Ogilvy & Mather Business Director Justin Papps.
- > The Women@UTS Program raised more than \$5,000 to contribute to an International Women's Development Agency tsunami relief project at a fundraising auction to celebrate International Women's Day in March 2005.
 - > The Indigenous Women's Network coordinated a fundraising dinner and raised more than \$6,000 to fund a World Vision project involving a health consultation with an Indigenous community in central Australia.
 - > UTS hosted the Association for Tertiary Education Management Inc. (ATEM) NSW branch conference, which was attended by higher education administrators from across NSW. Topics included higher education reforms, the challenges of workforce planning in higher education, strategic planning and risk management. The ATEM Leadership Forum and School Administrators Forum were also hosted by UTS in 2005.

RECOGNITION FOR COMMUNITY SERVICE

UTS academics and institutions won several awards for community activity in 2005, including some of the most significant community education awards in the country.

- > The work of UTS Shopfront was recognised when it won the award for the Provision of Educational Services to the Community at the Carrick Institute's 2005 Australian Awards for University Teaching, the most prestigious higher education awards in the country. This high-profile award recognises the work and achievement of Shopfront in making UTS resources accessible to a wide range of community groups. The Hon. Dr Brendan Nelson, the federal Minister for Education, Science and Training, conferred these national awards at Parliament House, Canberra.
- > UTS Community Law Centre Director Jennifer Burn won the 2005 Combined Community Legal Centres Group NSW Award at the Law and Justice Foundation Awards Ceremony. The award is granted to a recipient who volunteers in a NSW Community Law Centre, demonstrating outstanding commitment to improving access to justice in NSW.
- > Keiko Yasukawa, Betty Johnstone, Sallie Saunders and Andrew Chodkiewicz, from the Faculty of Education, completed the

development of a program aimed at improving adult financial literacy that helped Citigroup and YWCA take out the New South Wales 2005 Prime Minister's Award for Excellence in Community Business Partnership.

- > A proposal created by UTS architecture academics, alumni and students was one of five finalists in the East Darling Harbour urban design competition, an initiative by the NSW Government to redevelop the present site of the city's container port. The brief was to transform a 22-hectare maritime industrial site into a combination of public space, commercial and residential development. The submission, led by Hill Thalys, the architecture firm of UTS lecturer Philip Thalys, was selected from a field of 137 anonymous entries in the international competition. The winner will be announced in 2006.

THE YEAR AHEAD

Through UTS Shopfront and other University bodies, UTS undertook dozens of community projects, both locally and internationally, across a broad spectrum of social contexts in 2005.

In 2006 Shopfront will celebrate its tenth year of operation. Along with University faculties, centres and other bodies, it will work to extend its reach into the community, increasing the availability of the teaching, research and speciality areas of UTS to the community at large.

CHAPTER 6

GOVERNANCE AND ORGANISATION

UTS seeks to continually refine the organisation of the University to maximise efficiency and improve its governance framework. These refinements and improvements continued in 2005, building on the work of the past few years. Of major significance was Council's adoption of a set of UTS Governance Principles. The Principles provide a framework that is to be applied at all levels of the University's governance. These principles are to:

- > focus on the University's purpose and goals
- > perform effectively in clearly defined roles and responsibilities
- > promote and act in accordance with UTS Guiding Principles
- > take informed, transparent decisions within UTS accountability systems
- > develop the effectiveness of the UTS Council and others responsible for governance
- > recognise and engage the relevant interests of the University's stakeholders.

The levels of success in applying these principles across the University and at various levels of its activities and functions will be examined in 2006, when further refinement will be considered if necessary.

In 2005 Council also initiated an independent external review of its operation and effectiveness and during 2006 will consider the findings of the review and implement appropriate improvement strategies; it adopted a formal annual cycle of business; and refined UTS performance reporting, for which a framework had been established in 2004.

Other major University governance projects included the review of financial and general delegations, which focused on strengthening the delegations framework, particularly in management and academic areas, with academic delegations to be completed by late 2006; revision of the student and related rules, with the new rules approved and implemented in 2005; and revision of the policy framework, which was approved in 2005 and is currently in its implementation phase with work in progress on assessing all existing policies and documentation in accordance with the UTS Act.

The following information details the University's principal officers, membership of its governing committees and Council, and delineates its main organisational divisions.

Note: Further detail is published in Appendix C, and in the Organisation and Committee Structures charts on pp 6-7.

THE COUNCIL OF THE UNIVERSITY, 2005

(Constituted under s.9 of the *University of Technology, Sydney Act 1989* (UTS Act)).

The UTS Council is the governing authority of the University and has the control and management of the University's affairs and concerns. Its functions and primary responsibilities include:

- > overseeing the University's performance
- > overseeing the University's academic activities
- > approving the University's mission, strategic direction, annual budget and business plan
- > approving significant University commercial activities.

Under the UTS Act and the UTS By-law, the Council comprises 20 members who hold their positions for differing periods under various categories of membership. Council is chaired by the Chancellor, or the Deputy Chancellor in the Chancellor's absence.

Chancellor

Professor Vicki Sara, BA(Hons), PhD (Syd), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), FAA, FTSE (15 December 2004 to 14 December 2008)*

Deputy Chancellor

Kenneth J Rennie, AM, FCA; executive consultant, Ernst & Young; Director, INSEARCH Ltd
(9 December 2002 to 8 December 2006)*

Pro-Chancellors

Dr Valerie Levy, BA (Columbia), MA (Pennsylvania), PhD (Claremont); member, Ethics Committee, Royal Prince Alfred Hospital; member, NSW Legal Profession Advisory Council (12 December 2002 to 12 December 2006)*

Warwick Watkins, MNatRes (UNE), ISMP, AMP (Harvard); Director General, NSW Department of Lands, Surveyor General of NSW; Registrar General of NSW; Chair, Australian and New Zealand Land Information Council; Deputy Chair, Land and Water Australia Research and Development Corporation; Deputy Chair, CSIRO Water for a Healthy Country Advisory Council; member, Australian Land and Water Audit Advisory Council (6 August 2003 to 12 December 2006)*

* For the office holders listed above, terms of Council membership are stated in their respective listings below.

Official members

Chancellor

Professor Vicki Sara, BA(Hons), PhD (Syd), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), FAA, FTSE (15 December 2004 to 14 December 2008)

Vice-Chancellor and President

Professor Ross Milbourne, BCom, MCom (UNSW), PhD (Calif), FASSA, FAICD; Chair of NSW & ACT Vice-Chancellors' Committee

Chair of Academic Board

Professor Anthony Baker, BSc(Hons), PhD (UNSW), FRACI, FAICD; Professor of Chemistry, Faculty of Science; Chair of NSW & ACT Committee of Chairs of Academic Boards and Senates; member, Board of Studies NSW; member, Higher Education Advisory Committee, NSW Department of Education and Training (14 March 2003 to 31 October 2003, 1 November 2003 to 31 October 2005, and 1 November 2005 to 31 October 2007)

Members appointed by the Minister

Professor Larissa Behrendt, LLB, BJuris (UNSW), LLM, SJD (Harvard); Professor of Law, University of Technology, Sydney; Director of Research, Jumbunna Indigenous House of Learning (1 November 2002 to 31 October 2006)

Dianne Leckie, BBus (KCAE), MEcon (Macq), FCPA, MAICD; Consultant (7 February 2002 to 31 October 2002, and 1 November 2002 to 31 October 2006)

Kenneth J Rennie, AM, FCA; executive consultant, Ernst & Young; Director, INSEARCH Ltd (1 November 1998 to 31 October 2002, and 1 November 2002 to 31 October 2006)

The Hon. Ian F Sheppard, AO, QC, LLB (Syd), HonMA (KCAE); former Judge of the Supreme Court of New South Wales, the Federal Court of Australia, and arbitrator of the Fiji Court of Appeal (1990 to 31 October 1994, 1 November 1994 to 31 October 1998, 1 November 1998 to 31 October 2001, and 1 November 2002 to 31 October 2005)

Warwick Watkins, MNatRes (UNE), ISMP, AMP (Harvard); Director General, NSW Department of Lands, Surveyor General of NSW; Registrar General of NSW; (additional positions listed above)
(1 November 2002 to 31 October 2006)

Dr Katherine Woodthorpe, BSc(Hons) (UMIST, UK), PhD (Leicester, UK), FAICD; advisor in commercialisation of technology; Chairman, Cooperative Research Centre for Antarctic Climate and Ecosystems; Director, Australian Cancer Technologies Ltd (until February 2005); Director, Environmental Biotechnology Cooperative Research Centre; Director, INSEARCH Ltd; Director, Ventracor Ltd; Director, Warren Centre (University of Sydney); Chairman, Smartprint Cooperative Research Centre
(1 December 2003 to 31 October 2006)

Members appointed by Council

Megan Cornelius, AM, BA (Syd), FAICD, FAIM, FACS; Harvard Leadership Program, Australian Institute of Company Directors Diploma; Chairman and CEO, Expertise Australia Group; Managing Director, Expertise Technology Pty Ltd; Fellow of UTS; Australia's Woman Leader to APEC; member, Advisory Board of UTS Key University Research Centre for Innovative Collaborations, Alliances and Networks; board member, Civil Aviation Safety Authority; Director, The State Library of New South Wales Foundation; member, Australian

Institute of Company Directors Council; Auditor, Australian Universities Quality Agency; member, Australian Universities Teaching Committee; member, Business Education Steering Committee
(14 April 2003 to 31 October 2006)

Michael Sexton, SC, LLB(Hons) (Melb), LLM (Virginia); Solicitor General for New South Wales
(12 December 2005 to 31 October 2008)

Members of academic staff

Eva Cox, AO, BA(Hons) (UNSW); Senior Lecturer, Faculty of Humanities and Social Sciences, University of Technology, Sydney
(1 November 2004 to 31 October 2006)

Patrick L Healy, BE (NUI), DIC, MSc (Lond), MBA (UNSW), MIEAust, MAIPM, MAIB; Senior Lecturer, Faculty of Design, Architecture and Building, University of Technology, Sydney
(1 November 1994 to 31 October 1996, 1 November 1996 to 31 October 1998, 1 November 1998 to 31 October 2000, 1 November 2000 to 31 October 2002, 1 November 2002 to 31 October 2004, and 1 November 2004 to 31 October 2006)

Member of non-academic staff

Christopher Cahill, GradDipInfoSys (CSU); Director, Information Technology Division, University of Technology, Sydney
(1 November 2004 to 31 October 2006)

Undergraduate student

Rebekah Doran, enrolled Bachelor of Arts in Communication (Social Inquiry), Bachelor of Laws, University of Technology, Sydney
(1 November 2004 to 31 October 2006)

Postgraduate student

Peter Brady, BE(Civil), DipEngPrac (UTS), MIEAust, APESMA, enrolled Doctor of Philosophy (Engineering), University of Technology, Sydney
(1 November 2004 to 31 October 2006)

Members of Convocation

Emeritus Professor Steve Bakoss, BE (Syd), MS (Calif), MEngSc, PhD (UNSW), FIEAust; Honorary member of the Council, Budapest University of Technology and Economics
(1 November 2002 to 31 October 2006)

Colin E Grady, GradDipFin (KCAE), MBA (NSWIT), FCPA, CA (NZ), FAIM, FIIDM, AFAIM, MICM, JP; President, UTS Alumni Association; Trustee of the UTS Law Foundation; Director, Grenfell Securities Ltd; Director, Midland Securities Ltd
(1 November 2002 to 31 October 2006)

Margo Humphreys, MDR (UTS), MAICD; member of the Unit for Dispute Resolution (UTS); dispute resolution consultant
(1 November 2002 to 31 October 2006)

Dr Valerie Levy, BA (Columbia), MA (Pennsylvania), PhD (Claremont); member, Ethics Committee, Royal Prince Alfred Hospital; member, NSW Legal Profession Advisory Council (1 November 1992 to 31 October 1994, 1 November 1998 to 31 October 2002, and 1 November 2002 to 31 October 2006)

Secretary to Council

Dr Jeff M FitzGerald, LLB(Hons) (Melb), LLM, PhD (Northwestern)

PRINCIPAL OFFICERS OF THE UNIVERSITY*

Chancellor

Professor Vicki Sara, BA(Hons), PhD (Syd), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), FAA, FTSE

Deputy Chancellor

Kenneth J Rennie, AM, FCA

Vice-Chancellor and President

Professor Ross Milbourne, BCom, MCom (UNSW), PhD (Calif), FASSA, FAICD

Deputy Vice-Chancellor and Vice-President

Professor Peter J Booth, BEc (Syd), GradDipEd (Syd Teach Coll), MEc (UNE), PhD (Griff), FCPA, CA

Pro-Vice-Chancellor and Vice-President (International)

Professor David S G Goodman, BA(Hons) (Manc), DipEcon (Peking), PhD (Lond), FASSA

Pro-Vice-Chancellor and Vice-President (Research)

Professor Susan Rowley, BA, DipEd (Monash), BCA, PhD (W'gong), FAICD

Pro-Vice-Chancellor and Vice-President (Teaching and Learning)

Professor R Johnstone, BA (N'cle), PhD (Camb) (until 10.10.05)

Pro-Vice-Chancellor and Vice-President (Teaching and Learning) and Vice-President (Alumni and Development)

Dr Alex Byrne, BE (Elec) (Syd), GDipLib, GDipAdvLib (CCA), MA (Canberra), PhD (Syd), FALIA, FAIM

Registrar

Dr Jeff M FitzGerald, LLB(Hons) (Melb), LLM, PhD (Northwestern)

Executive Director (Organisational Support)

Anne Dwyer, BBus (CSturt)

Chief Financial Officer

Kevin McCarthy, BCom (UNSW), ICAA

*Titles for executive, as listed here, were used for the teaching year 2005. Revised titles were approved at the Council meeting held December 12, and will be reflected in the UTS Annual Report 2006.

DEANS

Business

Professor Rob Lynch, DipPhysEd (W'gong TC), BEd(Hons), MEd (UWA), PhD (Ill)

Design, Architecture and Building

Professor Desley Luscombe, BSc (Arch), BArch(Hons) (UNSW), MArch, PhD (UNSW), FRAIA

Education

Professor Andrew Gonczi, MA, MEd(Hons) (Syd), PhD (UTS) (until April 2005)

Professor Shirley Alexander, BSc, MAppStats (Macq), GradDipEd (SCAE)

Engineering

Professor Archie Johnston, BSc(Hons), PhD (Heriot-Watt), FIEAust, CPEng, MICE

Humanities and Social Sciences

Associate Professor Gael Walker, BA, DipEd (UNSW), GradDipCommM, MAdmin (KCAE), PhD (UNSW), FPRIA (Acting Dean until May 2005)

Professor Theo van Leeuwen, BA (Nederlandse Film Academie), MA(Hons) (Macq), PhD (Syd)

Information Technology

Professor Tharam Dillon, BE, PhD (Monash), FIEEE, FIEAust, FACS, FSARS

Law

Professor David Barker, LLB (Lond), MPhil (Kent), LLM(Hons) (Cantab), DipLG (Kent), GradDipLegPrac (UTS), FCIS, MCIArb, FAIM, FIMgt, MACE, Solicitor of the Supreme Court of NSW and the High Court of Australia (until February 2005)

Professor Jill McKeogh, BA, LLB (UNSW), LLM (Syd)

Nursing, Midwifery and Health

Professor Jill F White, RN, RM, AssocDipNEd (Cumb), BEd (SCAE), MEd (Syd), PhD (Adel)

Science

Professor John Rice, BSc, PhD (UNSW)

University Graduate School

Professor Mark C Tennant, BA(Hons), DipEd (Syd), PhD (Macq)

Director, Institute for International Studies

Lyn Shoemark, BA(Hons), DipEd, DipLabRIns&Law (Syd) (until September 2005)

Professor Stephanie Hemelryk Donald, BA(Hons) (Oxford), MA (Southampton), DPhil (Sussex)

ADMINISTRATIVE STRUCTURE 2005

Heading the administrative structure is the Senior Executive consisting of the Vice-Chancellor and President and his direct reports: the Deputy Vice-Chancellor and Vice-President, Chief Financial Officer, Pro-Vice-Chancellor and Vice-President (Research), Pro-Vice-Chancellor and Vice-President (Teaching and Learning), Vice-President (Alumni and Development), Pro-Vice-Chancellor and Vice-President (International), Registrar, and Executive Director (Organisational Support).

Vice-Chancellor and President

Professor Ross Milbourne, the Vice-Chancellor and President, is the Chief Executive Officer of the University, a member of the Council and several of its committees, and the Academic Board.

The Vice-Chancellor is accountable to the Council for all academic and administrative objectives of the University, with particular accountabilities including leadership, external and internal relations, strategic planning, policy advice to Council, staff and student discipline, entrepreneurial developments, international programs, and management review and audit. The Vice-Chancellor is formally advised by a number of committees.

Deputy Vice-Chancellor and Vice-President

Professor Peter Booth, the Deputy Vice-Chancellor and Vice-President, is accountable to the Vice-Chancellor for the academic operations of the University. He is a member of several Council and Vice-Chancellor's committees and the Academic Board. The Deputy Vice-Chancellor has executive accountability for the overall coordination of the UTS Strategic Plan 2005–2008. The Deans of all faculties and the Directors of the Jumbunna Indigenous House of Learning, the Planning and Quality Unit and the Equity and Diversity Unit are accountable to this office. The Deputy Vice-Chancellor is also the UTS Director of Equal Opportunity and Affirmative Action. The Deputy Vice-Chancellor acts in the absence of the Vice-Chancellor and has delegated responsibility from the Vice-Chancellor with respect to decisions on some staffing and other matters.

Pro-Vice-Chancellor and Vice-President (International)

Professor David S G Goodman, the Pro-Vice-Chancellor and Vice-President (International), is accountable to the Vice-Chancellor for the development of all international activities within the University from curriculum, student recruitment, offshore programs, to the University's international relations. He is a member of several Vice-Chancellor's committees and the Academic Board. The Pro-Vice-Chancellor (International)

has executive accountability for those elements of the UTS Strategic Plan 2005–2008 which relate to international activities. The International Office, Institute for International Studies and UTS Offshore all report to the Pro-Vice-Chancellor (International).

Pro-Vice-Chancellor and Vice-President (Research)

Professor Sue Rowley, the Pro-Vice-Chancellor and Vice-President (Research), is accountable to the Vice-Chancellor for research policy development and general oversight of the University's research activities, postgraduate research education, industry liaison, intellectual property and research commercialisation. She is a member of several Vice-Chancellor's committees and the Academic Board. The Pro-Vice-Chancellor (Research) has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to Research. Reporting to the Pro-Vice-Chancellor (Research) is the Dean of the University Graduate School, the Director of the Research and Innovation Office, and the Directors of the five University Research Institutes.

Pro-Vice-Chancellor and Vice-President (Teaching and Learning)

Dr Alex Byrne, the Pro-Vice-Chancellor and Vice-President (Teaching and Learning), is accountable to the Vice-Chancellor for a range of support services for teaching and learning, and for the overall development and

evaluation of teaching quality across the University. He is a member of several Council and Vice-Chancellor's committees and the Academic Board. The Pro-Vice-Chancellor (Teaching and Learning) has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to teaching and learning. Reporting to the Pro-Vice-Chancellor (Teaching and Learning) are the University Librarian, Student Ombud, and Directors of the Institute for Interactive Media and Learning, the ELSSA Centre and Shopfront.

Vice-President (Alumni and Development)

Dr Alex Byrne, the Vice-President (Alumni and Development), is accountable to the Vice-Chancellor for advancing the University's relationships with its alumni and establishing a development program. The Vice-President (Alumni and Development) has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to alumni and fund raising and is assisted by the Director of Development and the Manager of the Alumni Office.

Chief Financial Officer

Mr Kevin McCarthy, The Chief Financial Officer, is accountable to the Vice-Chancellor for all aspects of the financial management and facilities management of the University and the commercial aspects of all significant arrangements and transactions

entered into by the University. The Chief Financial Officer has responsibility for the development and implementation of the University's financial plan and campus development plan. He is a member of several Council and Vice-Chancellor's committees and the Academic Board. The Chief Financial Officer has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to organisational sustainability. Reporting to the Chief Financial Officer are the Directors of Financial Services, Facilities Management and Commercial Services.

Registrar

Dr Jeff FitzGerald, the Registrar, is Secretary to the University Council and the Academic Board, is the proper officer of the University, and provides executive support to the Chancellor and the Deputy Chancellor. The Registrar is accountable to the Vice-Chancellor for the effective operation of student-related administrative systems, processes, information and records; student support, including student life and amenities; governance support, including regulatory and legal compliance; University Rules and their administration; corporate records and archives; official University publications; and graduation ceremonies. The Registrar has executive accountability for those elements of the UTS Strategic Plan

2005–2008 which relate to the student experience and is responsible for links with key student-related groups, such as the UTS Union and the UTS Students' Association. Reporting to the Registrar are the Directors of Student Administration, Student Services, Governance Support, UTS Legal Service and Internal Audit.

Executive Director (Organisational Support)

Anne Dwyer, the Executive Director (Organisational Support), is accountable to the Vice-Chancellor for supporting and building the UTS profile and brand in the community, shaping and developing a high performance organisational culture and organisational and technological capability. She is a member of several Council and Vice-Chancellor's committees and the Academic Board. The Executive Director (Organisational Support) has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to organisational sustainability. Reporting to the Executive Director (Organisational Support) are the Directors of the Human Resources Unit, Information Technology Division, and Marketing and Communication Unit.

FUNCTIONS OF COUNCIL BOARDS AND COMMITTEES

Council committees

The Council was assisted in 2005 in its role of directing the University by the following boards and committees.

The **Audit and Review Committee** assists Council in discharging its responsibility in relation to: internal control systems; financial information; business policies and processes compliance with applicable laws, rules and regulations; and systems for the prevention and management of corrupt conduct, maladministration and waste. The Committee advises Council on the annual internal audit plan; effectiveness of the internal audit function; and liaison with the external auditor. It also reviews and passes comments to Council and to the Finance Committee on the annual Financial Statements and other relevant documents.

The **Commercial Activities Committee** advises Council on all matters relating to the University's commercial activity under the UTS Act, including policy and governance frameworks.

The **Equity Reference Group** annually previews the UTS equity and diversity program, reviews the University's past program performance, and reports to Council on these and any action that might be taken by Council in terms of the policy and governance of the University.

The **Finance Committee** advises Council on matters relating to the distribution and supervision of University finances and acts on behalf of Council in areas of delegated authority.

The **Governance Committee** advises Council on matters relating to University governance, in particular on the planning and development of Council's skills, knowledge and experience, and on the University Act, By-law and Rules.

The **Honorary Awards Committee** advises Council on policy relating to all types of honorary awards and recommends nominations for honorary awards.

The **Nominations Committee** compiles a list of persons who are suitable for appointment by the Minister or by Council as members of Council.

The **Staff Matters Committee** considers matters of University policy relating to human resources, and provides advice to Council and the Vice-Chancellor concerning the strategic development of human resources within the University.

The **Student Matters Committee** considers matters of University policy relating to students, and provides advice to Council and the Vice-Chancellor concerning the policy and governance of the University on student matters.

Academic Board

The Academic Board, which is Council's principal advisory board on academic matters, also has its own standing committees and boards that advise the Board on a variety of matters pertaining to the academic programs of the University. In 2005 these included Academic Administration; Appeals; Courses Accreditation; Executive; Teaching and Learning; Research Students; Research Students Advisory; and the University Graduate School Board. The Faculty Boards and Boards of Studies also offer advice to Academic Board.

Vice-Chancellor's Committees

There are several committees reporting via the Executive to the Vice-Chancellor. In 2005 these included the Vice-Chancellor's Committee; Academic Management Committee; Courses Planning Committee; Fee Policy and Management Committee; Finance and Human Resources Systems Replacement Board; Information Technology Committee; Research Management Committee; CASS Advisory Committee; Environment, Health and Safety Committee; Human Research Ethics Committee; Human Resources Committee; Planning and Quality Committee; Physical Resources Committee; Research Commercialisation Committee; Student System and Curriculum Management Advisory Committee; UTS Biosafety Committee; UTS Legal Advisory Committee; UTS Teaching Awards Committee; and Wingara Management Committee.

Faculty Boards

There are nine Faculty Boards: Business; Design, Architecture and Building; Education; Engineering; Humanities and Social Sciences; Information Technology; Law; Nursing, Midwifery and Health; and Science. The role of these boards is to advise Academic Board and relevant Deans and Directors on educational matters.

CHAPTER 7

UTS MANAGEMENT

UTS has adopted a more systematic approach to planning and managing the physical and service infrastructure that supports the University's core activities. Integral to this approach is the integration of planning, quality and review processes into the delivery of services.

In 2005 a new planning and quality management framework (see adjacent diagram) was developed that incorporates a quality management process for broad application across the University. A series of Enabling Plans were also prepared for key infrastructure areas to facilitate greater strategic cohesion.

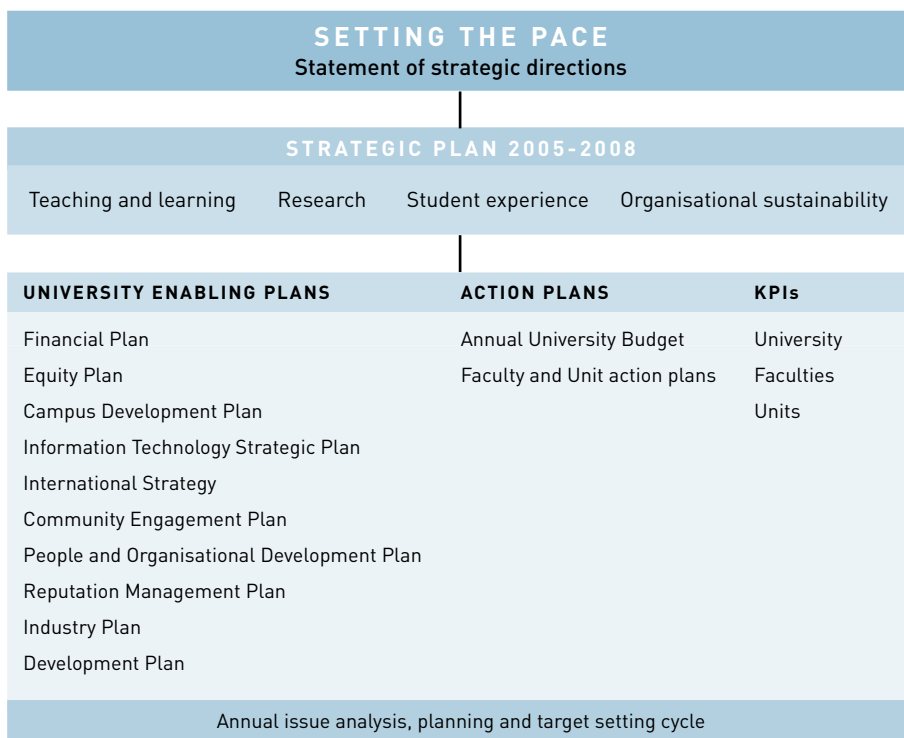
PLANNING AND QUALITY MANAGEMENT

In 2004 the university undertook a review of its strategic planning framework and quality management processes. The outcome of this review in 2005 was the implementation of a revised Planning and Quality Management Framework (PQMF) and a new Strategic Plan 2005–2008.

The new strategic plan identifies the university's most critical development priorities through eight objectives that cover the three core areas of UTS — teaching and learning, research and the student experience.

During 2005 implementation of the plan and the PQMF as a whole focused on:

- > developing a focused set of Key Performance Indicators (KPIs)



to measure achievement of the objectives of the strategic plan and implementing a regular KPI reporting process (some of these are reported against in this Annual report)

- > developing a series of pan-University enabling plans to underpin the strategic plan
- > implementing an annual cycle of planning and KPI target setting aligned with the budget process
- > translating the strategies in the strategic plan into annual faculty and unit action plans for 2006.



Figure 1: Planning and Quality Management Framework

The University's quality management cycle continued to be implemented in 2005 as part of the PQMF. The cycle is based on the application of a continuous improvement cycle of 'Plan, Do, Review, Improve' (PDRI) to all projects and business processes (see diagram opposite). Major reviews undertaken during 2005, such as the student administrative service delivery review, are examples of the cycle in action.

ORGANISATIONAL DEVELOPMENT

During the year the senior executive focused on identifying UTS's priority organisational capabilities considered critical to achieve the University's strategic directions. These priorities will inform the strategies relating to attracting, developing, rewarding, and retaining UTS staff. The following initiatives were implemented.

Developing capabilities

A new performance and development program was implemented as part of a strategy to strengthen the culture of achievement within UTS. The aim of this program is to create transparent and meaningful connections between individual and team performance, development plans and strategic goals and principles.

In 2005 a pilot leadership development program was also implemented to assist leaders of significant change programs. The pilot indicated that a model based on multi-rater feedback and specialist coaching was perceived to have enhanced effectiveness in the majority of cases.

In addition to this initiative, a new scheme to reward outstanding performance by support staff was developed which will be implemented in 2006. This scheme provides recognition for outstanding performers and reward in the form of grants from a career development fund.

Changes were also made to academic promotions where the process of progression from Level A to B Lecturer was refined. These changes have increased the alignment between the criteria for promotion and the University's strategic directions. They also facilitate greater integration of the annual performance and development cycle with promotion being a reward for outstanding academic performance. UTS has a strong record of demonstrating equity in promotion, with 16 women and 14 men successfully applying for promotion in 2005.

Workforce renewal

A number of workforce renewal initiatives effectively enhanced the University's ability to define, recruit, integrate and retain the profile of staff needed to meet UTS's objectives. Workforce planning is progressively being integrated into University-wide planning processes and the induction and orientation program for new staff continues to be improved.

There was a small increase in the proportion of casual academic and support staff employed in 2005. UTS's staff profile continues to age, which

reflects the general trend in the higher education sector and also emphasises the need for the University to operate in an increasingly competitive labour market.

Human resources service

A new human resources service delivery model was implemented in late 2005, which is designed to support a greater emphasis on service delivery to three key stakeholder groups: UTS staff, managers and supervisors, and the UTS corporate entity. This model positions human resources as a partner to these stakeholder groups thereby enabling human resources to provide more effective strategic and service development support. The new service model builds on the greater data and process management capability now available through the NEO human resources and finance system, which was launched in late 2004 and progressively deployed during 2005.

Higher education workplace reform

In 2005 the Federal Government released new Higher Education Workplace Relations Requirements (HEWRRs) linked to eligibility for funding under the Commonwealth Grants Scheme (CGS). In order to continue to receive CGS funding, UTS was required to have in place workplace policies and practices that comply with the HEWRRs (except where compliance with the HEWRRs would be directly inconsistent with our enterprise agreements).

In response to this requirement UTS developed Australian Workplace Agreements (AWAs) that offer genuine choice and flexibility to all categories of staff including casuals. These AWAs were offered to new staff employed after 29 April 2005. The University's policies and practices were also reviewed and action taken to ensure compliance with the HEWRRs or to identify clauses within the enterprise agreements which prevent them from being HEWRR compliant.

UTS received advice from the Federal Government that its 2004 Senior Staff Group Certified Agreement was HEWRR compliant. However, the 2004 Academic and Support Agreements were not HEWRR compliant. Therefore, new Agreements will have to be in place by 31 August 2006. Planning for the next round of enterprise bargaining also commenced in 2005.

New strategies were adopted in 2005 to increase direct communication and consultation with staff on workplace relations and human resource matters, including the creation and election of 32 Staff Representatives.

APPOINTMENTS

Several high-level positions were filled in 2005 through internal promotion and external recruitment. Highlights from the year follow.

- > Dr Alex Byrne was appointed Pro-Vice Chancellor and Vice-President (Teaching and Learning) and Vice-President

(Alumni and Development). To replace him, Fides Datu Lawton was appointed as Acting University Librarian.

- > Professor Stephanie Hemelryk Donald was appointed Director of the Institute for International Studies. An expert in China studies, Professor Donald was previously the Director of the Trans/forming Cultures Centre.
- > Professor Jill White was reappointed Dean of the Faculty of Nursing, Midwifery and Health in 2005 — her third term in the position since first being appointed in July 1997. She is currently President of the Nurses and Midwives Board of NSW and is a member of the National Nursing and Nursing Education Taskforce.
- > Following announcements in 2004, several new Deans moved into their roles in 2005. Professor Theo van Leeuwen commenced as Dean of the Faculty of Humanities and Social Sciences; Professor Jill McKeough took up the position of Dean of the Faculty of Law; and Professor Shirley Alexander began her role as Dean of the Faculty of Education.
- > UTS appointed Chris Benaud as Director of Development, a new position to establish and grow productive links with business and the community. He was formerly Marketing and Public Relations

Manager with the Royal Flying Doctor Service.

- > Debra Bock was appointed Finance Director, following a period of acting in the role.
- > It was announced Tony Reed would take up the position of Director, Student Administration in 2006, leaving his position as Associate Director, Student Administration, at Victoria University.
- > Linda Maher will take up the role of General Manager (Operations and Process Improvement) in the Student Administration Unit, with special responsibility for the implementation of the changes that are agreed to by the Vice-Chancellor as a result of the Review of Student Administration.

(See Appendices B1-B4 for staffing statistics and further information.)

PHYSICAL ENVIRONMENT IMPROVEMENTS

The University continued to implement its Campus Development Plan in 2005, which is regularly reviewed to ensure alignment with UTS's strategic directions. A number of major capital works projects were completed during the year and work is in progress on other capital works that are due for completion in 2006. Major highlights are listed below.

Science building

Work continued on the refurbishment and extension of the current science

building (Building 4) on the City campus and by year end the majority of the refurbishments and additions were completed. The new facility contains modern, multifunctional laboratories for teaching undergraduate students, new research laboratories, and offices to accommodate teaching staff and research institutes. The successful completion of the science project will result in the consolidation of the Faculty of Science to a single campus. Staff will progressively move into the new building in early 2006 and classes will commence in first semester 2006.

Expansion of Blake Library (City campus)

The continued expansion of the University's teaching programs and the consolidation of the Faculty of Science on the city campus necessitated the redevelopment of the Blake Library. The project commenced in late 2005 and will include the development of new facilities to house the collection and resources that were previously located at the Gore Hill Library. This project is due for completion in 2006.

Other developments

Other noteworthy improvements to UTS campuses included:

- > the redevelopment of level seven of Building 10 to support the establishment of the Faculty of Nursing, Midwifery and Health programs on the City campus

- > the relocation of the Australasian Legal Information Institute from Building 5 to level 12 of Building 10
- > the upgrading of accommodation facilities in the Faculty of Design, Architecture and Building
- > a new 200-seat lecture theatre on level three of Building 2
- > development of a Key University Research Centre on level 18 of Building 1
- > significant investment in classroom upgrades
- > relocation of the Institute for Sustainable Futures from the Australian Technology Park to Building 10.

(See Appendix F for further details on works in progress and completed in 2005.)

The successful implementation of the Campus Development Plan is facilitating the progressive upgrading of academic and infrastructure facilities and the better utilisation of the University's capital resources, and will continue to in 2006.

THE YEAR AHEAD

Renewing the strategic direction of the University and advancing quality management created a framework to provide appropriate and efficient services in the changing higher education sector, and to align staff management with performance and with University goals.

For 2006 UTS will continue to progress University management in line with its strategic plan, improve the capabilities of staff while ensuring compliance with Federal Government regulations and will continue to develop the campus in accordance with the Campus Development Plan.

CHAPTER 8

ORGANISATIONAL RESPONSIBILITY

UTS has adopted a proactive approach to managing risks associated with the conduct of its activities, and has made a strong commitment to creating an operational environment that supports safe work practices and the efficient use of resources.

The development of governance infrastructures and monitoring tools to support risk management; environment, health and safety (EHS); and responsible use of resources continued to be a key focus during the year. The University has used relevant legislation and Standards Australia's standards as a base to develop frameworks, policies and practices to guide the management of these areas. The use of these standards will ensure the University meets the benchmarks set by government and industry.

The initiatives taken, and the performance achieved in risk management, EHS, environmental resources and social justice are documented below.

RISK MANAGEMENT

In 2005 UTS continued to implement its risk management policy, which was formulated on Standards Australia's risk management standard. This policy focuses on embedding risk management in management and approval processes and procedures, and higher level risk assessment as part of the University's strategic planning and biennial corporate risk reviews.

Risk management plans

Risk management has also been integrated into the University's project management methodology. To this end, formal risk management plans were prepared for major projects including the implementation of the new finance and human resources system, the curriculum and student system and key capital developments. The preparation of risk management plans has enabled the University to identify potential risks that might impact on projects, and develop mitigation strategies to prevent or reduce the impact of these risks. The adoption of this approach has ensured key projects are successfully delivered without adversely affecting the University's financial resources or the quality of service delivery.

ENVIRONMENT, HEALTH AND SAFETY (EHS)

The University's EHS Advisory Committee continued to guide the implementation of UTS EHS Strategic Plan, monitor the EHS Management System, and facilitate the identification of high-risk issues concerning the University community. Key University-wide initiatives implemented in 2005 include establishing an online risk register, developing an online orientation program for Engineering students, emergency management, and the Wellness and Sustainability Program.

EHS plans

Under the University's EHS Management System, all faculties and units are required to develop an EHS plan, which must be progressively implemented and reviewed. A list of compliance requirements driven by legislative obligations and policy driven outcomes at UTS underpins the structure of the EHS plans. This process allows each area to choose appropriate and practical procedures to suit their activities and level of risk, rather than imposing a 'one size fits all' manual of procedures.

This system is monitored through self-assessed compliance ratings against Faculty and Unit EHS Plans, audits by the EHS Branch and analysis of accidents and incidents. The Faculty and Unit self-assessed compliance ratings and the EHS Branch audit results for 2005 indicate a continual improvement in the implementation of EHS procedures. Audits of high-risk facilities were positive, with a number of facilities rated as best practice. This year the University did not receive any NSW WorkCover improvement notices or prosecutions.

Emergency and crisis management

UTS Emergency and crisis response capabilities continued to be improved and tested. Emergency response capabilities for individual buildings were also developed in line with Australian Standard A/S3745 and the building's operational profile to ensure the welfare of personnel. Specialised plans were included where relevant, such as the Kuring-gai Campus Bushfire Plan and aspects of the Sydney Central District Emergency Plan.

Activation procedures to form a Crisis Centre were also improved and staff training was undertaken. The UTS Crisis Management Team will test these new procedures.

Staff safety, health and wellness

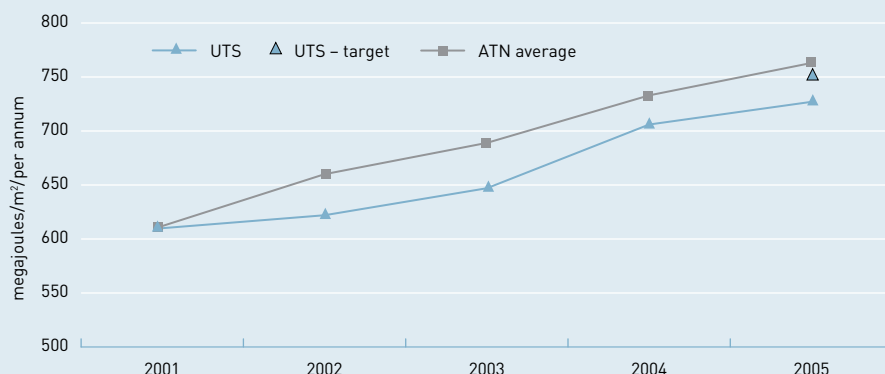
The EHS Branch continues to promote activities around health and wellness. In 2005 EHS welcomed Edith Hurt from Beyondblue, the national depression initiative, who presented a seminar for staff and students on understanding depression. A health awareness session for staff – health Sense 05:

Your Body, Your Health – was also organised to encourage staff to check their current health status, and consider activities that might improve health. The University's Wellness and Health Promotion activities website is another initiative that is keeping staff up to date on major health topics such as prostate cancer, organ donation and breast cancer awareness.

The tariff rate used to calculate the workers' compensation premium remains in line with the rate for the university sector currently set

KEY PERFORMANCE INDICATOR – ENERGY CONSUMPTION

Metric – megajoules of energy consumed per square metre



Interpretation

The UTS energy intensity result for 2005 was 727 MJ/m², better than the target of 756 MJ/m² and well below the projected Australian Technology Network average of 763 MJ/m². This good result was achieved due to improved energy monitoring and management, which slowed the rate of energy intensity increase. Energy intensity has increased in recent years due to the commissioning of a central chilled water plant, which increases capacity to supply chilled water to existing City campus buildings, and for the new science building. Other factors contributing to the longer term increase were improvements in lighting standards to meet the needs of the visually impaired, extended operating hours, increased use of computers and other office equipment, and increased demand on air conditioning systems. These are general trends across most universities.

Context

Energy usage results for Australian universities are compiled by the Australian Tertiary Education Facilities Management Association (TEFMA) to assess energy related costs and consumption in the sector. 'Energy usage intensity' (i.e. energy used/per m² of floor area/per annum) is a measure of energy consumed for heating, cooling, lighting and power systems within the University. Being an educational facility UTS is somewhat constrained in its building construction and operational modes, due to its city location and the educational activities that occur within the buildings. The measurement 'megajoules/m²/per annum' is a measure of the effectiveness of the University's commitment to environmental sustainability and the motivation of occupants to reduce energy consumption. It is also a measure of the effectiveness in energy utilisation related to institutional infrastructure development and maintenance.

Reference: UTS KPI OS 13

at 0.92 per cent. The continued implementation of EHS initiatives should in time reduce the University's tariff rate and subsequently the cost of the premium.

ENVIRONMENTAL PERFORMANCE

The UTS approach to sustainability considers the impacts (both positive and negative) of a decision in relation to the environment and the society as well as the economical cost. The University is committed to integrating sustainability into research and consulting, teaching and learning and also operational practices.

Sustainability performance indicators are incorporated into the EHS Online Management System. These indicators provide faculties and units with a range of tools and options for improving their environmental and social performance and compliance. A Sustainability Education Officer is also employed to facilitate the implementation of sustainability practices across the University.

The UTS 'Greening the Campus Program' also encourages the university community to support initiatives to reduce waste and energy and water consumption. The following improvements were achieved in 2005.

Waste

The Information Technology Division (ITD) maintained its commitment to environmental sustainability by continuing to use recycled toners in all printers. Since the introduction of duplex printing in all UTS General Access Computing Facility printers, there has been a considerable increase in the number of users choosing to print doubled sided. This initiative has reduced the amount of paper used.

The University has increased the recycling of paper products from an initial level in 2002 of five per cent of the waste stream to 26 per cent (by volume) in 2005. This initiative has reduced the volume of waste going to landfill (on an uncompacted basis) by approximately 1,900 m³.

Energy

The University has taken direct action to reduce energy use by installing motion detectors, equipment timers, power factor correction equipment, high efficiency motors and energy efficient fluorescent light tubes. Energy efficient lighting, with a corresponding increase in lighting levels for code compliance purposes, as installed in UTS buildings during 2005. These installations are saving 253,847 kilowatts (kWh) per year, which reduces greenhouse gas emissions by 241 tonnes every year.

The new chillers that deliver chilled water to the majority of buildings on the City campus, coupled with high efficiency motors on the pumps and cooling towers, and an automated Building Management System, will ensure new levels of efficiency of the central chiller plant. The estimated energy saving is 1,071,428 kWh, which reduces greenhouse gas emissions by 1,017 tonnes per year.

UTS compares favourably with energy consumption benchmarks for other comparable Australian universities.

Water

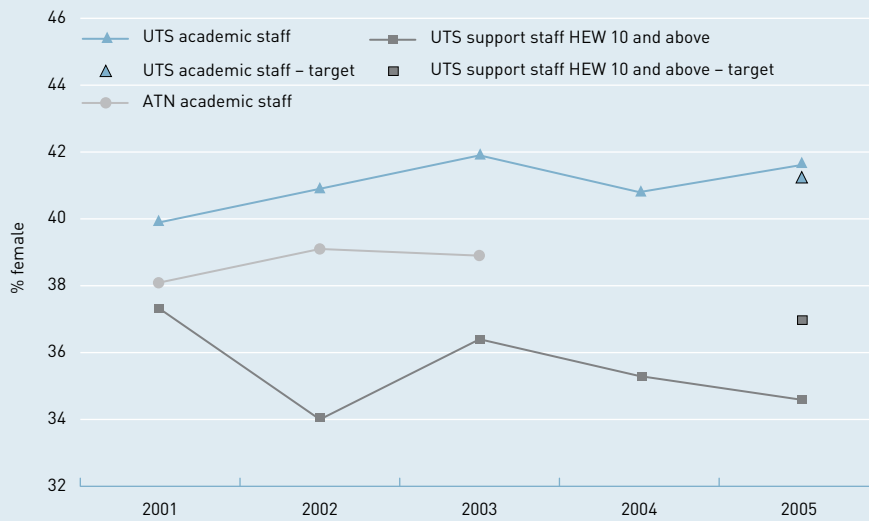
Despite an increase in occupancy and area over the last two years, water consumption was down to 174,000 kilolitres in 2005, reflecting a 9 per cent reduction in water usage between 2003 and 2005.

A number of water use limiting devices have helped to reduce water consumption, such as the use of aerators and restrictors on taps, dual flush toilet cisterns, waterless urinals, and water efficient appliances. The new cooling towers have also contributed to improved water management. New technology in the Science building will see the phasing out of water being used as a vacuum for laboratory purposes, further reducing water usage.

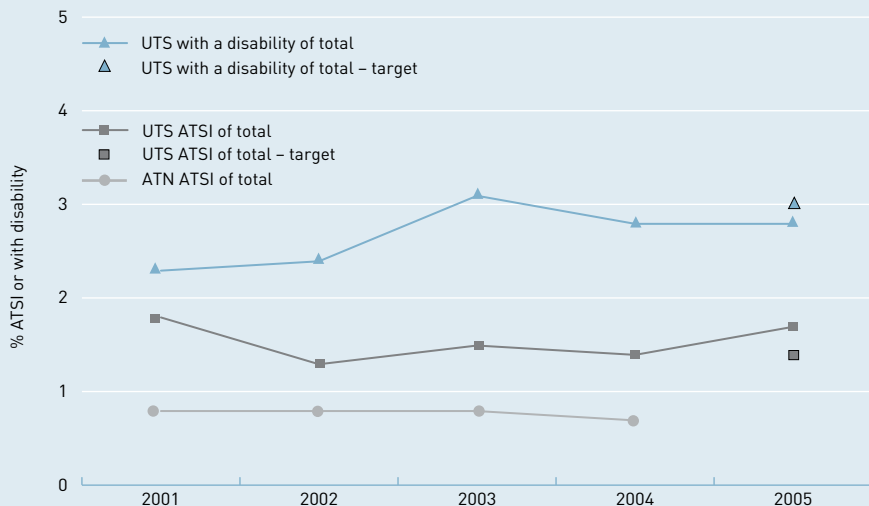
KEY PERFORMANCE INDICATORS – STAFF EQUITY

Metric – Staff equity groups as percentage of all staff FTE

UTS staff equity indicator 2001–2005 – female



UTS staff equity indicator 2001–2005 – ATSI staff and staff with disability requiring work-related adjustment



Context

Staff equity data is reported annually to a number of external agencies, such as the Department of Education Science and Training, the Equal Opportunity for Women Agency and the NSW Office of Employment Equity and Diversity. FTE (full time equivalent) is a measure of staff resources, where a full time staff member equates to 1 FTE, and casual staff FTE is based on hours worked. HEW 10 is the most senior support staff grading classification. ATSI are staff who self identify as being of Aboriginal or Torres Strait Islander descent. People with disabilities are staff who self identify as having a disability requiring work-related adjustment. (There is a larger group of staff who identify as having a disability but they are not measured in this group because their disability does not require work-related adjustment.) Learning background other than English (LBOTE) are staff who identify that their first language was not English.

Interpretation

2005 results for staff equity were mixed, with improvement targets for representation of women in academic employment and staff identifying as ATSI staff exceeded. However, targets for support staff in senior positions (HEW 10 and above) and female and staff with a disability requiring work related adjustment were not met. Reasons for the unmet targets were no females being recruited or reclassified to HEW 10 and above positions in the 2004 calendar year, and over-representation of general staff with a disability in separations in 2004. Representation of LBOTE staff remained well above the NSW Government benchmark of 19%.

Reference: UTS KPI OS 12

UTS has consistently remained under the benchmark average water consumption in comparison to other comparable Australian universities. The water management systems put in place during 2005 will ensure this position continues to improve.

Campus development

The project to refurbish Building 4 (the Science Building) provided further opportunity to integrate sustainability into major construction projects at UTS. Sustainability was considered at all stages of the project from the initial planning, the demolition and construction, fittings and furniture, and finally the relocation and settling in of staff and students.

A planned energy efficiency fit out on a complete floor of Building 10 has been done for UTS's Institute for Sustainable Futures targeting an Australian Building Greenhouse Rating of 5 stars. The fit out included the use of high efficiency task lighting, energy and water monitoring and the use of waterless urinals. Sustainable features also include the use of non-toxic paints and glue; the use of recycled and recyclable material where possible; the use of natural light; and modular carpet tiles.

SOCIAL PERFORMANCE

The University is committed to the principles of equity and diversity and has introduced a number of initiatives to encourage adoption of these principles.

UTS Human Rights Awards

The UTS Human Rights Awards are held each year to celebrate and showcase the contributions of students and staff in relation to the advancement of human rights, equity and social justice. A number of UTS staff and students received awards for their commitment to international human rights in the areas of gender inequality, homelessness, poverty, Australian Indigenous issues and health care in remote areas.

The Elizabeth Hastings Memorial Award for a student contribution to human rights was jointly awarded to Eleni Rawlinson, a student in the Faculty of Law, for her work in establishing 'Sewing in the Slums', a project assisting women from the slums of Aurangabad, India to generate an income through tailoring; and Yattungka Gordon, a student in the Faculty of Business, for establishing the 'Kicking Forward' project, which aims to empower young Indigenous women in Sydney's Redfern/Waterloo area.

The Vice-Chancellor's Human Rights Award for staff was awarded to Sheilagh Kelly, a recently retired staff member from the Faculty of Education, for her 40 years work in adult basic education and literacy.

UTS Disability Action Plan

Work continued on the implementation of the University's Disability Action Plan. The plan's strategies for supporting the recruitment of students and staff and its promotion of the Commonwealth Rehabilitation Service (CRS) Australia Work Training scheme resulted in UTS winning the disability award at the CRS Service Australia NSW/ACT Employer Awards in 2005.

Scholarships

This year the University adopted a student equity strategy to promote equitable access to education and to support Indigenous cultures. An Equity Initiatives Fund was also set up in 2005 to support the expansion of UTS student equity projects and programs. (See the Student Experience chapter for further details.)

Other scholarship highlights in 2005 include:

- > nine faculties offered 17 places under the Temporary Protection Visa Fee Exemption Scholarship Scheme, which provides fee-free places to visa holders

- > UTS awarded 207 Commonwealth Learning Scholarships valued from \$2,042–\$4,084, and a further 207 UTS Diversity Access Scholarships valued from \$390–\$2,000.
- > The Faculty of Design, Architecture and Building offered a new range of scholarships and teaching fellowships for active researchers.

Women@UTS

The Women@UTS Professional Development and Community Building program continued to be successfully implemented. There have been over 2,000 attendances at Women@UTS activities since the program was established in mid-2003.

Ethnic Affairs

UTS reviewed its Ethnic Affairs Priorities Statement (EAPS) and will adopt a new EAPS in 2006. The new EAPS will outline the University's commitments as a culturally diverse university that engages with and is reflective of the diversity of the broader community. The EAPS will provide an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.

THE YEAR AHEAD

For 2006 the University will continue to act on its commitment to social equity, environmental responsibility and creating a safe and healthy workplace for staff.

UTS will implement a University-wide awareness project in relation to sex-based harassment awareness and prevention. It will also undertake a formal evaluation of the Women@UTS Program.

The University will implement the new Ethnic Affairs Priority Statement in 2006 and will continue to raise awareness of cultural diversity issues, including training for staff that work in student liaison roles.

As part of its ongoing improvement of Environmental, Health and Safety issues, crisis exercises will be conducted to test new crisis procedures developed by the UTS Crisis Management Team.

(For further information on UTS achievements in equity and diversity, see Appendix E.)

CHAPTER 9

ALUMNI AND DEVELOPMENT

UTS is a university with a well-developed external perspective, exemplified in its international focus, community-mindedness and close collaboration with industry.

Throughout 2005 the University implemented several major initiatives to strengthen its relationship with alumni, including new events and awards; and commenced a more strategic approach to development.

DEVELOPMENT

UTS has recognised the need to further diversify sources of funding to ensure it remains financially well positioned to continue offering quality education, excellent facilities and a memorable university experience for students.

To support this aim, in 2005 UTS opened a Development Office and formulated policies and processes to develop an additional stream of funding for the University. An experienced development executive has been recruited to manage this new portfolio.

With fund raising currently accounting for 0.8 per cent of the UTS budget and the Australian university average at 2.3 per cent, there is a great deal of potential for UTS to expand its development activities. New funding will be used to support scholarships, prizes and professorial chairs, complementing other revenue sources such as research grants, tuition and commercial activities.

UTS's development plans focus on creating a continuing development

program that involves individuals, companies and organisations through their financial support of the University. Supporters will be invited to consider making donations to support scholarships, capital projects and other worthwhile initiatives.

Principal strategies for new funding include an annual appeal, and provision to accept bequests and sponsorships. These strategies are currently being worked on by a Development Working Group, which consists of key people drawn from across the University.

Development Plan

A draft Development Plan was created in 2005 based on input from UTS stakeholders and the wider community. The Plan includes developing a system to acknowledge supporters, identifying potential new supporters and seeking support while involving benefactors in the important mission of UTS.

Current development objectives

Some of the current development objectives at UTS are:

- > to have the involvement and support of companies, institutions and individuals with a strong interest in promoting the study of Thai language and culture to support the Thai Language and Culture Program taught at the Institute for International Studies
- > an appeal to help off-set the cost of the new Science Building
- > strengthening links with alumni living abroad, including working

with the United States-based organisation Advance, which supports Australian professionals in the United States.

Achievements

Seven new IT sponsors for 2005

Seven new corporations sponsored the Faculty of Information Technology's Bachelor of Information Technology degree in 2005 — more than in any one year since the start of the program in 1988. The new sponsors are Altiris, CSR, Deloitte, Harvey Norman, Kaz Technology Services, One Digital and QAD.

The degree is a cooperative education scholarship program in computer information systems developed by UTS in cooperation with a group of private and public sector employers.

Gartner Research Chair

Worldwide information technology research and advisory firm Gartner Inc. established a Research Chair in Business and IT Strategy at UTS to drive business and government interest in information technology and management in Australia. Former Chief Information Officer of Optus, Professor Eng Chew, was appointed to the Chair, which will assist Gartner in its knowledge development in the region reinforcing its position as market leader.

ALUMNI

2005 saw UTS alumni continue to make their mark in many industries, all the while maintaining their relationship



Chris Benaud was appointed Director of Development to grow productive links with business and the community. He heads the new Development Office and the Alumni Office.

with UTS through alumni events, reunions, publications, and numerous alumni networks and chapters both in Australia and overseas.

Highlights of 2005 included Alumni Dinners in Singapore, Kuala Lumpur, Shanghai and Hong Kong; Professional Development Seminars; the Wine and Cheese Appreciation Evening; and the End of Year Alumni Celebration.

Initiatives and Activities

- > Alumni publications, including the monthly e-newsletter *e:CONNECT* and bi-annual magazine *Stay Connected*, helped strengthen relationships with alumni in 2005. Whilst *e:CONNECT* kept alumni up to date with news and activities in UTS and the alumni community, *Stay Connected* highlighted the career development of many alumni.
- > The 2005 Alumni Survey offered many valuable insights into alumni views on current services, events and publications, and will enable the University to develop and tailor its services to continue meeting the needs of the diverse and vibrant alumni community.
- > UTS launched the UTS Alumni Leadership Award in 2005 as a way of honouring graduates of UTS who have made a special contribution to the University. The inaugural recipient was Colin Grady, who has had a long and loyal association with the University. He is a director of the mortgage investment company Grenfell Securities

Limited, a member of the UTS Council and President of the UTS Alumni Association. Mr Grady holds an MBA from UTS.

- > In November, alumni, their friends, and staff enjoyed the annual Alumni End Of Year Celebration. The evening included the inaugural Alumni Leadership Award, as well as several prizes sponsored by Nilgiris Indian Restaurant, the Business Network and Studentmagazines.
- > Strengthening its worldwide alumni network, UTS held its inaugural UTS Alumni Dinner in Shanghai in August for alumni and their guests. Organised by INSEARCH and UTS, the event attracted 20 attendees.

Alumni achievements

With more than 90,000 members of the UTS alumni community, their achievements are many and varied. The following highlights provide a small sample of alumni achievements in 2005.

Faculty of Business

- > Author Brett Kelly (Bachelor of Business 1996) published his second book in October 2005 — *Universal Wisdom: Finding Answers to Life's Ultimate Questions*. Brett's first book, *Collective Wisdom: What Prominent Australians Really Think About Getting Ahead, Australia Today and the Future*, became a national bestseller following its publication in August 1998.

- > Acclaimed choreographer and dancer Marilyn Miller (Bachelor of Business 2004) was appointed the new Artistic Director of Kooemba Jdarra Indigenous Performing Arts Company.

Faculty of Design, Architecture and Building

- > Fashion and Textile Design graduate Reshma Ghedia (Bachelor of Design in Fashion and Textiles, Bachelor of Arts in International Studies 2004) was awarded the Australian Business Limited Textile, Clothing, Footwear and Leather award for 2004. Reshma won the award with an innovative business plan for her lingerie line Lamia Intimates.
- > 2004 interior design graduate Amber Guenther won the Design Institute of Australia Design Graduate of the Year Award for 2005.
- > Melissa Kritsotakis (Bachelor of Design in Fashion and Textiles 2005) was recently employed by Italian fashion designer Roberto Cavalli.
- > Recent UTS graduate and industrial designer David Mansueto won the Industrial and Object Design category of the 2005 Qantas Spirit of Youth Awards for his Aroma desktop coffee machine design. He was awarded a mentorship and prizes worth \$10,000. He also recently accepted a scholarship for postgraduate study at Politecnico Di Milano.

Winning a Queensland Premier's Literary Award in 2005, Yvette Holt is planning to publish a book of poetry in 2006.



Faculty of Education

- > Yvette Holt (Bachelor of Arts in Adult Education and Community Management) won the Queensland Premier's Literary Award for Best Unpublished Indigenous Writer.

Faculty of Engineering

- > Alicia Moerkerken (Bachelor of Engineering Diploma in Engineering Practice 2004) won the inaugural National Association of Women in Construction Award, recognising the achievement of a woman graduating in a construction-related field.
- > Su-Fern Tan (Bachelor of Engineering (Civil and Environmental) 2001) is an environmental design consultant who has been heavily involved with the design of CH2, the new Melbourne City Council House. In 2005 CH2 received two '6 Green Stars' from the Green Building Council of Australia, representing world leadership in office building design.
- > Dominic Dowling (Bachelor of Engineering in Civil and Environmental Engineering 2002 and PhD student) was awarded a 2005 NSW Young Tall Poppy Award for his outstanding research record and for his commitment to community development initiatives.

Faculty of Humanities and Social Sciences

- > *Jewboy*, directed by UTS Humanities graduate Tony Krawitz, was selected

for screening at the Cannes Film Festival, in the Un Certain Regard section. The film had limited release through Dendy Films and won Australian Film Institute Awards for Best Short Fiction Film, Best Screenplay in a Short Film and for Best Cinematography in a Non-Feature Film.

- > Paul Molloy (Bachelor of Arts in Communication 1976) was appointed Deputy Commissioner-General to Australia's pavilion at the 2005 World Expo Aichi Japan, which ran from March to September.
- > Bronwyn Rodden (Master of Arts in Writing 2001) was awarded an Emerging Writers Grant of \$15,000 by the Australia Council for the Arts. The award was given for a project linking her family's ancestral home in Ireland and her experience of growing up in Australia and was published in *Wee Girls: Women Writing from an Irish Perspective* and *The Turning Waves: Poems and Songs of Irish Australia*.
- > Kylie Taylor (Bachelor of Arts in Communication 1992) and Valerie Khoo (Graduate Diploma in Communication 2000) established a successful clothing and homeware label, Taylor and Khoo, whose profits are used to support a Cambodian orphanage.

Faculty of Information Technology

- > Penny Wyatt (Bachelor of Science in Information Technology 2005),

Henry Tan and Milly Nadkarni (Bachelor of Information Technology 2006) were among a select few Australian IT graduates to be chosen by software giant Microsoft to work in the United States. Each graduate had to pass a five-hour interview in Sydney with a visiting team of Microsoft recruiters to achieve their placements.

- > UTS IT graduates also secured work in the USA with global networking firm Cisco Systems, with Daniel Comarmond, Chris Nguyen and Dean Pearson all gaining places in the pilot Cisco Systems Graduate Program. From around 200 applications the three available places all went to UTS IT graduates.

Institute for International Studies

- > Emily Mudge (Bachelor of Engineering, Bachelor of Arts in International Studies) was awarded ACT's Young Achiever of the Year Award by the Property Council of Australia. The award is in acknowledgment of her outstanding contribution to the State's property industry. She is currently employed with Bovis Lend Lease as a site engineer, and is part of the Civic Library and Theatre Link Project team working on the \$14 million Canberra Civic Library and Theatre Link Building.
- > Felicity Stafford (Management and International Studies 2004) was appointed Australian Youth



UTS graduates Milly Nadkarni (pictured), Penny Wyatt and Henry Tan were among a select few Australian IT graduates to be chosen by software giant Microsoft to work at its Redmond, Washington hub in the United States.

Ambassador for Development in Fiji through the Australian Government Aid program (AusAID) and in 2005 was the Resource Development and Communications Manager for Habitat for Humanity. Felicity works directly with families, aid agencies and the private sector.

Faculty of Law

- > Jenny Clift (Master of Laws 1999), as secretary of the United Nations Commission on International Trade Law, completed the text of a legislative guide on Insolvency Law in 2005, after four years of work. Already it is being used in Insolvency Law reform projects in India, China, Macedonia, and Georgia and also as a text for teaching Insolvency Law courses at Harvard.
- > Kristian Lasslett (Bachelor of Laws 2004) won an overseas scholarship in 2005 to complete a PhD at the University of Westminster Law School. The award of a UK Overseas Research Students Award Scheme scholarship provides the University of Westminster with funding over three years to enable Kristian to study there.

Faculty of Nursing, Midwifery and Health

- > Andrew Cashin (PhD Nursing 2004) was appointed Associate Professor of Nursing in Justice Health by UTS in partnership with the NSW statutory health corporation Justice Health.

- > Sarah Dunbar (Bachelor of Nursing 2000), who was named NSW Young Australian of the Year for 2004, led a team into Ecuador for three weeks in 2005, where she worked alongside indigenous people, running children's programs, and doing community work.

Faculty of Science

- > Lindy Hou, OAM, (Bachelor of Applied Science in Computing Science 1984), and gold medalist at the Athens 2004 Paralympic Games, set the world record for Women's Tandem in September 2005 by completing 42.93 km in one hour.
- > Glen Sarah (Bachelor of Science in Computing Science 2000) was Lighting Technical Director (visual effects) on feature film *King Kong*, which won this year's Academy Award for Achievement in visual effects. This follows his work on *The Lord of the Rings: The Return of the King*, the first Academy Award winning film he worked on.

Alumni in the Australia Day Honours list

- > Dr George Mario Boffa, OAM For service to the Maltese community, and to medicine as an anaesthetist (Master of Bioethics 2000)
- > Ms Lindy Hou, OAM For service to sport as a Gold Medalist at the Athens 2004 Paralympic Games (Bachelor of Applied Science in Computing Science 1984)

- > Mr Allan Stanton Jones, OAM For service to people with disabilities, particularly though Sailability New South Wales and Sailability Pittwater (Graduate Diploma in Design Studies 1988)
- > Mrs Susan Elizabeth Morris, OAM For service to the vocational education and training sector (Graduate Diploma in Educational Studies 1993)
- > Mr Christopher Hugh Pratten, OAM For service to the environment and to the conservation of natural and built heritage areas as a grazier, educator and administrator (Master of Arts in Applied History 1994)

THE YEAR AHEAD

Following a year of significant change in the way UTS approached its development activities, in 2006 the University will seek to bring its new development structures to maturity.

In line with its Development Plan, UTS will also look for further opportunities to engage with development partners, where mutual goals can be achieved.

Complementing its development plans, the University will continue to strengthen its relationship with alumni through events and communications, and will seek to value-add to that relationship in a variety of ways.

CHAPTER 10

FINANCIAL MANAGEMENT

OVERVIEW

The Statements of Financial Performance, Financial Position and Cash Flows on pages 6-8 of the Financial Statements booklet (located in the back pocket of the Annual Report) outline the financial position of the University as at 31 December 2005 and include its wholly owned subsidiaries, Insearch Limited, (including INSEARCH subsidiary organisations) and accessUTS Pty Ltd. This review should be read in conjunction with the Financial Statements 2005, which include Notes to the Financial Statements and the Independent Audit Report. The Budgeted Financial Reports are on pages 78-80.

MANAGEMENT CENTRES

The University operates on a devolved management model with Council determining broad objectives and policy directions and the management centres, through the executive of the University, formulating and implementing strategies appropriate to their areas of specialisation and specific client groups. There are 20 management centres including the faculties. The head of each management centre is accountable for the finances of the centre and receives a budget allocation from the University. For faculties this is based

on their expected income for 2005 and for divisions it is based on expenditure requirements for 2005.

BUDGETED FINANCIAL STATEMENTS COMPARATIVE 2005 BUDGET VERSUS 2005 ACTUAL FOR THE UNIVERSITY

Operating Result

The operating result of \$13.7 million exceeded the budget of \$10 million by \$3.7 million or 37 per cent.

The difference between actual and budgeted revenues from ordinary activities of \$7.84 million is mainly due to higher than expected revenues from international students, research income, investment income and deferred superannuation contributions. This increase in revenues is partially offset by lower than budgeted revenue from contributions, due to a change in the timing for recording revenue from Insearch Limited, a related entity. The difference between the actual and budgeted expenditure on ordinary activities of \$4.25 million is due to increased expenditure on deferred superannuation benefits, borrowing costs and other expenses offset by some less than expected expenditure on depreciation charges and repairs and maintenance costs.

Statement of Financial Position

The increase in net assets of \$16.5 million compared to budget is mainly due to less than expected increase in liabilities. Current payables (\$36 million), interest bearing liabilities (\$4 million) and provisions (\$6 million) significantly increased. This was offset by no increase in borrowings, compared to a planned \$60 million increase.

The actual ratio of Current Assets to Current Liabilities ratio is 0.62:1 compared with the budgeted ratio of 1.87:1. This adverse trend in the ratio has been exacerbated by the move in long service leave liabilities of \$28.8 million from non-current to current liabilities.

Statement of Cash Flows

The increase in net cash inflow from operating activities resulted mainly from increases in receipts from students and interest received. The decrease in cash out flow in investing activities arose from deferred capital expenditure. The strong cash inflow from operating activities and reduced capital expenditure in 2005 allowed less borrowings than budgeted in 2005.

COMPARISON OF 2005 AND 2004 UNIVERSITY ACTUAL RESULTS

Operating Result

The University returned an operating result of \$13.7 million surplus for 2005 compared to \$12.5 million deficit in 2004.

Revenue

Revenue from continuing operations has increased by 10.4 per cent to \$370.3 million (2004 \$335.5 million) (excluding deferred government superannuation benefit of \$3.2 million 2005, \$6.2 million 2004). The major increases have been in fees and charges (\$18.9 million) primarily from international

students and government grants (\$17.1 million), and from an increase in the Commonwealth Grant Scheme.

Expenditure

Expenses from continuing operations have risen by 3 per cent to \$356.4 million (2004 \$346 million) (excluding deferred government superannuation benefit of \$3.3 million 2005, \$8.2 million 2004). The increase is primarily due to salary rate increases and depreciation costs partly offset by a decrease in other expenses. Depreciation and amortisation charges increased by \$5.4 million from 2004. Buildings and infrastructure

depreciation increased by \$2.4 million, primarily due to increased building and infrastructure investment. Other expenses decreased mainly as a result of decreased expenditure on travel, operating lease costs and non-capitalised equipment.

Statement of financial position

Net assets have increased by \$13.8 million from 2004. This change is primarily attributable to an increase in non-current assets, specifically the refurbishment of Building 4, partially offset by an increase in payables. Additionally, the NSW Government Actuary assessed the

KEY PERFORMANCE INDICATOR – OPERATING RESULT

Metric – surplus as a percentage of revenue



Context

Operating result is an overall indicator of UTS's financial sustainability and financial management performance. As revenue grows, maintaining operating result as a percentage of revenue requires continuing increases in the absolute dollar value of the operating result. 'Operating result' is the amount of revenue remaining at the end of the financial year after all expenses have been deducted (calculated on an accrual basis). 'Revenue' is income from all sources and is the total dollar receipts and accruals for goods and services that are credited to the income statement over a particular time period.

Interpretation

The 2005 result of 3.7% for surplus as a percent of revenue exceeded the target of 2.7%. The favourable result was mainly due to the containment of discretionary expenses, combined with increased income from Government grants, HECS-HELP and international student fees. UTS always aims for an operating result that provides an adequate surplus to allow the University to build its reserves and maintain its financial sustainability. The unfavourable result in 2004 was due to a number of factors which are unlikely to be repeated, primarily the change in timing of Department of Education, Science and Training payments and changes to building depreciation rates.

Reference: UTS KPI OS 3

University's receivable in respect of the superannuation funds administered by the State Authorities Superannuation Trustee Corporation at \$193.9 million, an increase of \$3.2 million, and current receivables and other current financial assets have increased by \$1.6 million.

Non-current liabilities and current liabilities have increased from 2004. Non-current interest-bearing liabilities have decreased as a result of loan repayments whilst current interest bearing liabilities increased as a result of an additional finance leasing. Provisions have increased by \$10.7 million mainly due to deferred government superannuation contributions of \$3.3 and leave provisions of \$7.4 million. The increase in reserves is mainly due to the revaluation of library books. The ratio of Current Assets to Current Liabilities ratio has changed from 1.05:1 in 2004 to 0.62:1 in 2005.

Statement of cash flows

Cash at the end of the period has increased by approximately \$3.3 million. Major changes in operating inflows include fees and charges (\$50.6 million) and investment income (-\$0.3m).

Major changes to operating outflows include an increase in salaries and payments to suppliers (\$2.3 million) and a decrease in borrowing costs (\$0.1 million). Cash flows from investing activities include a decrease in net investment securities (\$33.7 million) and an increase in payments for Land, Building and Equipment (\$9 million). Cash flows from financing activities include loan repayments of \$3.6 million.

INDEPENDENT AUDIT REPORT

The Independent Audit Report is published in the Financial Statements publication located in the back pocket of this Annual report, the Financial Statements also include the full financial reports.

INVESTMENT MANAGEMENT PERFORMANCE

Macquarie Investment Management Ltd (MIML) manages the majority of the University's investment portfolio. A small amount is held by the New South Wales Treasury Corporation Hourglass Cash facility for administrative purposes. The University's Finance Committee reviews the investment strategies employed by MIML in the management of the University's investment portfolio annually.

The structure of UTS's investment in Macquarie Investment Management Limited changed on the 12th December 2005. UTS sold down 100% of its separately managed fund and invested in two individual pooled investment funds; the Income Plus Fund (IPF) and Treasury Fund (MTF).

On 31st December 2005, UTS had a total of \$40.9 million (2004 \$43.5 million) invested in a mix of Macquarie Pooled investment funds. \$30.1 million was invested in the Macquarie Income Plus Fund with the remaining \$10.8 million invested in the Macquarie Treasury Fund. \$300,000 was invested in the NSW Treasury Corporation Hour Glass Facility.

Prior to the change of investment on the 12th December 2005, the UTS separately managed portfolio invested in both short-term and fixed-interest investments. These included cash, bank bills, negotiable certificates of deposit and fixed-term commonwealth, state and semi-government bonds.

The Macquarie Income Plus Fund aims at maximising longer term returns by investing in a full range of credit based securities. It primarily invests in a carefully selected and diverse range of fixed and floating rate non-government and structured securities, with the aim of enhancing returns above the returns normally associated with core defensive assets.

The Macquarie Treasury Fund is basically a cash management account, typically investing in cash-based investments.

The *Annual Reports (Statutory Bodies) Regulations* require the University to report investment performance of the University's surplus funds compared with relevant benchmarks. The portfolio's performance is compared on a monthly basis to the following benchmarks:

1. Macquarie Separately Managed Fund—a hybrid index comprising 85% UBS Australia Bank Bill Index and 15% UBS Australia Composite All Maturities Bond Index.
2. Macquarie Income Plus Fund — UBS Australian Bank Bill Index.
3. Macquarie Treasury Fund — UBS Australian Bank Bill Index.
4. NSW TCorp — the return of the New South Wales Treasury Corporation's Hourglass Cash facility for the same period.

The University's actual returns and comparable benchmark rates for 2005 are given below:

Investment	Annualised return – 2005 (%)	Benchmark (%)
Macquarie Separately Managed Fund	5.24	5.34
Macquarie Income Plus Fund	6.50	5.74
Macquarie Treasury Fund	5.74	5.74
NSW Treasury Corp	5.70	5.70

While all investments were not held for the entire year, the returns were annualised and quoted above. As the investment in the Pooled Investment Funds was for less than a month, actual historical returns are not known, however the Macquarie separately managed fund has delivered a 6.01% return since inception, which was 0.02% below the benchmark.

INSURANCE REPORT

The University has a range of other insurance policies to cover property, general third party and product liability, commercial activities, medical malpractice, fidelity guarantee professional indemnity, comprehensive motor vehicle, marine hull, voluntary workers, overseas travel and business interruption. Property cover includes industrial special risk and encompasses burglary, accidental damage, and property in transit and machinery breakdown. AON Risk Services Australia Limited assist UTS Insurance in the management of these policies.

ANNUAL REPORTS (STATUTORY BODIES) ACT 1984 – CONTROLLED ENTITIES

The accounts of accessUTS Pty Ltd and Insearch Limited and its wholly owned subsidiary, Insearch Shanghai Limited, are disclosed in full in the University's Annual Report Financial Statements.

BUDGETED OPERATING RESULT

FOR THE YEAR ENDED 31 DECEMBER 2005

	Actual 2005 \$'000	University		Budget 2006 \$'000
		Budget 2005 \$'000	Variance 2005 \$'000	
REVENUE FROM ORDINARY ACTIVITIES				
Australian Government grants	128,635	127,389	1,246	133,018
Australian Government grants HECS-HELP – Australian Government payments FEE-HELP	48,383	48,383	–	50,000
State and local Governments financial assistance HECS-HELP – Student Payments	18,967	18,221	747	20,170
Fees and charges	1,973	3,724	(1,751)	1,916
Investment income	18,578	18,578	–	26,709
Royalties, trademarks and licenses	121,132	113,791	7,342	128,593
Consultancy and contract research	4,055	2,332	1,723	2,125
Other revenue	179	107	72	–
Shares of net results of associates and joint venture partnerships accounted for using the equity method	7,129	6,566	563	8,793
	21,250	26,505	(5,255)	21,441
Subtotal	370,281	365,595	4,686	392,765
Deferred government superannuation contributions	3,160	–	3,160	–
Total revenue from continuing operations	373,441	365,595	7,846	392,765
EXPENSES FROM ORDINARY ACTIVITIES				
Employee benefits and on costs	223,005	223,395	(390)	236,324
Depreciation and amortisation	36,489	37,474	(985)	40,040
Repairs and maintenance	6,777	7,760	(983)	8,007
Borrowing cost	5,596	4,496	1,100	7,545
Bad and doubtful debts	836	545	291	755
Other expenses	83,724	81,825	1,899	89,024
Subtotal	356,427	355,495	932	381,695
Deferred employee benefits for superannuation	3,320	–	3,320	–
Total expenses from continuing operations	359,747	355,495	4,252	381,695
Operating result before income tax	13,694	10,100	3,594	11,070
Income tax related to ordinary activities	–	–	–	–
Operating result from continuing operations	13,694	10,100	3,594	11,070

BUDGETED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2005

	University			
	Actual 2005 \$'000	Budget 2005 \$'000	Variance 2005 \$'000	Budget 2006 \$'000
Current assets				
Cash and cash equivalents	4,891	846	4,045	2,028
Receivables	12,424	23,549	(11,125)	11,093
Other financial assets at fair value	40,933	38,000	2,933	51,000
Other non-financial assets	9,002	13,263	(4,261)	6,515
Non-current assets classified as held for sale	-	-	-	-
Total current assets	67,250	75,658	(8,408)	70,636
Non-current assets				
Receivables	193,942	193,413	529	130,960
Investments using the equity method	-	-	-	-
Available-for-sale financial assets	25	-	25	-
Other financial assets at fair value	739	-	739	-
Other financial assets	337	-	337	-
Property, plant and equipment	787,345	780,326	7,019	812,683
Intangible assets	20,616	20,616	-	-
Total non-current assets	1,003,004	994,355	8,649	943,643
Total assets	1,070,254	1,070,013	241	1,014,279
Current liabilities				
Payables	46,659	10,859	35,800	18,416
Interest-bearing liabilities	3,773	-	3,773	-
Derivatives	1,982	-	1,982	-
Provisions	44,731	16,663	28,068	18,361
Other liabilities	10,723	12,754	(2,031)	8,644
Total current liabilities	107,868	40,276	67,592	45,421
Non-current liabilities				
Interest-bearing liabilities	69,777	131,124	(61,347)	94,207
Provisions	203,108	225,610	(22,502)	167,604
Total non-current liabilities	272,885	356,734	(83,849)	261,811
Total liabilities	380,753	397,010	(16,257)	307,232
Net assets	689,501	673,003	16,498	707,047
Equity				
Reserves and statutory funds	307,329	276,240	31,089	296,290
Accumulated funds	382,172	396,763	(14,591)	410,757
Total equity	689,501	673,003	16,498	707,047

BUDGETED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2005

	University			
	Actual 2005 \$'000	Budget 2005 \$'000	Variance 2005 \$'000	Budget 2006 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES				
Australian Government				
CGS and other DEST grants	93,747	89,763	3,984	96,687
Higher education loan programs	72,520	70,875	1,645	70,170
Scholarships	2,625	2,497	128	3,438
DEST Research	15,664	15,081	583	15,976
ARC grants – Discovery	4,542	3,738	804	5,587
ARC grants – Linkages	4,045	5,607	(1,562)	5,387
ARC grants – Networks and Centres	664		664	1,266
Other Australian Government grants	5,374	4,339	1,035	4,677
State Government grants	1,973	3,755	(1,782)	1,916
HECS-HELP – student payments	20,236	17,950	2,286	26,709
OS-HELP (net)	725	–	725	–
Receipts from student fees and other customers	171,453	145,911	25,542	158,827
Interest received	4,877	1,853	3,024	2,125
Payments to suppliers and employees (inclusive of goods and services tax)	(315,431)	(311,424)	(4,007)	(334,600)
Interest paid	(4,992)	(7,545)	2,553	(7,545)
Income tax paid	–	–	–	–
Net cash inflow (outflow) from operating activities	78,022	42,400	35,622	50,620
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of assets	155	–	155	–
Proceeds from sale of investment securities	286,812	–	286,812	–
Payments for investment securities and shares	(284,642)	–	(284,642)	(9,880)
Purchase of shares/interest in joint ventures	(525)	–	(525)	–
Payments for property, plant and equipment	(72,938)	(102,937)	29,999	(58,225)
Net cash inflow (outflow) from investing activities	(71,138)	(102,937)	31,799	(68,105)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from loan	–	60,000	(60,000)	20,000
Repayment of loan	(3,612)	(906)	(2,706)	(1,537)
Net cash inflow (outflow) from financing activities	(3,612)	59,094	(62,706)	18,463
Net increase/(decrease) in cash held	3,272	(1,443)	4,715	978
Cash at beginning of reporting period	1,619	2,289	(670)	1,050
Cash at end of reporting period	4,891	846	4,045	2,028

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APPENDIX A1

RESEARCH FUNDING

External Funding

(Provisional)	\$
National Competitive Grants	
Commonwealth Schemes	12,000,326
Non Commonwealth Schemes	83,513
Subtotal	12,083,839
Other Public Sector	
Local Government (competitive and non-competitive)	233,052
State Government (competitive and non competitive)	2,700,961
Commonwealth Government (other than above)	1,172,119
Subtotal	4,106,132
Industry and Other Funding for Research	
Australian	3,595,443
International	1,384,632
Subtotal	4,980,075
Other Australian Research Council Grants	
LIEF Grants	1,117,874
Cooperatives Research Centres	
Funding from Commonwealth Grants	583,370
DEST Annual Allocations	
Institutional Grants Scheme	3,968,794
National Priority Reserve Funds	
Research Infrastructure Block Grant	1,898,036
Subtotal	5,866,830
Total External Research Funds Received	28,738,120

Budgeted Allocation Of 2005 IGS, RIBG, And UTS Initiatives

Funds	
Cooperative Research Centres/ Centres of Excellence	335,000
Early Career Researcher Grants	262,243
Research Excellence Grants	245,693
UTS Challenge Grants	389,782
UTS Partnership Grants	309,950
University Research Strengths	950,000
Research Readers and Professors	423,000
Postdoctoral Fellowship	250,000
Faculty Dividends	1,120,000
Database Initiatives	30,086
Commercialisation of Research	200,000
Research Infrastructure Projects	1,022,000
Total Budgeted Allocations	5,737,754

APPENDIX A2

UTS EARLY CAREER RESEARCHER GRANTS

Dr Annette Dowd and Dr Cuong Ton-That, Science, \$25,000
Spatially resolved photoluminescence in silicon nanocrystals: developing novel materials for future photonic devices

Dr William Figuera, Science, \$25,548
Connectivity and metapopulation structure of the marine communities of the east coast of Australia

Raymond Gordon, Business, \$20,000
Bad Boys: a genealogical study of the relationship between power and behaviour in a rugby league football club

Susan Hood, Education, \$11,000
Teacher language, gesture and positioning in adult tertiary classrooms: a multimodal analysis of how teachers shape the learning experiences of students

Elaine Jeffreys, Institute for International Studies, \$20,000
Governing sex-related corruption in the People's Republic of China

Dr Andrew McDonagh, Science, \$20,000
New optically-activated molecular switches: molecular circuits based on self-assembled anthracene derivatives

Dr Phillip Neame, Science, \$18,773
Optimising production planning in an electricity market

Dr Bronwyn O'Brien, Science, \$20,000
Immune cell function in Type 1 Diabetes

Dr Catherine Robinson, Humanities and Social Sciences, \$20,000
Beside one's self: an examination of the role of displacement, grief, and trauma in homelessness

Dr Valerie Spikmans, Science, \$20,000
Ultra high pressure liquid chromatography for identification of trace levels of explosives to safeguard Australia

Dr Cameron Tonkinwise, Design, Architecture and Building, \$16,000
Sharing products: redesigning communal laundries and laundromats for ecological and social sustainability

Mark Watsford, Business, \$24,178
The effect of whole body vibration training on strength, power and functional performance in the older population

David Witcombe, Science, \$20,000
Characterisation of a novel apple domain containing protein adhesin from the apicomplexan parasite Eimeria Maxima

Jingging Yang, Institute for International Studies, \$20,000
The powerfulness of the powerless: ethics and Chinese doctors in a socialist market economy

APPENDIX A3

UTS CHALLENGE GRANTS

Dr Nicholas Armstrong, Science, \$50,000

A soil-vegetation-atmosphere transfer model for Australian forests

Professor Subhash Challa, Engineering, \$45,000

Improving water quality and catchment management through integrating real-time monitoring using wireless sensor networks

Associate Professor Keith Crews, Engineering, \$49,000

Intelligent Buildings-development of a synthesized framework for sustainable design, construction and occupancy processes

Associate Professor Cynthia Mitchell, Institute for Sustainable Futures, \$50,000

Developing a trans-disciplinary team and approach to integrated catchment management, using visual communication design and a cooperative decision-making model

Professor Abhi Ray, Engineering, \$50,000

Green Cement: the development of eco-friendly, novel construction materials

Professor Geoff Smith, Science, \$49,782

Synthesising physical and subjective perspectives, and evaluating frontier technologies via digital presentation: an investigation of the UTS Fluorosolar lighting system

Professor Saravanamuthu Vigneswaran, Engineering, \$50,000

Photocatalysis-nanofiltration hybrid system in water reclamation

Professor Louise Young, Business, \$46,000

Visualising collaboration: observing and managing the meta-patterns and evolution of collaboration among researchers and research groups at UTS

APPENDIX A4

UTS PARTNERSHIP GRANTS

Professor Subhash Challa, Engineering, \$30,000

Innovative techniques to optimise aquaculture yields using next generation sensing and control technologies

Professor Derek Eamus, Science, \$30,000

Vegetation water use and groundwater recharge

Dr Melanie Kan, Engineering, \$4,723

Challenging collaborations: understanding and facilitating inter-organisational networks

Dr Antony Kidman, Science, \$30,000

Improving quality of life, learning outcomes and mental health in behavioural school students: an innovation psychosocial intervention

Dr Dikai Liu, Engineering, \$49,950

Autonomous systems for road bridge maintenance-stage 1

Dr Liam Morgan, Education, \$19,946

Exploring and supporting home literacy practices in low income families: Redfern, Waterloo, Glebe

Professor Diane Slade, Education, \$8,000

Emergency communication: addressing the challenges in health care discourse

Associate Professor Nong Zhang, Engineering, \$30,000

Optimised calibration of internal combustion engines using neural networks

APPENDIX A5

UTS RESEARCHER EXCELLENCE GRANTS

Dr Johnson Agbinya, Dr Ananda Sanagavarapu,
Engineering, \$29,997

*Research and development of a testbed of a multi-band,
multiple standard mobile device*

Dr Christopher Bajada, Business, \$22,175

Missing GDP in Australia's national accounts

Professor Ashley Craig, Science, \$29,800

Improving the quality of life of persons with spinal cord injury

Professor Tharam Dillon, Information Technology, \$29,653

Semantic enhancements to declarative security

Xuezhong He, Business, \$25,000

*Dynamic and statistical analysis of technical trading rules in
financial markets*

Dr Yvonne Hong Han Tran, Science, \$22,994

*Neurophysiological and psychophysiological outcomes in
spinal cord injury following activity-based therapy*

Dr Scott Smith, Engineering, \$29,884

*Strengthening of reinforced concrete slabs with penetrations
using fibre reinforced polymer (FRP) composites*

Associate Professor Patrick Wilson, Business, \$27,000

*Market inter-relationships and common drivers across
international property markets.*

Professor Jianguo Zhu, Engineering, \$29,190

*Development of novel electromagnetic actuators for
micro robots*

APPENDIX A6

UTS RESEARCH STRENGTHS

University Research Institutes

Institute for the Biotechnology of Infectious Diseases

Institute for Information and Communication Technologies

Institute for Nanoscale Technology

Institute for Sustainable Futures

Institute for Water and Environmental Resource Management

Key University Research Centres

Centre for Built Infrastructure Research

Centre for Corporate Governance

Centre for Communication and Culture — Trans/forming Cultures

Centre for Health Economics Research and Evaluation

Centre for Health Technologies

Centre for Innovative Collaborations, Alliances and Networks

Centre for Organisational, Vocational and Adult Learning

Centre for Quantitative Finance Research Centre

University Research Groups

Australian Community Organisations and Management

Changing Knowledges: Changing Identities

Computer Vision Research Group

e-Learning

Forensic Science

Intelligent Mechatronic and Energy Systems

Photonic Crystal Technology

Psychosocial Mediators of Patient Outcomes

Family Health and Midwifery

APPENDIX B1

STAFFING STATISTICS

Workforce size: full-time equivalent (FTE) and actual

	Academic	Support	Total
FTE staff (continuing and fixed term)			
31.12.03	778.4	1,202.8	1,981.2
31.12.04	808.6	1,214.6	2,023.2
31.12.05	819.5	1,216.4	2,035.9
Casual staff			
31.12.03	342.3	204.2	546.5
31.12.04	370.3	138.1	508.4
31.12.05	340.4	197.3	537.7
Actual persons* (continuing and fixed term staff only)			
31.12.03	816.1	1,290.1	2,107
31.12.04	846.0	1,303.0	2,149
31.12.05	858.0	1,314.0	2,172

*Some staff are employed as both academic and support staff.

UTS has continued to increase staff numbers over the past three years due to increasing student numbers and the demand for specialist jobs in an increasingly competitive environment.

Profile of academic staff by classification

Number of academic staff at each level as a percentage of total academic staff

	31.12.03	31.12.04	31.12.05
Professor	9.3	9.3	11.9
Associate Professor	11.0	10.9	11.0
Senior Lecturer	38.6	35.1	34.6
Lecturer	33.6	35.3	34.8
Associate Lecturer	7.5	7.4	7.8

These figures exclude casual academic staff.

The classification level of academic staff has remained relatively stable since 2003 with a slight increase at the level of Professor.

Positions advertised

	2003	2004	2005
Professor	3	4	4
Associate Professor	2	9	6
Senior Lecturer	14	17	10
Lecturer	59	29	18
Associate Lecturer	26	10	9
Support staff total	235	169	151
Total	339	238	198

Levels of recruitment have fallen significantly (except at Professorial level) since 2003, suggesting the growth in staff numbers should slow.

Staff turnover

In the 12 months ending 31.12.05, the staff turnover rate due to resignations decreased from 9% to 7%.

Occupational Health and Safety workers' compensation statistics

Number of claims	59
Total gross incurred cost	\$696,141
Average cost per claim	\$11,799
Premium cost	\$2,293,403

The premium as a percentage of salary is 1.45%.

Professional Experience Programs (PEPs)

Number of academic staff proceeding on a PEP during 2005

	Male	Female	Total
Professor	6	2	8
Associate Professor	8	3	11
Senior Lecturer	30	18	48
Lecturer	16	19	35
Associate Lecturer	0	2	2
Total	60	44	104

During 2005, 104 academic staff undertook a Professional Experience Program, a decrease of three over the 2004 figure. There was also a decrease in the percentage of females undertaking PEPs, from 47% of staff on PEPs in 2004 to 42% in 2005.

APPENDIX B2

EEO STATISTICS

Table 1

Representation of women staff at UTS: March 2004 and March 2005

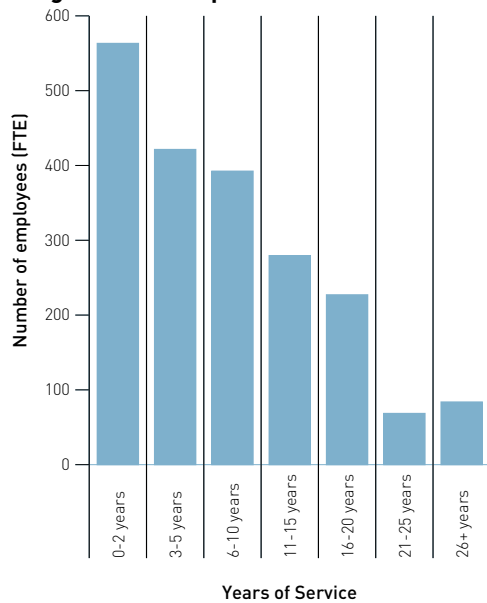
	Total staff		Women	
	2004	2005	2004	2005
Academic staff	864	865	341 (39%)	344 (40%)
Support staff	1,309	1,312	730 (56%)	741 (56%)
Total	2,173	2,177	1,071 (49%)	1,085 (50%)

Table 2

Representation of women academic staff within levels: March 2004 and March 2005

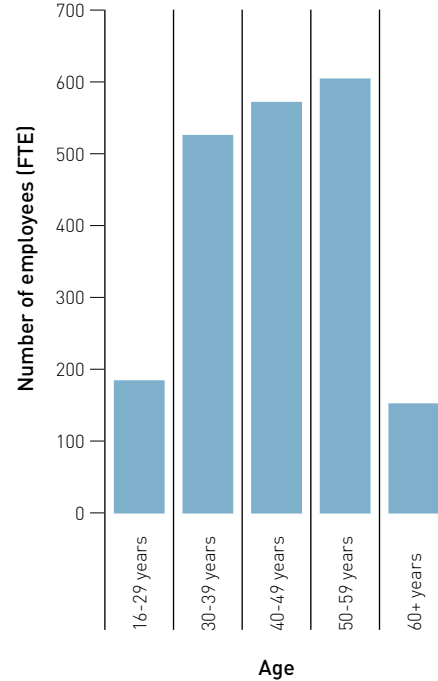
	Total staff		Women	
	2004	2005	2004	2005
Associate Lecturer	77	70	33 (43%)	30 (43%)
Lecturer	309	319	149 (48%)	152 (48%)
Senior Lecturer	301	280	114 (38%)	104 (37%)
Associate Professor	91	94	26 (29%)	32 (34%)
Professor	86	102	19 (22%)	26 (25%)
Total	864	865	341 (39%)	344 (40%)

Length of service profile



As at 31.12.05, the largest group of staff in terms of service is those with two years' service or less. This group is a smaller percentage of total staff than in previous years due to the reduction in recruitment activity.

Age profile



UTS's workforce is middle aged, with a large proportion of staff aged 50-59, approaching retirement.

Table 3

Representation of respondent academic staff within levels from a racial, ethnic or ethno-religious group that is a minority in Australian society: March 2004 and March 2005

	Total respondents		Respondents from minority groups	
	2004	2005	2004	2005
Associate Lecturer	58	46	22 (38%)	16 (35%)
Lecturer	266	264	65 (24%)	71 (27%)
Senior Lecturer	272	249	71 (26%)	68 (27%)
Associate Professor	86	86	18 (21%)	22 (26%)
Professor	76	90	18 (24%)	17 (19%)
Total	758	735	194 (26%)	194 (26%)

Table 4
Representation of respondent academic staff within levels identifying as having a disability: March 2004 and March 2005

	Total respondents		Respondent staff identifying as having a disability	
	2004	2005	2004	2005
Associate Lecturer	58	46	3 (5%)	0 (0%)
Lecturer	266	264	26 (10%)	25 (9%)
Senior Lecturer	272	249	33 (12%)	29 (12%)
Associate Professor	86	86	8 (9%)	7 (8%)
Professor	76	90	6 (8%)	6 (7%)
Total	758	735	76 (10%)	67 (9%)

Table 5
Representation of Indigenous Australian academic staff respondents: March 2004 and March 2005

	Total respondents		Indigenous Australian respondents	
	2004	2005	2004	2005
	758	735	11 (1.5%)	12 (1.6%)

Table 6
Representation of women support staff within levels: March 2004 and March 2005

	Total staff		Women	
	2004	2005	2004	2005
Level 1	2	4	0 (0%)	0 (0%)
Level 2	17	17	7 (4%)	10 (4%)
Level 3	68	67	40 (59%)	37 (55%)
Level 4	137	119	86 (63%)	75 (63%)
Level 5	282	271	189 (67%)	189 (70%)
Level 6	262	276	164 (63%)	175 (63%)
Level 7	208	203	102 (49%)	99 (49%)
Level 8	141	159	68 (48%)	77 (48%)
Level 9	90	93	38 (42%)	44 (47%)
Level 10 and above	102	103	36 (35%)	35 (34%)
Total	1,309	1,312	730 (56%)	741 (56%)

Table 7
Representation of respondent support staff within levels from a racial, ethnic or ethno-religious group that is a minority in Australian society: March 2004 and March 2005

	Total respondents		Respondents from minority groups	
	2004	2005	2004	2005
Level 1	1	2	0 (0%)	0 (0%)
Level 2	13	16	3 (23%)	5 (31%)
Level 3	55	55	14 (25%)	14 (25%)
Level 4	107	89	30 (28%)	26 (29%)
Level 5	226	199	77 (34%)	67 (34%)
Level 6	215	219	64 (30%)	61 (28%)
Level 7	181	174	53 (29%)	50 (29%)
Level 8	116	128	30 (26%)	40 (31%)
Level 9	73	77	18 (25%)	19 (25%)
Level 10	92	92	12 (13%)	14 (15%)
Total	1,079	1,051	301 (28%)	296 (28%)

Table 8
Representation of respondent support staff within levels identifying as having a disability: March 2004 and March 2005

	Total respondents		Respondent staff identifying as having a disability	
	2004	2005	2004	2005
Level 1	1	2	0 (0%)	0 (0%)
Level 2	13	16	5 (38%)	5 (31%)
Level 3	55	55	6 (11%)	5 (9%)
Level 4	107	89	16 (15%)	16 (18%)
Level 5	226	199	21 (9%)	15 (8%)
Level 6	215	219	24 (11%)	24 (11%)
Level 7	181	174	19 (10%)	15 (9%)
Level 8	116	128	7 (6%)	6 (5%)
Level 9	73	77	8 (11%)	8 (10%)
Level 10 and above	92	92	8 (9%)	10 (11%)
Total	1,079	1,051	114 (11%)	104 (10%)

Table 9
Representation of Indigenous Australian support staff respondents:
March 2004 and March 2005

Total respondents		Indigenous Australian respondents	
2004	2005	2004	2005
1,079	1,051	11 (1.0%)	16 (1.5%)

Notes:

Tables 1 to 9

Information is provided on the actual number of all permanent, probationary and fixed-term contract full-time and part-time staff. Casual staff are not included. Staff records are consistent with the DEST data collections of the same date.

Tables 3,4,5,7,8 and 9

Information on Aboriginality, minority background and disability has been supplied voluntarily by staff. The overall response rates were 84% in 2004 and 82% in 2005.

APPENDIX B3

ACADEMIC PROMOTIONS 2005

To Professor, effective 11 March 2005

Dr David Booth, Science

Dr Abhi Ray, Science

Dr Jane Stein-Parbury, Nursing Midwifery and Health

Dr Louise Young, Business

To Associate Professor, effective 14 January 2005

Simon Beecham, Engineering

Dr Chongyi Feng, Institute for International Studies

Siggi Gudergan, Business

Marion Haas, Business

Dr Xiangjian He, Information Technology

Judy Johnston, Business

Dr Paul Jonson, Business

Dr Jie Lu, Information Technology

Dr Toni Robertson, Information Technology

Elizabeth Savage, Business

Nong Zhang, Engineering

APPENDIX B4

UTS TEACHING AWARDS

The University provides annual UTS Teaching Awards, established to recognise, reward and encourage outstanding teaching. The University, in conjunction with the Fellows of the University, makes available up to \$20,000 annually for two types of teaching award – to individuals and to teams.

Nominations for the awards may be made by students, former students or colleagues of staff, with at least three years service in the University. Award recipients are selected on the basis of comprehensive published criteria. In 2005, there was one individual and two group awards.

Individual category

Dr Chris Bajada, School of Finance and Economics, Faculty of Business

Awarded for outstanding teaching and exemplary innovation in teaching finance and economics. Dr Bajada is an inspirational teacher obtaining very impressive student feedback scores with very large classes. The E-PAL (Economics–Peer Assisted Learning) program provides drop-in classes in which high achieving students assist other students to the benefit of both.

Team category

Faculty of Engineering (Steve Murray, Dr Dikai Liu, Vlad Lasky, Dr K K Fung)

Awarded for an exemplary innovation in laboratory work, the 'Remote Access Laboratories for Promoting e-Learning' which has delivered educational, operational and cost benefits. This innovation has enabled engineering students to use state-of-the-art technology remotely at convenient times while significantly reducing costs of provision and maintenance. The team has worked very effectively to implement this innovation, evaluate it and further develop it in the light of feedback.

School of Marketing, Faculty of Business (Dr Sara Denize, Paul Burke, Luke Greenacre, Jonathan Pratt)

Awarded for exemplary innovation in a team teaching approach to the first-year statistics subject 21633 Business Information Analysis. A range of strategies have been implemented to enhance subject alignment and delivery, build shared orientation among teaching staff, manage student self-efficacy and provide timely and effective feedback. The team has worked in a most collaborative fashion to achieve outstanding student satisfaction in a very large enrolment subject with a history of poor feedback.

APPENDIX C1

FACULTIES AND ACADEMIC UNITS

Faculty of Business

- > School of Accounting
- > School of Finance and Economics
- > School of Leisure, Sport and Tourism
- > School of Management
- > School of Marketing
- > Graduate School of Business

Faculty of Design, Architecture and Building

- > Design
- > Architecture
- > Construction, Property and Project Management

Faculty of Education

- > Adult Education
- > Teacher Education

Faculty of Engineering

- > Information and Communication Technologies
- > Infrastructure and the Environment
- > Management, Policy and Practice
- > Mechatronics and Intelligent Systems

Faculty of Humanities and Social Sciences

- > Information and Knowledge Management
- > Journalism
- > Media Arts and Production
- > Public Communication
- > Social Inquiry
- > Writing and Cultural Studies

Faculty of Information Technology

- > Computer Systems
- > Information Systems
- > Software Engineering

Faculty of Law

Faculty of Nursing, Midwifery and Health

- > Nursing
- > Midwifery
- > Health Services Management

Faculty of Science

- > Applied Physics
- > Mathematical Sciences
- > Chemistry, Materials and Forensic Science
- > Cell and Molecular Biology
- > Health Sciences
- > Environmental Sciences

Institute for International Studies

- > European Studies
- > Asia Pacific Studies

Other academic units

- > ELSSA Centre
- > University Graduate School
- > Jumbunna Indigenous House of Learning

INSTITUTES, CENTRES AND OTHER ORGANISATIONS

Institutes and centres within the University provide focus and profile for intellectual activities that may fall across disciplinary boundaries and/or fulfil functions not possible in the existing faculty structures.

Institutes

- > Institute for Interactive Media and Learning
- > Institute for International Studies
- > Institute for Sustainable Futures

University Research Institutes

- > Institute for the Biotechnology of Infectious Diseases
- > Institute for Information and Communication Technologies
- > Institute for Nanoscale Technology
- > Institute for Water and Environmental Resource Management

Key University Research Centres

- > Centre for Health Economics Research and Evaluation (CHERE)
- > Key University Research Centre for Built Infrastructure Research
- > Key University Research Centre for Corporate Governance
- > Key University Research Centre for Cultural Studies – Trans/forming Cultures
- > Key University Research Centre for Health Technologies
- > Key University Research Centre for Innovative Collaborations, Alliances and Networks (ICAN Research)
- > Key University Research Centre for Organisational, Vocational and Adult Learning (OVAL Research)
- > Key University Research Centre: Quantitative Finance Research Centre

Cooperative Research Centres

- > Australasian Cooperative Research Centre for Interaction Design Pty Ltd (ACID)
- > Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE)
- > Cooperative Research Centre for Technology Enabled Capital Markets
- > Cooperative Research Centre for Water Quality and Treatment
- > Cotton Catchment Community Cooperative Research Centre
- > Sustainable Tourism Cooperative Research Centre (STRC)

Centres of enterprise, research and/or community service

- > Australian Centre for Event Management
- > Australian Centre for Independent Journalism
- > Australian Centre for Olympic Studies
- > Australian Centre for Public Communication
- > Australian Centre for Public History
- > Centre for Australian Community Organisations and Management
- > Centre for e-Business and Knowledge Management
- > Centre for Ecotoxicology
- > Centre for Electrical Machines and Power Electronics
- > Centre for Forensic Science
- > Centre for Health Services Management
- > Centre for Language and Literacy
- > Centre for Local Government
- > Centre for Midwifery and Family Health
- > Centre for New Writing
- > Centre for Object Technology Applications and Research
- > Centre for Popular Education
- > Centre for Research and Education in the Arts
- > Complex Systems Research Centre

- > National Centre for Groundwater Management
- > UTS Community Law and Legal Research Centre
- > UTS Training and Development Services

Other organisations

- > The Australasian Legal Information Institute (AustLII)
- > Australian Technology Park Innovations Pty Ltd (ATPi)
- > APACE Village First Electrification Group

APPENDIX C2

MEMBERSHIP OF COMMITTEES OF COUNCIL 2005

Audit and Review Committee

Vice-Chancellor and President

Professor R D Milbourne

Chair — an external member, who may be a member of Council, but not of the Finance Committee, appointed for expertise
W Watkins

Deputy Chair — an external member of Council who is not a member of the Finance Committee, appointed by Council
M Cornelius, AM

Two external members of the Finance Committee, whether a member of Council or not, appointed by Council

B French

The Hon. I F Sheppard, AO, QC

An external member, who is not a member of Council or the Finance Committee, appointed for expertise by Council on the recommendation of the Audit and Review Committee
W Rock

Commercial Activities Committee

An external member of Council (Chair)

Dr K Woodthorpe

Three members external to the University (who may also be members of Council), with particular skills and experience in relevant commercial activities, appointed by Council

K J Rennie, AM

W Watkins

D Leckie

Vice-Chancellor and President

Professor R D Milbourne

Equity Reference Group

An external member of Council (Chair)

Dr V Levy

Deputy Vice-Chancellor (Academic)

Professor P Booth

Director, Equity and Diversity Unit

A M Payne

Equity and Diversity Coordinator

K Wilson

Director, Human Resources Unit or nominee

J Gilmore

Director, Student Services or nominee

M Flood

Director, Jumbunna Indigenous House of Learning

Professor L Behrendt

Staff representative of equity target group: women

L Shoemark

Staff representative of equity target group: Australian Indigenous people

J Tranter

Staff representative of equity target group: people of NESB

Dr H Scheeres

Staff representative of equity target group: people with disabilities

L Vidoni

Staff representative of equity target group: gay and lesbian people

Dr P Caldwell

President, NTEU UTS Branch or nominee

D Freeder

Chair, CPSU UTS Branch or nominee

D Cogley-Finch

Student representative of equity target group: women

R O'Donoghne

Student representative of equity target group: Australian Indigenous people

G Grose

Student representative of equity target group: people of NESB

M Nguyen

Student representative of equity target group: people with disabilities

D Moon

Student representative of equity target group: gay and lesbian people

B Bhattacharie

President, Students' Association or nominee

S Lakhani

President, UTS Union or nominee

D Barrow

Finance Committee

Six external members of Council (to include the Chair and Deputy Chair)

K J Rennie, AM, FCA (Chair)

D Leckie (Deputy Chair)

Emeritus Professor S Bakoss

C Grady

M Humphreys

The Hon. I F Sheppard, AO, QC

Vice-Chancellor and President

Professor R D Milbourne

Deputy Vice-Chancellor and Vice-President

Professor P Booth

Chief Financial Officer

K McCarthy

Three persons external to the University appointed by Council for their expertise

Dr A J Green

B French

Vacant

One academic staff member of Council
P L Healy

A non-academic staff member of Council
C Cahill

A student member of Council
P Brady

Governance Committee

Chancellor (Chair)
Professor V Sara

Vice-Chancellor and President
Professor R D Milbourne

Two members external to the University (who may also be members of Council), with particular skills and experience in governance matters, appointed by Council

R Kelly
The Hon. I F Sheppard, AO, QC (until 10.10.05)

Registrar and Vice-President (Students)
Dr J M FitzGerald

The committee may co-opt one additional member, from within or without the University, who has legal expertise
Professor M Adams

Honorary Awards Committee

Chancellor (Chair)
Professor V Sara

Deputy Chancellor
K J Rennie, AM

Vice-Chancellor and President
Professor R D Milbourne

Deputy Vice-Chancellor or a Pro-Vice-Chancellor
Professor R Johnstone

Three external members of Council
Professor L Behrendt
Dr V Levy
W Watkins

One academic staff member of Council
E Cox, AO

Chair, Academic Board
Professor A Baker

Registrar
Dr J M FitzGerald

Nominations Committee

Chancellor
Professor V Sara

Vice-Chancellor
Professor R D Milbourne

Three persons appointed by Council, including one Ministerial nominee and one Council appointee whose terms of appointment are not about to expire

Dr V Levy
K Rennie, AM
W Watkins

Staff Matters Committee

Two external members of Council appointed by Council
Emeritus Professor S Bakoss (Chair)
M Humphreys (Deputy Chair)

Deputy Vice-Chancellor or nominee
Professor R Johnstone
J Gilmore (Alternate)

Executive Director (Organisational Support)
A Dwyer

Two members with expertise in Human Resources matters (one of whom is external to the University) and not already members of Council appointed by Council

A M Payne
R Worthington

One academic staff member of Council
E Cox, AO

One non-academic staff member of Council
C Cahill

Student Matters Committee

An external member of Council (Chair)
Vacant

Pro-Vice-Chancellor and Vice-President (Teaching and Learning) or nominee
Professor R Johnstone (Acting Chair)

Student members of Council
P Doran

President, Students' Association or nominee
M Sparkes

Overseas Students Officer of the Students' Association
A Poonia

President, UTS Union or nominee
F McMahon

Student representative of UTS Union clubs
B Sharma

A UTS student elected by and from the UTS students resident in University accommodation
S Sakr

Deputy Vice-Chancellor and Vice-President or nominee
Professor P Booth

Registrar and Vice-President (Students) or nominee
Dr J M FitzGerald

Director, Student Services or nominee
C Hepperlin

A Dean nominated by the Deans
Professor J McKeogh

An Associate Dean (Teaching and Learning) nominated by the Associate Deans (Teaching and Learning), not from the same faculty as the nominated Dean
T Laurence

APPENDIX C3

Attendance by members at Council and its committees

	Council		Audit & Review Committee		Commercial Activities Committee		Finance Committee		Governance Committee	
	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended
Professor Vicki Sara	8	8							3	3
Professor Anthony Baker	8	7								
Emeritus Professor Steve Bakoss	8	7					8	6		
Professor Larissa Behrendt	8	4								
Mr Peter Brady	8	8					8	8		
Mr Chris Cahill	8	8					8	6		
Ms Megan Cornelius, AM	8	7	4	2						
Ms Eva Cox, AO	8	7								
Ms Rebekah Doran	8	7								
Mr Colin E Grady	8	8					8	8		
Mr Patrick Healy	8	8					8	7		
Ms Margo Humphreys	8	5					8	6		
Ms Dianne Leckie	8	7			9	8	8	8		
Dr Valerie Levy	8	8								
Professor Ross Milbourne	8	8	4	4	9	7	8	5	3	3
Mr Ken Rennie, AM	8	8			9	9	8	7		
The Hon. Ian F Sheppard, AO, QC ¹	6	4	4	3			8	5	3	1
Mr Warwick Watkins	8	7	4	4	9	8				
Dr Katherine Woodthorpe	8	6			9	5				

¹ The Hon. I F Sheppard, AO, QC, resigned from Council on 31 October 2005.

	Honorary Awards Committee		Nominations Committee		Student Matters Committee		Equity Reference Group		Staff Matters Committee	
	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended	Total meetings held	Meetings attended
	1	1	1	1						
	1	1								
									2	2
	1	0					4	0		
					2	2				
									2	1
	1	0							2	2
					2	1				
									2	1
	1	1	1	1			4	4		
	1	1	1	1						
	1	0	1	1						
	1	0	1	1						

APPENDIX D

(I) GUARANTEE OF SERVICE

The University of Technology, Sydney is a university with an international reputation for quality programs and flexible learning. UTS standards for the provision of services are provided through formal policies, guidelines, rules and codes of conduct. Copies of these are available in either hard-copy or online.

UTS develops and regularly revises its programs of study in consultation with appropriate industry, government and professional bodies, so that its degrees can be based on the latest professional standards and current practices. Courses developed and delivered by UTS reflect the University's commitment to providing a relevant education to students. This includes flexible and work-based modes of learning and the ongoing internationalisation of the curriculum.

UTS also aims to ensure that the diverse nature of Australian society is reflected in employment and education at UTS. The University integrates equal opportunity and affirmative action principles within its decisions and operations.

UTS is committed to continuously tracking and improving the quality of both its core activities (teaching, learning, research, community service) and the infrastructure and administrative and support systems which underpin them. Extensive work on improving the quality of UTS service to its students, partners and other stakeholders has been undertaken over the past six years and will continue to be refined going forward.

The Planning and Quality Unit is responsible for teaching and learning quality tracking systems, which measure trends in student demand, retention, graduation and equity group participation, student satisfaction with learning design, and delivery and outcomes using data from several sources (Graduate Career's Council of Australia's Course Experience Questionnaire, UTS Student Satisfaction Survey, Graduate Research Student Satisfaction Survey and Student Feedback Survey).

(II) STUDENT COMPLAINTS

UTS is committed to providing a learning and working environment in which complaints are responded to promptly and with minimum distress and maximum protection to all parties. All students and staff have a responsibility to contribute to the achievement of a productive, safe and equitable study and work environment at UTS. The University's procedures for handling student complaints are based on confidentiality, impartiality, procedural fairness, protection from victimisation and prompt resolution.

Appeals against academic decisions are dealt with under the University's rules, procedures and guidelines.

Students can also consult the Student Ombud. The Ombud's mission is to ensure that all members of the University community receive fair and equitable treatment within the University system. The Student Ombud considers all sides of a question in an impartial and objective way to resolve problems and concerns raised by students of the University.

The Policy on Handling Student Complaints is published on the Legislation, Rules and Policies website at www.gsu.uts.edu.au/lrp.

APPENDIX E

EQUAL EMPLOYMENT OPPORTUNITY ACHIEVEMENTS

All staff

- > UTS was awarded a *CRS Australia NSW/ACT Employer of the Year Award* for Leadership in the Employment of People with Disabilities, twenty nine CRS clients have been placed in work training placements at UTS in the past 12 months.
- > UTS re-launched its updated Reconciliation Statement in a ceremony held in October 2005. Ms Jackie Huggins, Co-Chair of Reconciliation Australia was the guest speaker. The Vice-Chancellor, Professor Ross Milbourne, and Deputy Vice-Chancellor, Professor Peter Booth, both spoke at the launch reaffirming UTS's ongoing commitments made in the Reconciliation Statement. Over 200 staff, students and community members attended the event.
- > The Women@UTS Professional Development and Community Building program continued to be successfully implemented. There have been over 2,000 attendances at Women@UTS activities since the program was established in mid-2003.
- > Implementation of the new Equity Enabling Plan and Key Performance Indicators (KPIs) for both staff and student equity commenced in 2005. The Enabling Plan and equity KPIs aim to improve the integration of equity into strategic planning at UTS.
- > There has been a large increase of the amount of parental leave taken by staff in response to the University's new parental leave policies and conditions. The number of days of parental leave taken by staff increased from 1,347 days taken in 2003 to 4,721 days taken in 2004, an increase of 250 per cent, reflecting the more generous allowance for paid maternity leave and other forms of parental leave introduced under the new Enterprise Agreements in 2004.

More detailed information on equity group profiles and strategies is contained in the UTS Report to the Director of the Office for Equal Opportunity in Public Employment. Achievements and strategies in relation to specific equity groups are listed below.

Key strategies 2006

- > Further integrate equity performance indicators into performance management processes and reward mechanisms, e.g. performance pay, to ensure line management accountability for equity initiatives.
- > Continue to develop strategies to encourage managers and recruitment decision-makers to identify employment opportunities through the University's Indigenous and disability recruitment programs.
- > Develop and implement strategies to increase the representation of EEO groups in management positions.
- > Implement a university-wide awareness project in relation to sex-based harassment awareness and prevention.
- > Undertake further analysis of pay equity issues for EEO group members.

Indigenous staff

Wingara Indigenous Employment and Professional Development Strategy 2003–2006

Implementation of the UTS Wingara Indigenous Employment and Professional Development Strategy continued in 2005. UTS has had major employment initiatives for Indigenous Australians in place since 1994, and is currently implementing the Wingara Strategy 2003–2006, with the objective of securing established, permanent positions for Indigenous people as they become vacant within the University. Two appointments of Indigenous staff were made in 2005, and the Indigenous Employment Officer continued to work closely with community-based groups to promote the University to potential Indigenous applicants. A pre-employment workshop to promote University employment to Indigenous clients was held in conjunction with Work Ventures Job Network Agency early in 2005. UTS participated in the GROW Job Market held at Redfern, Sydney, in May.

There was a strong focus on professional development for Indigenous staff in 2005, with funding provided through the Wingara Strategy to support the attendance of two Indigenous academic staff members at an interstate conference on higher education, and three Indigenous staff members at the World's Indigenous Peoples Education conference held in Hamilton, New Zealand.

Community consultation is an important aspect of the Wingara Strategy. The Indigenous Employment Officer attended community meetings, meetings with TAFE to discuss training opportunities, network meetings in both employment and training, government agency meetings, dedicated to Indigenous employment, and interuniversity meetings with other Indigenous Employment Officers in both the Sydney Metropolitan area and visitors from interstate universities. Through these consultation processes, UTS is building a reputation of becoming a university of choice for both Indigenous employment and higher education studies.

Indigenous Staff Network

The UTS Indigenous Staff Network held two meetings during 2005. A presentation from the Human Resources Unit was organised in response to requests by Indigenous staff participating in the Network. Endnotes training was also organised as professional development for Indigenous staff currently undertaking studies at the University.

Indigenous Women's Network

The Indigenous Women's Network held two general meetings during 2005 and coordinated a number of initiatives to build further links between UTS and Indigenous communities. This approach culminated in the network holding an Indigenous Women at UTS week in December 2005.

The Indigenous Women's Network organised donations and collection of non-perishable foods and toys for an Elders' Christmas lunch in the local community and a Christmas party at a local Indigenous pre-school. From the generous donations of UTS staff, 35 Christmas hampers were distributed to the Elders at the Christmas party and presents given to children aged 3–5 years at Wunanbiri pre-school at Alexandria Park Community School.

The Indigenous Women's Network engaged with World Vision to organise a successful fund raising dinner to support World Vision in their domestic programs specifically targeting Indigenous communities, raising over \$5,800 to support a consultation on health issues with an Indigenous community in central Australia.

Indigenous Leadership Workshop

An Indigenous Leadership Workshop was held over two days in early December 2005 and was attended by five Indigenous UTS staff members together with a number of Indigenous people from external agencies. Two native American women from the REACH (Respecting Ethnic and Cultural Heritage) Centre based in Seattle, USA, conducted the Indigenous leadership training. Participants developed their skills in the following areas:

- > leadership development and motivation
- > systems change and strategic thinking and planning
- > creating culturally competent learning and working spaces
- > decision-making and problem-solving skill development.

National Reconciliation Week

UTS held a number of activities to commemorate National Reconciliation Week including an elders' morning tea featuring an art exhibition by Indigenous UTS students, a Reconciliation Forum featuring recipients of the UTS Reconciliation Award, and another forum involving external speakers on the future of reconciliation.

UTS relaunched its revised UTS Reconciliation Statement in October 2005. Ms Jackie Huggins, Co-Chair, Reconciliation Australia was the special guest speaker. The Vice-Chancellor, Professor Ross Milbourne and Deputy Vice-Chancellor, Professor Peter Booth both spoke at the launch reaffirming UTS's ongoing commitments made in the Reconciliation Statement. External community members including a number of Elders from the local community were in attendance together with UTS staff. The launch was followed by a light bush food lunch.

Key strategies 2006

- > Development and implementation of next phase of the Wingara Indigenous Employment and Career Development Strategy, including a new project to identify employment needs of Indigenous students at UTS.
- > Coordinate developmental activities for Indigenous employees through the Indigenous Staff Network and Indigenous Women's Network.
- > Provide pre-employment advice for community members interested in working at UTS.
- > Implement recommendations arising from the new UTS Reconciliation Statement.

UTS Disability Action Plan

Implementation of the Disability Action Plan (DAP) continued in 2005 under the guidance of the DAP Committee. Working Groups have progressed issues around teaching and learning, the library, communication of the Disability Action Plan to members of the University community, and improving access to the built environment.

UTS was awarded a CRS Australia NSW/ACT Employer of the Year Award for Leadership in the Employment of People with Disabilities.

UTS has developed a strong partnership with CRS Australia and this year was able to place 29 CRS clients with disabilities into volunteer work training placements at UTS. A number of these have led to paid work opportunities. The aim of these placements is to provide people with disabilities with competency-based work experience and a current referee in order to make them more competitive when paid positions arise. The CRS Australia Aboriginal Employment Officer works closely with UTS as part of this strategy

to source work-ready Indigenous people with disabilities for vacancies and placements at UTS.

'One-in-Five': Disability and Inclusive Academic Practice at UTS

Review of the UTS Disability Action Plan identified that UTS teaching staff would benefit from the provision of practical advice on how to address real issues that arise in relation to accommodating the academic needs of students with a disability. A three-hour module was developed targeting academic staff across the University. The module includes strategies for dealing with a range of disabilities including the growing area of 'invisible disabilities' — these can often be mental health issues and psychiatric illnesses. Participants are informed of UTS policies, procedures and services for students and staff with a disability, receive information about disability legislation and standards, and discuss practical strategies to accommodate people with disabilities. Two sessions were held in 2005 for the Faculties of Law and Business, with 29 staff attending.

Provision of accessible formats

Sustained efforts over the past three years have achieved improvements in effective delivery of course materials to students with print disabilities in a timely manner. Priority was given to this area at UTS in response to the National Forum on Accessible Tertiary Materials convened by the Human Rights and Equal Opportunity Commission (HREOC) in 2002.

Accessible environments

The Accessible Environments Advisory Group continues as an effective mechanism to address issues of physical access to the built environment at UTS. Highlights of the year include the installation of accessible laboratory benches in the new Science building. The University continues to monitor access and make improvements as opportunities arise.

Auslan (Australian Sign Language) Course

As part of its commitment to disability awareness raising, the Equity and Diversity Unit coordinates annual Auslan courses for staff and students. The course covers an introduction to hearing impairment, deaf culture, and basic Australian Sign language. Three courses were held in 2005, two in the City and one at Kuring-gai campus, with 60 students and staff attending.

Workplace Disability Fund

Funding continued to be made available in 2005 to provide workplace adjustments through the Workplace Disability Fund for staff.

Key strategies 2006

- > Continuing implementation of the UTS Disability Action Plan 2003–2007.
- > Ongoing focus on providing employment opportunities for people with a disability, with a focus on graduate employment for students with disabilities, and supporting CRS clients who have participated in a work placement to gain continuing employment at UTS.
- > Continue to coordinate core programs and services for people with disabilities including the Workplace Modification Fund, disability awareness training, Auslan courses, disability parking permits, work placements and the Disability Projects Fund within the University.

Equal Employment Opportunity for Women Women@UTS Professional Development and Community Building Initiative

The Women@UTS program is designed to build organisational capability and a stronger sense of community for all women employed at UTS.

From mid-2003 to December 2005, over 2,000 attendances have been recorded to Women@UTS events. Approximately 40 per cent of academic and 40 per cent of support staff participate in the program each year. Activities offered in 2005 included the following:

- > International Women's Day Celebrations
- > Early Career Researchers' Network
- > Guest speakers: international, national, and from within the UTS community
- > Administrative Women's Career Development
- > The Indigenous Women's Network
- > Women's Business @ UTS — a forum for Indigenous and non-Indigenous women
- > mentoring for academic promotion
- > Leadership Round Table
- > Kuring-gai campus events
- > community building activities, including the Blue Stocking Choir.

Tsunami Fund Raiser

In March 2005 the UTS community raised \$5,500 for the International Women's Development Agency in response to the devastation of the Boxing Day 2004 tsunami. Over 100 staff contributed in some way towards the event.

Senior Women's Network (including ATN WEXDEV 'Women's Executive Development' Program)

The WEXDEV program, targeting women in senior positions employed in the five Australian Technology Universities, completed another successful year. Activities included:

- > the Clare Burton Memorial Lecture, 'Girls, Schooling and Society 30 Years On' was presented in every state and in the ACT by Professor Alison MacKinnon, founder of the Hawke Research Institute at the University of South Australia
- > the WEXDEV workshop on Academic Leadership for Women was hosted by the Royal Melbourne Institute of Technology, with a follow-up workshop held at UTS later in the year.

Key results at the national level in 2005 have included the completion of a major research report, 'The Great Barrier Myth: an investigation of barriers to promotion for academic women staff in Australian universities'. Outcomes of this research were presented to staff at UTS at two workshops held in 2005. The international ATN WEXDEV Change in Climate: Prospects for Gender Equity in Universities conference will be held in 2006.

Women in non-traditional fields of employment at UTS

A workshop facilitated by the Equal Opportunity for Women in the Workplace Agency on strategies to recruit women into non-traditional fields was held in mid-September 2005, involving 15 recruitment decision-makers from non-traditional areas of women's participation at UTS. A new Educational Access Scheme for Women in Non-Traditional Fields is being developed, that aims to increase the number of women studying (and in the longer term working) in fields such as engineering, construction management, information technology and materials science.

Early Career Researcher Series

An outcome of the 'Research Issues for Women at UTS Report' published in 2004, the Early Career Researchers' Network was established in 2005 through the Women@UTS Program and has held five sessions this year, including:

- > mentoring by senior women
- > writing research grants
- > managing research grants
- > presentation of abstracts
- > balancing work/life and research
- > profiles of successful women ECRs.

An Advisory Group of senior and junior women researchers was established to oversee the program, and 36 early career researchers participated in network activities during the year.

Indigenous Women's Network

In 2005 this Network met at least six times. The highlight of the year was a number of events scheduled during the inaugural Indigenous Women's Network week in December, including the organisation of a successful fund-raising dinner for a World Vision project working with Indigenous communities. Indigenous women at UTS also engaged with the Women's Business @ UTS sessions to build links between Indigenous and non-Indigenous women at UTS.

Child care

UTS continues to provide funding and in-kind support to UTS Child Care Inc. to assist with the running of three UTS-based child care centres. Children from 170 UTS staff and student families attend these centres, with community members also accessing vacancies depending upon demand.

Key strategies for 2006

Continue to implement professional development and community building initiatives through the Women@UTS Program. Priority areas for 2006 will include:

- > undertaking a formal evaluation of the Women@ UTS program
- > implementing a university-wide sexual harassment awareness and prevention project
- > investigating career development strategies to support the appointment of women into HEW10 and above positions at UTS
- > developing an in-house Women in Leadership program for all academic women nominated by faculties for the WEXDEV Program
- > continuing the structured support and mentoring program for Early Career Researchers in conjunction with the UTS Research and Innovation Office
- > investigating pay equity issues at UTS
- > continuing to showcase achievements of UTS women to the broader UTS community
- > continuing to invite guest speakers to address female staff on relevant issues
- > continuing to develop links with the community and hold one major fundraising event each year
- > continuing to strengthen the networks between Indigenous women and between Indigenous and non-Indigenous women for greater collaboration and understanding

- > implementing recommendations of the 'Research Issues for Women at UTS' and 'Women in Non-Traditional Fields of Employment at UTS' reports.

Ethnic Affairs Priorities Statement

All UTS staff and students benefit from developing their understanding of different cultures and perspectives to enable them to live and work as professionals in a diverse and increasingly globalised society. UTS is committed to valuing and developing a culturally diverse University that engages with and is reflective of the broader community.

Achievements

- > UTS is currently reviewing its Ethnic Affairs Priorities Statement (EAPS) and will adopt a new EAPS in 2006. The new UTS EAPS outlines the University's commitments as a culturally diverse university that engages with and is reflective of the diversity of the broader community. The EAPS will provide an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.
- > Seven UTS staff participated in Skillmax programs run by the NSW Adult Migrant English Service.
- > UTS held a number of Indigenous cultural activities, reconciliation events, lectures and training activities that contributed to the richness and understanding of cultural diversity at UTS.
- > Eight staff attended an eight-week series of seminars providing an overview of Indigenous cultural, history and heritage.
- > The ELSSA Centre enhanced teaching and learning at UTS through a focus on academic literacy, which involved reading, writing, listening, speaking, critical thinking and cultural knowledge. Intercultural awareness was fostered through discussions on sociocultural and educational differences and similarities as a means of enriching students' experiences on campus.
- > The Faculty of Education and Jumbunna Indigenous House of Learning promoted strong Indigenous presence on campus through programs of study and assistance for Indigenous Australian students.

Key strategies for 2006

- > Implement the new UTS Ethnic Affairs Priority Statement.
- > Continue to coordinate participation in the Skillmax program for staff who wish to develop their professional English skills for the workplace.
- > Continue to raise awareness of cultural diversity issues and to implement policies, programs and activities to promote an inclusive environment at UTS.
- > Reconvene the Cultural Diversity Network with an expanded membership.
- > Implement training in effective customer service in a diverse environment for staff who work in student liaison roles.

Student equity

The University's student equity objectives are to:

- > provide an education environment free from discrimination and harassment

- > improve access, participation, success and retention rates for under-represented equity groups at UTS
- > ensure that the diverse nature of the wider community is reflected in the University's student body, and encourage the acceptance and valuing of diversity within its student population
- > provide a supportive and open organisational culture in which all students are able to develop to their full potential.

More detailed information on student equity group profiles and strategies for specific equity target groups is contained in the UTS Equity Update 2005, available from the Equity and Diversity Unit.

Student Equity Strategy 2005–2008

The UTS Student Equity Strategy is a comprehensive five-year plan covering the following key areas:

- 1 *Outreach*
 - (a) Schools/community partnerships
 - (b) UTS Marketing
- 2 *Admission*
 - (a) Educational Access Schemes
 - (b) Alternative pathways for non-current school leavers
 - (c) UTS selection criteria
- 3 *Progress and Success*
 - (a) Personal support
 - (b) Financial support
 - (c) Learning support
 - (d) Inclusive curriculum
- 4 *Inclusive community*
 - (a) Inclusive environments
 - (b) Alumni connections

Educational Access Schemes

UTS Educational Access Schemes target applicants who can demonstrate they have experienced disadvantage due to circumstances beyond their control that has seriously affected their educational performance. The following schemes are offered:

- > inpUTS Educational Access Scheme
 - educational disadvantage.
- > Special Admission Schemes
 - educational disadvantage, refugees, elite athletes/performers.
- > Indigenous Education Program
 - open to Australian Indigenous people.

Applicants may apply under one or more of the following educational disadvantage criteria:

- > disrupted schooling
- > financial hardship
- > home environment and responsibilities
- > english language difficulty
- > personal illness/disability
- > school environment.

In 2005 eligible applicants had 7–10 points added to their base qualification rank. UTS Educational Access Scheme outcomes for 2005 are as follows:

- > inpUTS Educational Access Scheme: 2,468 applications; 1,478 eligible applications; 423 offers; 370 enrolments across

all faculties, representing 6.19 per cent of the commencing undergraduate cohort.

- > Special Admission–Educational Disadvantage: 79 applications, 55 eligible applications, 13 offers, 10 enrolments across all faculties.
- > Special Admission–Refugees: 11 applications, 11 eligible applications, 11 offers, 11 enrolments across all faculties.
- > Special Admission–Elite Athlete/Performer: 36 applications, 29 eligible applications, 14 offers, 12 enrolments across all faculties.

In June 2005 UTS Council approved the aim of increasing student diversity at UTS by:

- 1 increasing the inpUTS target from 5 per cent to 10 per cent of undergraduate places; and
- 2 expanding the inpUTS applicant pool by increasing concession points from 7 to 10 in all faculties, and extending inpUTS eligibility to students demonstrating a single severe educational disadvantage.

TPV Fee Exemption Scholarship Scheme

This scheme provides fee-free places to holders of temporary protection visas who would otherwise be required to pay international student fees. In 2005 nine faculties offered 17 places. Of 25 applicants (three current school leavers and 22 non-current school leavers), nine offers were accepted to UTS courses. Seven applicants received scholarships at INSEARCH to study English for Academic Purposes.

Equity Scholarships

In 2005 UTS awarded 207 Commonwealth Learning Scholarships valued from \$2,042–\$4,084, and a further 207 UTS Diversity Access Scholarships valued from \$390–\$2,000. In addition, service fee waivers were provided to 231 inpUTS, Indigenous and TPV students. UTS made a significant contribution to the development of a centralised Equity Scholarship assessment process for all NSW and ACT universities, to be implemented through UAC in 2006.

Refugee Academic Skills Assessment

This program assists people whose disadvantage precludes them from demonstrating academic ability under existing UTS selection criteria. Applicants are eligible for assessment under this program if they cannot provide documentation of previous education due to their refugee circumstances, and/or their education prior to arriving in Australia does not meet UTS matriculation requirements and they can demonstrate good reason for not acquiring an Australian matriculation qualification. The assessment, conducted by the ELSSA Centre and faculties and coordinated by the Equity and Diversity Unit, is available to Australian humanitarian visa holders. In 2005, UTS assessed nine applicants under the Refugee Academic Skills Assessment program; four applicants were non-current school leaver TPV Scholarship applicants, and five were Special Admission – Refugee applicants.

Priorities for 2006

Implementation of the Student Equity Strategy 2005–2008, with a focus on the development of the new Schools Outreach Program, a new University Academic Foundation Program, further development of the First Year Transition Program, and the development of an Equity Endowment Fund to facilitate alumni, staff and industry contributions to equity scholarships.

Ongoing implementation of core programs and services, including:

- > the inpUTS Educational Access and Special Admissions Schemes
- > services for students with a disability and low-income students provided by the Special Needs and Financial Assistance Branch
- > the wide range of programs provided by the ELSSA Centre that improve outcomes for students from non-English speaking backgrounds, mature age students, and students who have experienced educational disadvantage
- > initiatives coordinated by the Women in Engineering Unit to promote women's participation in non-traditional fields of study
- > scholarships, grants and loans to low-income and educationally disadvantaged students
- > TPV scholarships and Refugee Academic Skills assessment.

APPENDIX F

(I) LAND REGISTER

Property/Building Number	Campus	Use	Building/infrastructure \$'000	Land \$'000
Broadway Building 1 (Tower)	City	Educational	84,338	
Broadway Building 2 (Annex to Tower)	City	Educational	27,304	
Broadway Building 3 (Bon Marche)	City	Educational	1,158	
Broadway Building 4	City	Educational	7,509	
Broadway The Terraces (9-13 Broadway)	City	Educational	626	
Broadway The Loft	City	Educational	369	
Broadway Building 6 (Harris Street Building)	City	Educational	44,877	
Broadway Land Value Subtotal				82,885
Gumal Ngurang Student Housing (Australand)	City	Student Housing	22,036	14,625
Haymarket	City	Educational	52,232	40,414
Blackfriars	City	Educational/Child care	2,406	7,545
Bulga Ngurra Student Housing	City	Student Housing	4,733	3,280
Geegal Student Housing	City	Student Housing	3,298	2,070
Building 10	City	Educational/Commercial	93,214	33,365
Kuring-gai campus	Kuring-gai	Educational	40,051	36,348
Dunbar Building	St Leonards	Educational	6,743	3,447
Gore Hill Research Laboratories	St Leonards	Educational	350	
Biology Annex	St Leonards	Educational	227	
Clinical Studies Building	St Leonards	Educational	1,919	
Centenary Lecture Theatre	St Leonards	Educational	557	
Yarrowood Conference and Research Centre	Yarrowood	Educational	317	2,104
Stroud Research Field Station	Stroud	Research Station	62	105
24 Point Street (Vice-Chancellor's Residence)	Pymont	Housing	2,239	
14 Ultimo Road (Dairy Farmers)	City	Commercial	512	11,445
Total			397,077	237,633

Note:

Values are based on carrying amounts as at 31.12.05.

(II) WORKS IN PROGRESS AND COMPLETED 2005

	\$'000
Building 4 — Faculty of Science and Research Institutes project	107,985
Building 1 — Upgrade central plant	4,332
Building 5 — Library extensions and Gore Hill library relocation	3,600
Building 1 — Broadway facade repairs—tower and podium levels	1,430
Building 10 — Faculty of Nursing, Midwifery and Health fitout level 7	910
Building 1 — Emergency lighting upgrade	400
Building 1 — Faculty of Science upgrade levels 10, 11 and 12	360
Building 5 — Classroom refurbishment—rooms C1.29 and C1.30	150
Building 2 — Replace valve actuators for all fan coil units levels 1 to 3	200
Blackfriars, Building — Ground floor—air conditioning and lighting upgrade	125
Building 5 — Classroom refurbishment—rooms B1.12, B1.13 and B1.14	405
Building 10 — Relocation of ISF from ATP to City	710
Building 6 — Faculty of Design, Architecture and Building accommodation upgrade—level 5	550
Building 5 — Public space carpet replacement	160
Building 1 — Upgrade of levels 22, 23 and 24 for research students and academic staff	255
Building 10 — Relocation of AustLII from Building 5 to Level 12	260
Building 5 — Replacement of hydraulic lift at Block B	300
Building 1 — Lighting upgrade to levels 7 to 26	400
Building 5 — Replacement of cooling towers Block C	150
Building 10 — Replace the roof membrane and flashings of level 7 northern wing	370
Student Housing — Bulga Ngurra—maintenance upgrade	630
Student Housing — Bulga Ngurra—new common room and laundry	330
Building 2 — Replace valve actuators for all fan coil units on levels 1 to 3	200
Building 5 — Classrooms upgrade of six classrooms	650
Building 1 — Air conditioning upgrade to levels 5 and 6	250
Building 2 — New Computer lab/Commons level 3	370
Building 2 — New 200-seat lecture theatre level 3	865
Building 1 — New Key University Research Centre on level 18	195

APPENDIX G

CONSULTANTS

The University paid \$7.113 million for external consulting services in 2005, of which \$2.269 million was for capital works. A total of \$2.447 Million was paid for consultancies consisting individually of less than \$30,000.

Payments in excess of \$30,000 totalled \$4,665,936.65 and are listed below.

		\$
A & R Consulting Pty Ltd	Course Development	48,187.27
A E Watkins	Public Relations	64,158.68
Advance Building	Engineering	46,100.00
Amarina Systems Pty Ltd	Restructuring Assessment	48,600.00
Anne Prichard	Design	30,363.64
App Corporation Pty Ltd	Project Management	553,793.49
ARUP	Engineering	588,505.26
Barnum Group Design	Design	49,240.00
Burtenshaw Scoufis Architecture Pty L	Architects	30,700.00
Clarkson Business Services	Course Development	100,048.00
Class Software	Information Technology	72,950.00
Colin Biggers & Paisley	Legal	30,478.05
Colin Wood and Associates Pty Ltd	Course Development	37,107.45
Computer Associates Pty Ltd	Information Technology	127,687.50
CRI Project Management Pty Ltd	Property Rezoning	163,723.73
CV-tech Australia Pty Ltd	Information Technology	34,240.00
Designinc Sydney Pty Ltd	Architects	472,222.75
Duke Training & Consulting Pty Ltd	Course Development	83,741.37
EmeryFrost Pty Ltd	Design	34,147.00
Frost Design Pty Ltd	Design	86,210.00
Future and Simple Pty Ltd	Project Management	77,504.90
Gardner Wetherill Associates	Architects	42,210.00
Grant Samuel	Project Management	72,145.90
Hirst Architects Pty Ltd	Architects	115,645.00
i-Link Research Solutions Pty Ltd	Research	75,612.00
John Mitchell & Associates Pty Ltd	Research	39,325.00
Laeta Pty Ltd	Research	75,000.00
Lockenet	Information Technology	35,335.77
Lorimer Investments Pty Ltd	Information Technology	146,650.00
Mary Ellen Quirk	Project Management	46,120.32
Medici Capital Pty Ltd	Research	55,076.69
Minter Ellison	Legal	55,441.82
Norman Charles Laing	Research	80,467.21
Oracle Corporation Australia Pty Ltd	Information Technology	78,138.28
Page Kirkland Partnership	Cost Planners	120,000.00
Polestar Consulting Pty Ltd	Research	30,700.00
PricewaterhouseCoopers	Accounting Services	35,060.00
Rajula Pty Ltd	Course Development	79,572.75
Rutledge Engineering (Aust) Pty Ltd	Engineering	31,368.22
Sinclair Knight Merz	Project Management	73,300.00
SLG Consulting Pty Ltd	Information Technology	52,000.00
Solid Support Pty Ltd	Information Technology	62,250.03
Sommerson Communications Pty Ltd	Research	33,696.71
Stephenson & Turner	Architects	80,480.00
The Leading Partnership Pty Ltd	Processes Review	47,673.42
The University of New South Wales	Teaching Relief	30,000.00
University of Toronto	Research	74,268.44
W J Hood & Sons	Building	48,500.00
Waterman AHW Pty Ltd	Engineering	170,190.00
Total		4,665,936.65

APPENDIX H

OVERSEAS TRAVEL

The University paid \$4.62 million for staff overseas travel in 2005. These payments were to support a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, research and teaching at affiliated institutions.

APPENDIX I

CONTROLLED ENTITIES – SUBSIDIARIES INSEARCH Limited

INSEARCH Limited, a UTS commercial company, provides its services through three divisions.

INSEARCH Education is the UTS provider of language and academic pathways to University degrees and so provides opportunities for a large number of international students to progress to UTS.

INSEARCH China manages INSEARCH's education businesses in China including INSEARCH (Shanghai) Limited and the SILC partnership with Shanghai University.

INSEARCH International Education Projects manages the international project and education activities of INSEARCH including the Australia Centre Medan, the Australia Centre Chiang Mai and the INSEARCH and IDP Australian Centres for Education and Training in Vietnam.

As well as providing an annual donation to UTS, INSEARCH also provides doctoral and post-doctoral fellowships and financially supports the technology and research commercialisation activities of the UTS Research and Innovation Office.

accessUTS Pty Ltd

accessUTS Pty Ltd is a wholly owned UTS company that manages university consulting, providing professional consulting services to business, industry and government. It offers expert opinion to the legal and insurance industries, technical consulting and testing services, professional consulting and training services. It draws on the extensive and diverse expertise of both UTS staff and external commercial entities.

accessUTS actively promotes and markets this business and consultant expertise through a range of media and contacts with clients and potential clients to develop business opportunities.

APPENDIX J

PUBLICATIONS OF THE UNIVERSITY

In 2005 the University produced a range of publications giving details of courses, research and other services. A selection of these official publications is listed below. Many of the publications are free of charge. Those interested in obtaining copies should contact the appropriate section of the University.

Faculties and other units of the University also produce a range of publications. Contact them directly for details.

Some of the following are also published on the University's website: www.uts.edu.au

- > *UTS: Calendar and UTS: Handbook*
Published annually by the Governance Support Unit, Registrar's Division.
- > *UTS Annual Report*
Published annually by the Governance Support Unit, Registrar's Division.
- > *Undergraduate Careers and Courses Guide*
Published annually by the Marketing and Communication Unit.
- > *Statement of Affairs*
Published annually by the Governance Support Unit, Registrar's Division.
- > *Summary of Affairs*
Published biannually by the Governance Support Unit, Registrar's Division.
- > *U: a magazine of the University*
Published fortnightly throughout the academic year by the Marketing and Communication Unit.
- > *International Undergraduate Student Prospectus*
International Postgraduate Student Prospectus
Study Abroad Prospectus
Published by International Programs, the Governance Support Unit and the Marketing and Communication Unit.

APPENDIX K

LEGISLATIVE CHANGES

In relation to the operation of the University in 2005, the following legislation was introduced or amended:

Commonwealth legislation

- > *Age Discrimination Act 2004*
- > *Higher Education Support Act 2003*

New South Wales legislation

- > *NSW Anti-Discrimination Act 1977*
- > *Workplace Surveillance Act 2005*

APPENDIX L

PRIVACY MANAGEMENT PLAN

The *Privacy and Personal Information Protection Act 1998* came into effect on 1 July 2000. Essentially, the Act requires that all government agencies comply with 12 Information Protection Principles. The Act also requires that each agency have a Privacy Management Plan, which is a statement of how the agency complies, or intends to comply, with the Act. The Plan includes provisions for policies and practices to ensure compliance, information programs for staff, and procedures to conduct internal reviews.

On 1 September 2004, the *Health Records and Information Privacy Act 2002* (NSW) came into effect. The Act requires the University to comply with 15 health principles and to amend its Privacy Management Plan to reflect the new legislative requirements. The University's review of its Privacy Management Plan began in 2005 and will be completed during 2006.

APPENDIX M

FREEDOM OF INFORMATION

In accordance with the *Freedom of Information Act 1989*, the University publishes a *Summary of Affairs* and a *Statement of Affairs*. The former is published twice yearly in the *NSW Government Gazette*; the latter is published yearly and is available on the University's website. Copies of both documents are also available from the UTS Freedom of Information Contact Officer.

The following statistics are provided in accordance with the *Freedom of Information Act 1989* and the *Annual Reports (Statutory Bodies) Act 1984*.

Freedom of Information statistics

Type of request	2004	2005
Number of requests	7	2
Brought forward from 2001	-	-
Personal/other	6/1	2
Formal	1	2
Informal	6	-
Completed	6	2
Granted in full	3	1
Granted in part	4	1
Formal consultations	-	-
Costs of processing	\$3,660	\$600
Fees received	\$30	\$60
Discount allowed	-	-
Completed in:		
0-21 days	4	2
22-35 days	3	-
Processed in:		
0-10 hours	4	-
11-20 hours	-	-
21-40 hours	3	-
Over 40 hours	-	-
Internal reviews	0	0

APPENDIX N

CODE OF CONDUCT – STAFF

The University has a Code of Conduct covering all staff. The following is a summary of this policy.

The Code aims to clarify for all staff of the University community the conduct expected in the performance of their duties, thereby maintaining public trust and confidence in the integrity and professionalism of the services provided by the University.

The Code covers issues such as:

- > personal and professional behaviour
- > use and security of official information
- > publication of information
- > conflicts of interest
- > financial interests
- > personal interests
- > personal and family relationships between staff and students
- > disclosures
- > public comment
- > use of the University's resources
- > acceptance of gifts and benefits
- > outside work and private practice
- > responsibilities after leaving UTS
- > responsibilities of managers
- > failure to comply with requirements.

The full Code of Conduct is published in the *UTS: Calendar* and on the University's website at:
www.hru.uts.edu.au/manual/7leg/7_3.pdf

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Form of UTS Annual Report 2005

Captions, layout, legibility, sequence – complies
Distribution to Parliament – complies
Size, ASO A4 – complies
Table of contents and Index – complies
Printing
Average cost per copy [\$12.20]
Number of copies printed 2,000
Public availability
Available for reference at UTS
Available by request to the Registrar
Available online in PDF format at: http://www.gsu.uts.edu.au/publications/official
No consultants were employed to prepare this Report.



COVER PHOTOGRAPH

The photographs shown on the front cover represent students and staff at UTS engaged in various academic and social activities.

ACKNOWLEDGMENTS

UTS: Annual Report 2005 was produced by Publications, Governance Support Unit, Registrar's Division, in April 2006. Information contained in the Report was gathered from a range of sources within the University community and edited in consultation with key staff and contributors.

Editor: Byron Smith

Design concept: UTS Marketing and Communication Unit.

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CRICOS provider code 00099F

ABN 77 257 686 961

ISSN 1031-8690