

ANNUAL REPORT  
2006



UNIVERSITY OF  
TECHNOLOGY SYDNEY



UTS!

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# LETTER OF SUBMISSION

The Hon. John Della Bosca, MLC  
Minister for Education and Training  
Level 30  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister

On behalf of the Council of the University of Technology, Sydney, we are pleased to present, for tabling in Parliament, the report of the proceedings and financial reports of the University for the year ended 31 December 2006. These have been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*. The Financial Statements of the University, published as part of the Annual Report, were endorsed by the UTS Council in its April meeting.

There were several highlights in 2006. In August the Deputy Premier opened our new science building at the City campus, ensuring UTS is a centre of excellence in research, and teaching and learning. Our teaching and learning record was recognised by the Commonwealth Government in December, with the awarding of a place in the top five universities in Australia in the Learning and Teaching Performance Fund 2007. We also attained a strong research funding result, totalling \$12 million in national competitive grants.

We achieved a very successful audit by the Australian Universities Quality Agency, which commended us in many areas, particularly the ongoing work that has been done to improve the effectiveness and efficiency of the University's Council, including a greater role in the University's strategic planning. The process of preparing for this important audit provided valuable input to UTS's Quality Management Cycle.

These developments throughout 2006 ensure that we continue to fulfil our mission, to provide high impact research and practice-oriented education in an international context.

Yours faithfully



Professor Vicki Sara  
Chancellor



Professor Ross Milbourne  
Vice-Chancellor and President

April 2007

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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 32,708 enrolments in a range of undergraduate and postgraduate courses across nine faculties.

The purpose of the University is outlined in Part 1, Section 6 of the *University of Technology, Sydney Act, 1989*, and in the constitutions of the University's controlled entities.

## 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.

## 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.

## UTS: ANNUAL REPORT 2006 – PURPOSE AND APPROACH

This Annual Report comprehensively summarises the main achievements and activities of the University of Technology, Sydney in the calendar year, 2006.

Information is ordered to reflect the University's own administrative structure and compartmentalisation of areas of responsibility. The ten chapters listed on page 1 are divided into two parts. The five chapters in Part 1 cover the ways UTS is fulfilling its mission: promotion of learning, pursuit of research, supporting students, international focus, and engaging with the community. The five chapters in Part 2 cover the management and support areas of the University that enable it to fulfil its mission: governance and regulation of affairs, management of staff and property, maintenance of a healthy and equitable environment, outreach to alumni and partners, and financial management.

The Report provides information regarding the fulfilment of the UTS Strategic Plan 2005–2008 and has highlighted sections indicating important achievements. To express the progress of the University in context, the Report is written to show how we have progressed from 2005, in our 2006 activities, and the priorities of the University for 2007.

The information in the Report is also designed to satisfy government disclosure requirements. This information is throughout the Report and, where suitable, is included as an appendix. The index can be used as a quick reference to find this compliance information, as well as any other information the reader is interested in.

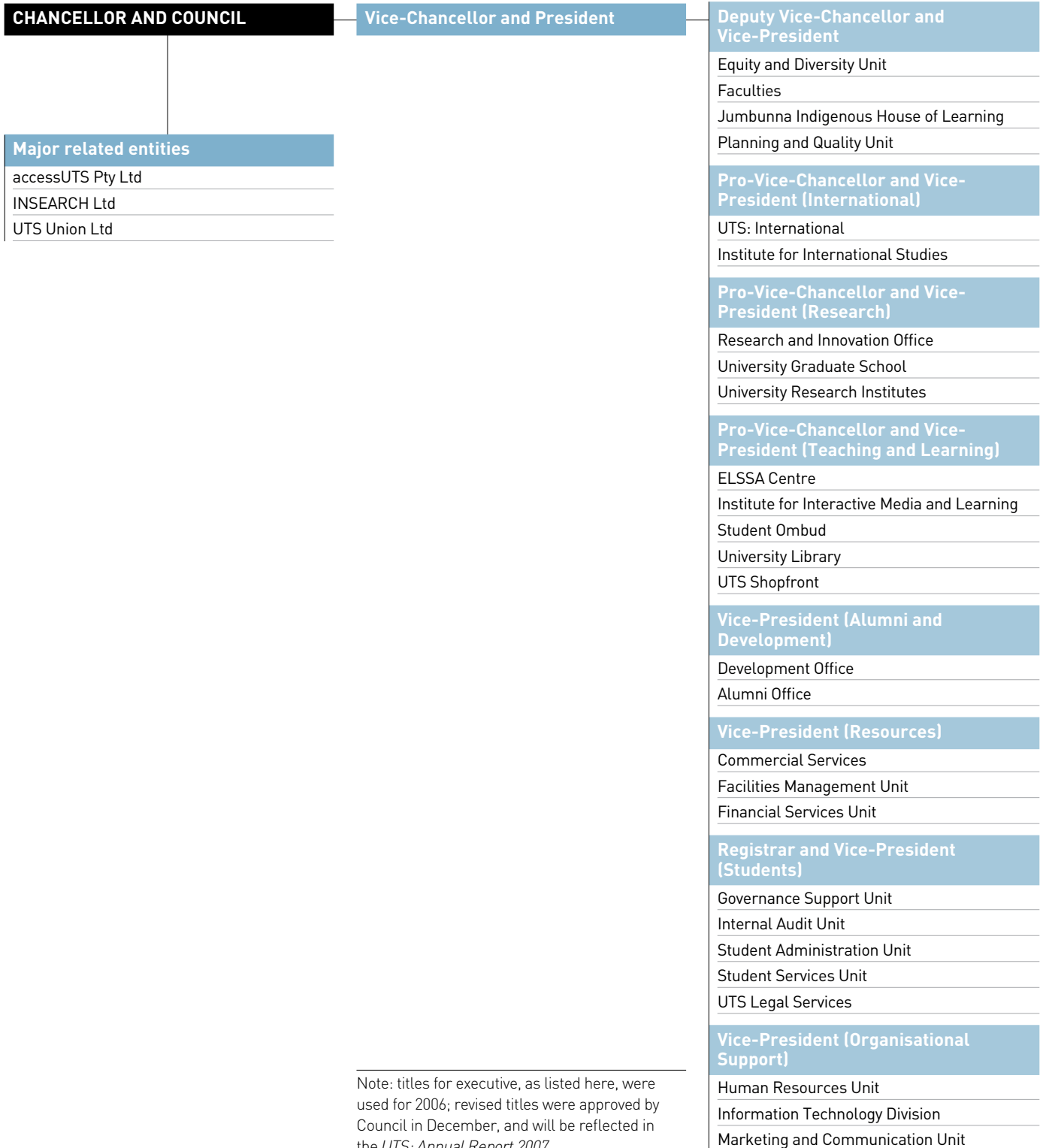


## FACTS AT A GLANCE

|   | 2004       | 2005       | 2006       |
|---|------------|------------|------------|
| <b>Income (%) (excluding deferred government contributions)</b> |            |            |            |
| Government grants   | 34.0       | 35.6       | 34.9       |
| Fees and charges  | 30.5       | 32.8       | 31.7       |
| HECS  | 18.2       | 18.1       | 18.9       |
| Other revenue   | 17.3       | 13.5       | 14.6       |
| <b>Expenditure (%)</b>  |            |            |            |
| Employee benefits   | 62.0       | 62.6       | 61.5       |
| Other   | 25.7       | 23.5       | 23.8       |
| Depreciation and amortisation                                   | 8.8        | 10.2       | 10.7       |
| Buildings and grounds   | 1.9        | 1.9        | 2.7        |
| Bad and doubtful debts  | 0.2        | 0.2        | 0.1        |
| Borrowing costs   | 1.4        | 1.5        | 1.1        |
| <b>Awards<sup>1</sup></b>                                       |            |            |            |
| Total number of degrees and diplomas, etc., awarded             | 10,396     | 8,707      | 11,214     |
| Undergraduate   | 5,474      | 4,425      | 6,131      |
| Postgraduate (by coursework)                                    | 4,548      | 4,157      | 4,959      |
| PhD and research degrees  | 116        | 125        | 124        |
| <b>Enrolments</b>   |            |            |            |
| Total applications for courses                                  | 55,164     | 56,539     | 56,676     |
| Total University enrolments                                     | 31,311     | 31,601     | 32,708     |
| Undergraduate enrolments  | 19,139     | 19,386     | 21,371     |
| Postgraduate enrolments   | 12,172     | 12,215     | 11,337     |
| Total international students                                    | 7,419      | 8,113      | 8,952      |
| <b>Finance (\$'000)</b>   |            |            |            |
| Total assets  | 1,010,298  | 1,070,254  | 1,111,195  |
| Total revenue from continuing operations                        | 341,661    | 373,441    | 356,506    |
| Total expenses from continuing operations                       | 354,146    | 359,747    | 332,927    |
| <b>General</b>  |            |            |            |
| Number of libraries   | 3          | 3          | 2          |
| Total loans from libraries                                      | 669,459    | 646,867    | 584,199    |
| Digital Resources Register (views and downloads)                | -          | 578,503    | 566,026    |
| Non-serial volumes  | 624,453    | 644,970    | 668,548    |
| Current serial titles   | 41,704     | 51,482     | 76,025     |
| <b>Research</b>   |            |            |            |
| Cooperative Research Centres (partner in)                       | 4          | 6          | 6          |
| University Research Institutes                                  | 4          | 4          | 5          |
| Key University Research Centres                                 | 8          | 8          | 8          |
| ARC Centres of Excellence                                       | 2          | 2          | 2          |
| Centres of enterprise, research and/or community service        | 24         | 21         | 20         |
| External research funding (\$)                                  | 24,745,372 | 28,738,120 | 31,240,619 |
| Research income from National Competitive Grants (\$)           | 9,372,909  | 12,083,839 | 12,171,354 |
| <b>Staff (full-time equivalent)</b>                             |            |            |            |
| Total number of staff (excluding casual staff)                  | 2,023      | 2,036      | 2,021      |

<sup>1</sup> Figures are derived from the previous year's course completions.

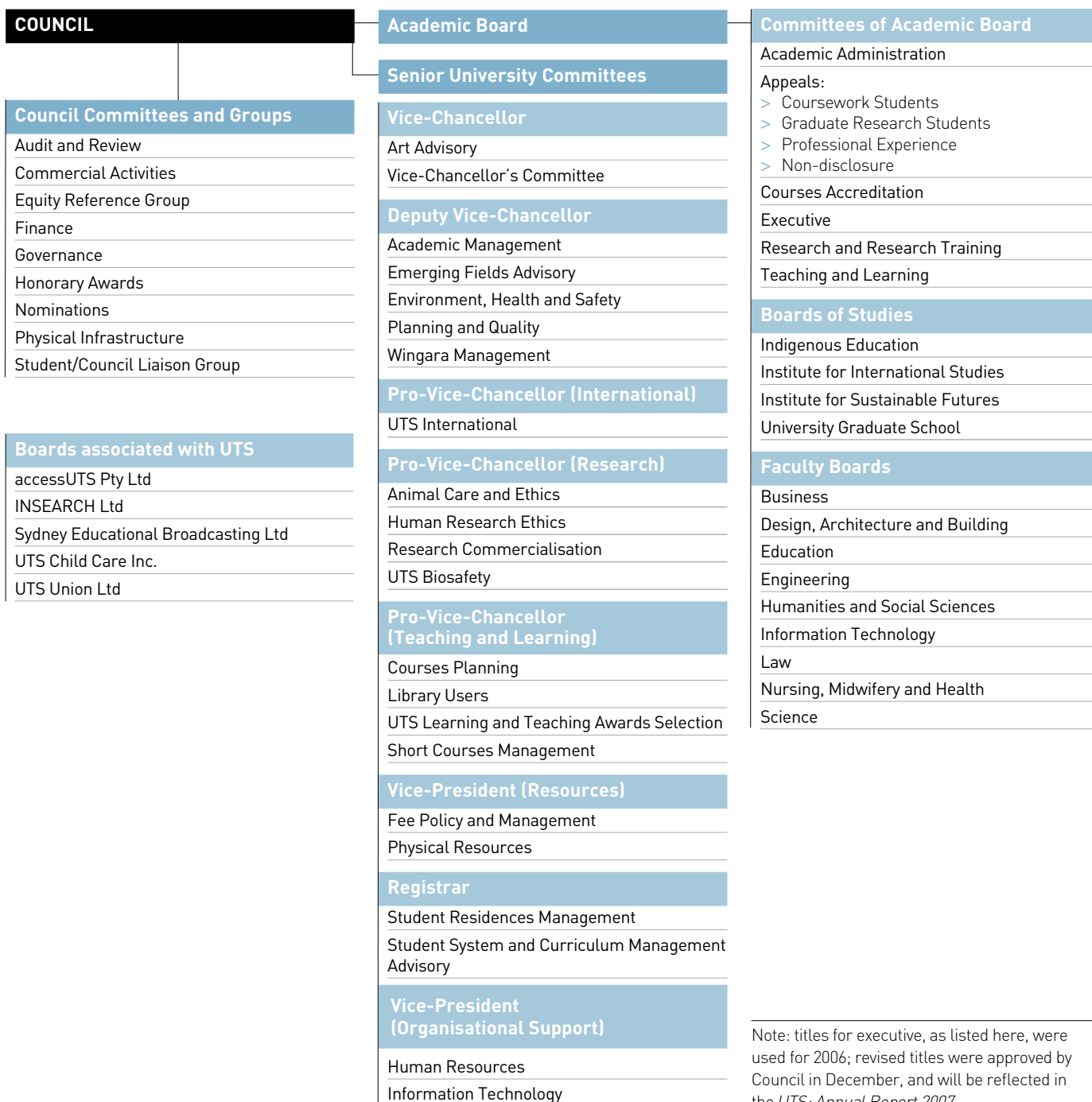
# UTS ORGANISATIONAL STRUCTURE



Note: titles for executive, as listed here, were used for 2006; revised titles were approved by Council in December, and will be reflected in the *UTS: Annual Report 2007*.



# UTS COMMITTEE STRUCTURE



Note: titles for executive, as listed here, were used for 2006; revised titles were approved by Council in December, and will be reflected in the *UTS: Annual Report 2007*.

# HISTORY OF UTS

UTS was formed at the beginning of 1988 from the former NSW Institute of Technology, and was restructured in 1990 by merging with the Kuring-gai College of Advanced Education, the School of Design, and the Institute of Technical and Adult Teacher Education, forming the current UTS.

UTS has had three distinct phases in its history. In the first phase, effort was concentrated on embedding an amalgamation of institutions that were different culturally, in their organisational structure, and in their approaches to teaching and research. This necessitated movement of staff and programs between campuses, and staff development to strengthen the research culture and establish more consistent approaches to teaching and learning.

The second phase, beginning in the mid 1990s, was characterised by declining funding and the consequent need for entrepreneurship and diversification of revenue sources. This phase saw a strong focus on international student recruitment, combined with an expansion of professional postgraduate programs for domestic students. UTS also began a unique approach to internationalisation with the creation of the Institute for International Studies: through which many of our students went abroad to study in a language and culture other than English. UTS recognised very early the benefits of internationalisation to the rapidly globalising city of Sydney. Greater emphasis on both research and flexible learning also became priorities during this period.

The third phase began in 2000 with a 10-year strategic vision *Setting the Pace: a Vision for the Next Decade*, based on several themes. One major theme was a concentration of research funding into five research institutes. A second theme was the significant upgrading of physical infrastructure at the city campus, including new and refurbished buildings with new student spaces, state-of-the-art technology, and student accommodation. These changes to promote student life on campus reflected both an adjustment to the increasingly full-time profile of the UTS student population and strategic choices aimed at enhancing our future competitive position in an increasingly deregulated higher education environment. A third theme was based around enhancements to teaching and learning, and the fourth theme continued entrepreneurial activity.

## UTS TODAY

In 2006, UTS is a contemporary and progressive university with a global perspective that is linked to the life of the cosmopolitan city of Sydney and the knowledge requirements of industry and the professions. UTS is characterised by:

- > Extensive and multifaceted links to the professions, industry and the community, manifested through student learning in the workplace; extensive use of industry practitioners for teaching; involvement of industry in the strategic, educational and research direction of faculties; successful research and teaching partnerships and projects with industry; and an influential cadre of adjunct professors.
- > A practice-oriented approach to education, which integrates disciplinary knowledge with professional practice and produces graduates who are industry-ready and highly employable. This orientation is evident in the UTS academic profile, the professional orientation of courses and the blending of theory and practice in curriculum design and teaching and learning methods.
- > Strong commitment to internationalisation and multiculturalism. This is expressed through a leading role in Australia in providing international experiences for Australian students; a large and diverse international student body; the considerable cultural diversity of both domestic students and staff, and the University's extensive and developing international relationships.
- > Development of campuses and infrastructure to enhance student life. This is expressed through significant improvements in the physical and information technology infrastructure, the services provided to students, and the broader conception of the student experience to include the social, sporting and cultural life of our students.
- > Focused development of research, as evidenced by clearly articulated areas of research strength; collaborations with other research institutions and industry; an increasing depth and quality of researchers; and a growing, well supported research student population.





# KEY PERFORMANCE INDICATORS

## REPORTING ON OUR PERFORMANCE

In 2005 the University adopted a Key Performance Indicator (KPI) Scorecard Framework to measure progress in achieving the outcomes of the UTS Strategic Plan 2005–2008. Since then annual targets have been set for each KPI, which have been progressively refined.

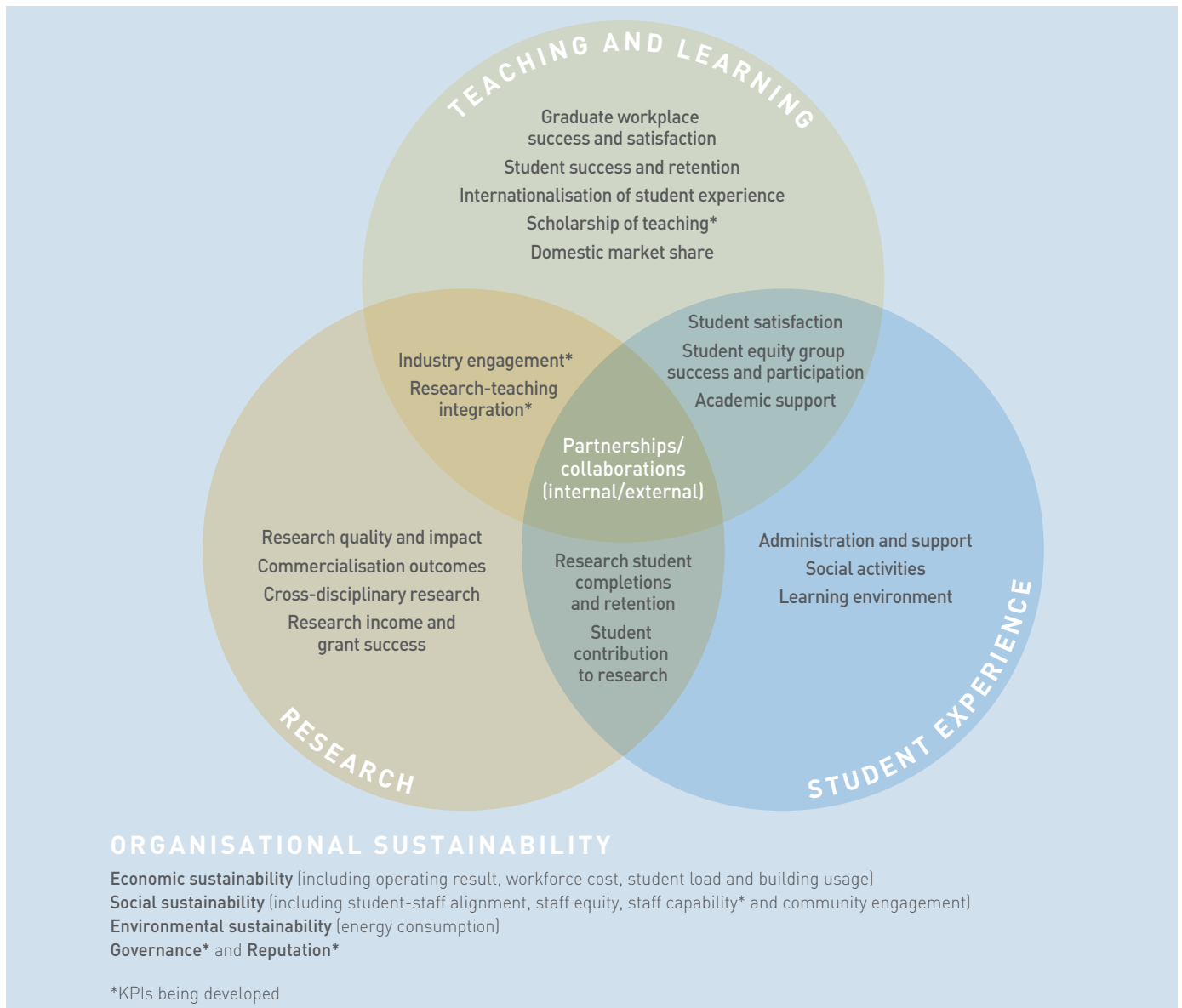
The Framework (see diagram below) covers four interdependent performance domains, which are:

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

A number of these KPIs are reported on throughout this Report in boxed sections in relevant chapters. Each KPI section

includes explanatory text regarding the background of the KPI, graphical representation of the University's performance against the annual target (where set) and an interpretation of the results.

Where available the results for the years 2002–2005 have also been included for trend analysis and performance comparison purposes.



# ACHIEVING OUR OBJECTIVES

UTS is now halfway through its 2005–2008 Strategic Plan, which was devised with extensive input from the University community.

The Strategic Plan builds on UTS's past achievements, guiding the University to improve in a number of areas to fulfil its 'Vision for the Current Decade'.

The aims of UTS as expressed in the Vision are that, by 2010, UTS will be renowned as:

- > a provider of dynamic and challenging professionally oriented higher education
- > a vibrant learning community
- > a leader in collaborative research and education
- > an international university
- > an influential and enterprising university
- > an inspiring place to work.

The Strategic Plan is divided into three themes, which have two or three objectives each. In 2006 the University made progress with these objectives in the following ways.

## **Theme 1: UTS is distinguished by its imaginative and collaborative approaches to practice-oriented teaching and learning, and outcomes-oriented research and creative practice.**

**Objective 1:** To increase graduate preparedness to pursue successful careers in a changing professional workplace.

- > Industry reaccreditation and new accreditation of courses across UTS faculties is ensuring UTS courses are creating graduates equipped with the right knowledge for today's workforce.
- > The premier international agency for the accreditation of business schools, the Association to Advance Collegiate Schools of Business, accredited the Faculty of Business, making it part of an elite group that makes up less than 10 per cent of the world's business schools.
- > The Academic Profile Review is ensuring that the University's current courses, and courses under development, are relevant and are focused on meeting demand in the marketplace.

**Objective 2:** Generate research outcomes that benefit society, particularly through research strengths that have impact nationally and internationally.

- > UTS adopted a Research Strengths Policy – identifying the University's key areas for research support – to maintain and enhance the relevance and standing of research concentrations at UTS, and strengthen the University's future research focus.
- > One of the most notable outcomes in 2006 was 'Quake Safe' – an inexpensive frame that provides structural protection against earthquakes and is affordable to people who live in adobe houses [simple dwellings of clay brick]. In 2006 it was refined and promoted, receiving a great deal of attention.

## **Theme 2: UTS is international, intellectually challenging and nurtures both student and staff capabilities.**

**Objective 3:** To improve the quality of teaching.

- > UTS received four Citations for Outstanding Contributions to Student Learning, covering eleven members of staff across several faculties, at the 2006 Carrick Awards for Australian University Teaching.
- > The consolidation of courses and subjects, through the Courses and Subjects Profile Review, focuses teaching resources on fewer courses and subjects, improving the overall quality of teaching across the University.
- > The Course Performance Report – an annual report on the performance of UTS award courses – was in full operation for 2006. It identifies those courses that may require improvement in teaching.
- > UTS continued its teaching awards program, to encourage and promote awareness of good teaching, with some faculties introducing their own awards (see Appendix B4).

**Objective 4:** Build researcher capacity, through both staff and research students, and strengthen linkages to the national and international impact of UTS research.

- > UTS had one of its most successful years at the PhD level of study. The Faculty of Information Technology experienced a substantial increase in PhD completions and new enrolments, with the total number of research students reaching 132. The Faculty of Education graduated 21 doctoral research students – its highest number ever.



- > Several high profile appointments helped strengthen the research status of UTS in 2006: Yale University's Michael Kean joined as a Distinguished Research Professor, Professor Paul Redmond was appointed to the Sir Gerard Brennan Research Chair, Professor Catherine Fowler accepted the new Tresillian Chair in Child and Family Health, and Professor Nicky Leap was appointed to the Clinical Chair in Midwifery Practice Development and Research.

**Objective 5:** Increase and improve students' capacity and motivation to participate in the University through effective information, advice, service and support and access programs.

- > The first of the new Student Centres was created in 2006, as the University enacted its plan to establish 'Service Cluster Centres', recommended in the 2005 Student Administration Service Delivery Review. The Building 10 Student Centre represents the first phase of the implementation process, with up to four further Student Centres to be implemented by the end of 2007.
- > In 2006, UTS awarded 304 Commonwealth Learning Scholarships; 158 UTS Diversity Access Scholarships; service fee waivers to 259 low income, Indigenous and temporary protection visa students; and six full scholarships from the Vice-Chancellor's Indigenous Undergraduate Tuition Fee Scholarship Scheme.
- > The University created a new Ethnic Affairs Priority Statement in 2006. The Statement provides an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.

### **Theme 3: UTS has a vibrant social, cultural and physical environment.**

**Objective 6:** Increase opportunities for student and staff learning, and social, cultural and intellectual interaction.

- > Student residences were refurbished, creating central laundries and common rooms, while improving study facilities.
- > The Faculty of Design, Architecture and Building created informal learning spaces in public areas; and new 'student life' spaces were made available in Building 4.

**Objective 7:** Maintain an effective, helpful and sustainable learning environment for all students.

- > Facilities for science students were greatly improved in 2006, as were a number of teaching facilities. The Library continued to improve its resources and upgrade locations for all students and staff.
- > The University continued to expand and improve its internet access for students, including wireless access, in informal learning spaces. During the year internet access facilities were created and/or improved in the Library, and in informal learning and student life spaces in Building 6 and Building 4.

**Objective 8:** Develop a dynamic research environment, including the provision of strategic research infrastructure.

- > Redevelopment of Building 4 was completed, making it one of the most advanced university scientific research facilities in Australia, with over 40 new laboratories.
- > In March the University launched a New Media Virtual Studio; a cross-disciplinary online research environment where the digital technology paths of scientists, economists, engineers, designers and cultural theorists, among others, can intersect.

# VICE-CHANCELLOR'S MESSAGE

This was a year of further outstanding achievements for UTS, and we ended the year on two high notes. In December it was announced that more than five-and-a-half million dollars, and a position among Australia's top five universities, was awarded to UTS in the national Learning and Teaching Performance Fund for 2007. UTS was included in the highest band for two of the four categories – Science, Computing, Engineering, Architecture and Agriculture; and Business, Law and Economics. The University also performed very well in the remaining two categories – Humanities, Arts and Education; and Health; with results falling just below the top band of the Fund.

We were also delighted to learn in December that we had earned international accreditation for our Faculty of Business from the Association to Advance Collegiate Schools of Business. Through this accreditation the University has become part of an elite group that makes up less than 10 per cent of the world's business schools approved by the premier global accrediting body.

In recognition of our high percentage of women in senior academic positions and on the governing council, UTS was awarded a 2006 Employer of Choice for Women citation from the Equal Opportunity for Women in the Workplace Agency (EOWA). I am proud that UTS has been rated as a best practice organisation by EOWA for the past 10 years.

One of our greatest successes was undoubtedly the audit of the University by the Australian Universities Quality Agency (AUQA). AUQA's report, released in September, demonstrated that UTS's strategic directions and initiatives continued to pay dividends, and lauded our focus on continuous improvement.

We received commendations and affirmations in important areas such as the framework in which our Academic Board operates, equity and diversity programs, cross-campus linkages, commitment to professional practice in our education programs, international student exchange, and monitoring of student satisfaction. I was pleased that AUQA also praised our ongoing work to improve the effectiveness and efficiency of the University's Council.

The University continued its focus on student life. The UTS Northern Suburbs Athletic Club won the National Club championship, and our football teams, the Bats (Australian rules) and the Jets (rugby league), won their respective first grade premierships. Our calibre of sportspeople was so high that UTS Sportswoman and Sportsman of the Year were both tied, with all four winners being world champions: yachting competitors Hugh Tait and Mark Dorling won the World University Match Racing Championship; Melissa Ashton-Garrard came ninth in the World Ironman Triathlon; and Lucy Starrat competed in the World Cross Country Championships in Japan and the World Junior Athletics Championships in China.

Our IT students were awarded 28 NSW Australian Computer Society Foundation Scholarships, out of a total of 39 awarded to NSW universities. This outstanding result was testament to the success of the IT Faculty's approach of offering courses with a mix of technical knowledge and theory plus practical experience. For the sixth year in a row, Property Economics students retained their crown as the Australian Royal Institute of Chartered Surveyors Moot Court champions – a mock court trial which imitates a real-life scenario.

“One of our greatest successes was undoubtedly the audit of the University by AUQA.”

In May, we celebrated our offshore Chinese students' achievements at the first UTS graduation ceremony to be held in Shanghai. The event was attended by 650 graduates and family and friends, and will become an annual event.

UTS increased its profile as a research university during the year, achieving excellent results in Australian Research Council grants, improving our ranking in both the number of projects and the average funding per project. We are well placed for the implementation of the Commonwealth Government's Research Quality Framework in 2007, which will improve research culture and reinforce UTS's distinctive profile, reputation and external engagement.

In 2006, we graduated a record number of research students, and look forward to continuing this upward trend. Our researchers continued to be recognised with prestigious appointments. Professor Jane Hall, Director of the Centre for Health Economics Research and Evaluation, was elected President of the International Health Economics Association governing board; Professor Larissa Behrendt of Jumbunna Indigenous House of Learning, Professor Stephanie Donald, Director of the Institute for International Studies, and Professor Mary-Anne Williams of the Faculty of Information Technology, were





UTS Vice-Chancellor and President  
Ross Milbourne

appointed to the Australian Research Council College of Experts. These appointments were made amidst strong competition and were well deserved.

I am particularly proud of our new science building (Building 4), located at our City campus, and opened on 17 August by the Deputy Premier. The existing building was refurbished and expanded to serve as a 21st century-standard platform for research in areas such as health sciences and biotechnology, nanotechnology and materials sciences, forensic science, and water and environmental resource management. It houses a series of multifunctional laboratories and specialist facilities, including a greenhouse and instrumentation laboratories, strengthening our reputation as an active and innovative research centre and a centre of excellence in teaching and learning.

A university's reputation as a centre of excellence relies on much more than its physical infrastructure. In significant recognition of her standing in the community, Professor Vicki Sara, Chancellor, was appointed Honorary Swedish Consul to Sydney, and awarded an Honorary Doctorate by the Queensland University of Technology.

Dr Jeffrey FitzGerald retired at the end of 2006 after 10 years' distinguished service as Registrar, and is credited with profound improvements to students' experiences at UTS.

Dr Alex Byrne completed his tenure as Pro-Vice-Chancellor and Vice-President (Teaching and Learning) and Vice-President (Alumni and Development), and returned to his substantive role as University Librarian.

It was with great sorrow the University farewellled Professor John Hughes, who passed away unexpectedly in March 2006. Professor Hughes started at NSWIT just after its inception, and played many senior roles at UTS including Dean of the Faculty of Information Technology. Professor Hughes was posthumously awarded a Doctor of the University, *honoris causa*, for his 40 years' service to UTS.

At the end of 2006 a new executive structure was announced, with the title of Deputy Vice-Chancellor to become standardised for all members of the Senior Executive, beginning in 2007. The existing Deputy Vice-Chancellor, Peter Booth, will become Senior Deputy Vice-Chancellor and Vice-President. In July, Patrick Woods was appointed as Vice-President (Resources), and in November it was announced that Professor Shirley Alexander would take the position of Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity), and that Dr Rosalind Dubs would take the position of Deputy Vice-Chancellor and Vice-President (External Relations) and Registrar, in 2007.

I would like to take this opportunity to thank our staff, and students, for their contributions to the University's achievements in 2006, and look forward to building on our successes in the future.

Professor Ross Milbourne  
Vice-Chancellor and President



# CHAPTER 1

## TEACHING AND LEARNING



As UTS nears its twentieth year as a university and the Australian higher education landscape changes, it is taking measures to ensure a viable and successful future for the University, principally through the management of its teaching profile.

In 2006 the University undertook an Academic Profile Review led by the Vice-Chancellor. The focus of the teaching side of the plan was to challenge the University's current academic profile and to take an outward focus to ensure ongoing relevance and develop early recognition of new fields and courses to meet future demand.

Two working groups were established, one led by Deputy Vice-Chancellor Peter Booth to review UTS's current academic profile as described by areas of study, subjects and programs; and another led by Pro-Vice-Chancellor and Vice-President (International), Professor David Goodman, to explore new academic options suitable for the changing New South Wales and international market.

The first phase of the reviews were completed in October, with results discussed by senior management at the end of 2006. Recommendations will be provided to the Academic Board and other staff forums early in 2007.

The Academic Profile Review followed a comprehensive Courses and Subjects Profile Review in 2005, which focused on coursework courses. The courses' review identified UTS areas of strength and identified some areas in need of change, which is leading to renewed course offerings in 2007 and 2008.

A major event during the year was the University's audit by the Australian Universities Quality Agency (AUQA), where Teaching and Learning was one of several major areas examined.

The audit was a positive experience for UTS, with AUQA highlighting several UTS teaching areas for commendation. It commended the University for its commitment to education oriented to professional practice and for the support it receives from industry stakeholders for its practice-oriented approaches. UTS was also commended for its support and management of periods of international study experience for Australian students through the International Exchange Student Scheme and the Bachelor of Arts in International Studies.

AUQA also commended UTS for distinctive teaching and learning support features offered by the Institute for Interactive Media and Learning, including its development of targeted resources on subjects such as group work and assessment, its deployment of staff in faculties and its active role in enhancing UTSONline – an online study environment.

AUQA also provided recommendations and observations that the University will seek to respond to in 2007, these include a review of course reaccreditation procedures, the development of guidelines for practicum and closer monitoring of offshore student grades.

## Highlights

- > At the 2006 Carrick Awards for Australian University Teaching, UTS won four Citations for Outstanding Contributions to Student Learning.
- > From the Learning and Teaching Performance Fund 2007, the University was awarded \$5.5 million – among the top five university results in Australia.
- > A large number of courses were changed in 2006, following the Courses and Subjects Profile Review, which streamlined and consolidated the University's total course offering.

Design students Bonnie Rozorio (right) and Donna Sgro (far right) won the NSW Business Chamber Textile, Clothing, Footwear and Leather Award, receiving \$3,000 each for their business plan for their new label.



## CURRICULUM DEVELOPMENT

### Course and subject reviews

In 2006, the Academic Board approved changes to a significant number of the University's course offerings following the 2005 Courses and Subjects Profile Review. The review included an assessment of all of the University's courses against a range of criteria to ascertain areas where new courses might be required, or existing courses amended or, in some cases, discontinued. The course review process will be part of a more regular review schedule in the future.

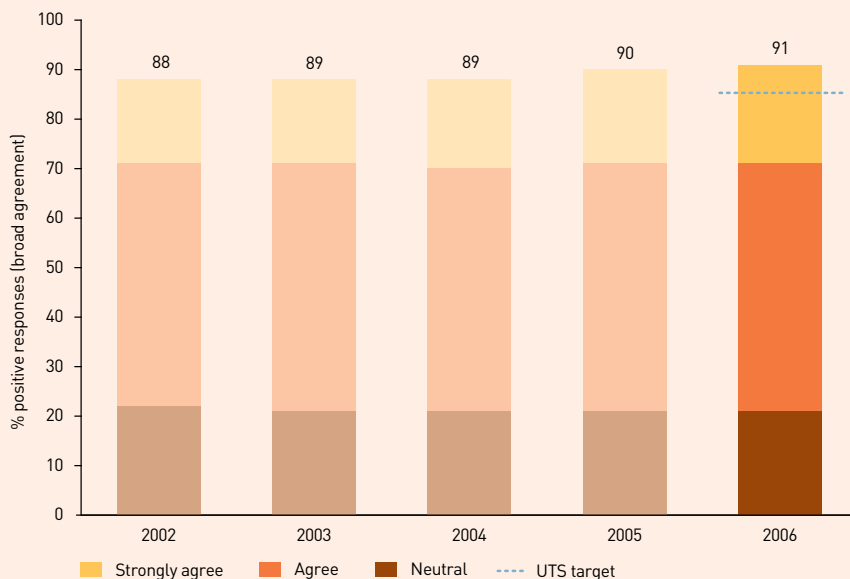
The Faculty of Education significantly consolidated and streamlined its course offerings. This has allowed it to build more flexibility into study options by broadening the subject bank available to students within courses.

The Faculty of Science began a detailed review of its courses and subjects with a view to consolidating and standardising its courses while maintaining flexibility and specialisations for students within science courses. A major review of undergraduate courses commenced, with implementation of results expected in 2008.

The Faculty of Humanities and Social Sciences completed reviewing most of its program areas in 2006, with Public Communication, Media Arts and Production, Writing and Cultural Studies, and Information and Knowledge Management reviewed. One of the recommendations of the Public Communications review was the appointment of a Chair in Public Communication, which is now underway. Undergraduate degrees in Information and Knowledge Management were redeveloped during the year to be reintroduced in 2008. The final two reviews, of Journalism and Social Inquiry, will take place early in 2007.

The Faculty of Law underwent a fundamental review of the core law curriculum (with particular impact upon the Bachelor of Laws and Master of Laws and Legal Practice courses) resulting in a Faculty recommendation for a refreshed program to be introduced in 2008. This was a major inclusive exercise for the whole Faculty and its stakeholders. During the year the Faculty also overhauled its postgraduate programs resulting in the rationalisation of the specialisations in the Master of Laws course.

### KPI – Student satisfaction (subject quality)



The 2006 result showed further improvement in positive responses, with 91% showing broad agreement with the overall satisfaction item. The minimum target of 85% was exceeded. The result for this KPI has improved gradually since 2001, mostly due to a rise in 'strongly agree' responses.

**Background** The internal Student Feedback Survey (SFS) provides up to date feedback from students on their satisfaction with subjects and teaching. It allows faculties to see relative performance of all subjects and focus on those with apparent problems. This KPI measures the level of broad agreement with the statement 'Overall I am satisfied with the quality of this subject'. Results are based on aggregated responses across all faculties and semesters. The SFS is conducted for subjects nominated by each faculty.

Reference: UTS KPI TL 5





Significant reviews of Faculty of Information Technology undergraduate courses were completed during the year, for 2007 implementation.

The Faculty of Design, Architecture and Building introduced a revised structure for the Master of Design suite of courses to allow for specialised study in emergent areas of professional practice, following market research undertaken with international applicants.

The Faculty of Engineering approved incorporating Mechanical and Mechatronic Engineering within double degrees for 2007, except in the Bachelor of Engineering Bachelor of Arts degrees. And a new major in Information and Communications Technology was introduced into the Bachelor of Engineering course with sub-majors in computer, software and telecommunications engineering. This provided increased flexibility for students within these areas and received support from both industry and current students.

### Industry accreditation

Receiving recognition from industry is important to teaching standards at UTS, to ensure the University is outward focused and up-to-date with what is required of graduates in their field of study.

The following Faculty of Design, Architecture and Building courses were reaccredited by external bodies in 2006: Bachelor of Arts in Architecture and Bachelor of Architecture (Architects Registration Board of NSW and the Royal Australian Institute of Architects); Master of Project Management (Royal Institute of Chartered Surveyors Partnership, Project Management International Global Project Management Accreditation); Master of Property Development (Royal Institute of Chartered Surveyors Partnership).



### Course Applications

|               | 2001   | 2002   | 2003   | 2004   | 2005   | 2006   |
|---------------|--------|--------|--------|--------|--------|--------|
| Postgraduate  | 5,717  | 6,507  | 7,711  | 8,140  | 6,472  | 5,760  |
| Undergraduate | 46,119 | 48,681 | 48,365 | 47,024 | 50,067 | 50,970 |
| Total         | 51,836 | 55,188 | 56,076 | 55,164 | 56,539 | 56,676 |



## Course Completions

| Course level                       | 2001         | 2002         | 2003          | 2004         | 2005          | 2006         |
|------------------------------------|--------------|--------------|---------------|--------------|---------------|--------------|
| Higher Doctorate                   | 1            | 5            | 3             | 0            | 2             | 3            |
| PhD                                | 80           | 78           | 76            | 83           | 95            | 115          |
| Master's by research               | 43           | 39           | 37            | 42           | 27            | 48           |
| Master's by coursework             | 1,682        | 1,912        | 2,425         | 2,438        | 3,341         | 2,928        |
| Graduate Diplomas and Certificates | 2,040        | 1,453        | 2,123         | 1,719        | 1,618         | 1,399        |
| Bachelor's (including Honours)     | 3,900        | 4,707        | 5,474         | 4,416        | 6,123         | 5,485        |
| Sub-degree                         | 11           | 2            | 258           | 9            | 8             | 6            |
| <b>Total</b>                       | <b>7,757</b> | <b>8,196</b> | <b>10,396</b> | <b>8,707</b> | <b>11,214</b> | <b>9,984</b> |

Current at 31 March 2006

The Australian Human Resources Institute accredited Faculty of Business postgraduate degrees and the Bachelor of Business degree specialising in Human Resource Management. The accreditation has been approved until August 2009.

## QUALITY ASSURANCE

### Course approval streamlined

The Online Course Approval Process (OCAP) was improved in 2006. The system was set up to enable faculties to submit new course proposals online. During the year, the Academic Programs Office improved the system by implementing OCAP Mark II, which extracts data on draft courses from the Curriculum and Student System, where comprehensive curriculum data relating to the courses and subjects offered at UTS is held.

OCAP Mark II is also used to extract reports for the Courses Planning Committee, which assesses the strategic and commercial soundness of course proposals. In 2007 the OCAP system will be extended to provide support for the reaccreditation of courses, not just approval of new courses. It is likely reaccreditation will be piloted in 2008.

The Academic Programs Office also worked with UTS: International to develop a Framework of Twinning Programs, regarding the management of academic arrangements for students enrolled in courses that begin with an institution outside Australia, but are completed at UTS. The framework seeks to ensure, from a UTS perspective, that necessary due diligence and risk assessment is undertaken in the twinning program.

### Course performance report

The annual course performance report cycle utilises the UTS Course Performance Report (CPR) to detail the performance of all UTS award courses against benchmarked standards and targets. The CPR, which was trialled in 2005 and was in full operation for 2006, enables the University to gain an overall picture of the performance of its courses and identify those courses that may need to be monitored more closely.



## ACHIEVEMENTS

### Staff and faculties

- > The University received several Citations for Outstanding Contributions to Student Learning at the 2006 Carrick Awards for Australian University Teaching. These went to:
  - Dr Christopher Bajada from the Faculty of Business for innovative teaching to large classes.

- Dr Sara Denize, Paul Burke, Luke Greenacre and Jonathan Pratt from the Faculty of Business for team teaching to a large class.
- Dr Kevin Suffern from the Faculty of Information Technology for inspiring students in the field of visual effects.
- Steve Murray, Dr Dikai Liu, Dr Vladimir Lasky, Dr Kit Ka Fung and Lothar Weber for developing remote access for students to labs in the Faculty of Engineering.

- > Associate Professor Cynthia Mitchell from the Institute for Sustainable Futures was awarded a Carrick Institute Associate Fellowship in 2006 to pursue her work in trans-disciplinary approaches in postgraduate learning, especially focusing on what quality means in the context of trans-disciplinary research.
- > The Faculty of Engineering was ranked 70 out of more than 10,000 engineering faculties worldwide in The Times Higher World University Rankings 2006, published in *The Times Higher Education Supplement*.
- > Charles Wilson, a lecturer from the Faculty of Design, Architecture and Building, was awarded the main prize at the Bombay Sapphire Design Discovery Awards 2006, for his 'Spool' chair, a height adjustable stool inspired by fit balls. He received a \$20,000 scholarship and will compete in the international competition held during the Italian design fair, Salone del Mobile, in 2007.

### Enrolments by Course Level

|               | 2001          | 2002          | 2003          | 2004          | 2005          | 2006          |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Undergraduate | 18,237        | 18,475        | 18,857        | 19,139        | 19,386        | <b>21,371</b> |
| Postgraduate  | 9,583         | 10,813        | 11,872        | 12,172        | 12,215        | <b>11,337</b> |
| <b>Total</b>  | <b>27,820</b> | <b>29,288</b> | <b>30,729</b> | <b>31,311</b> | <b>31,601</b> | <b>32,708</b> |

Current at 31 August 2006

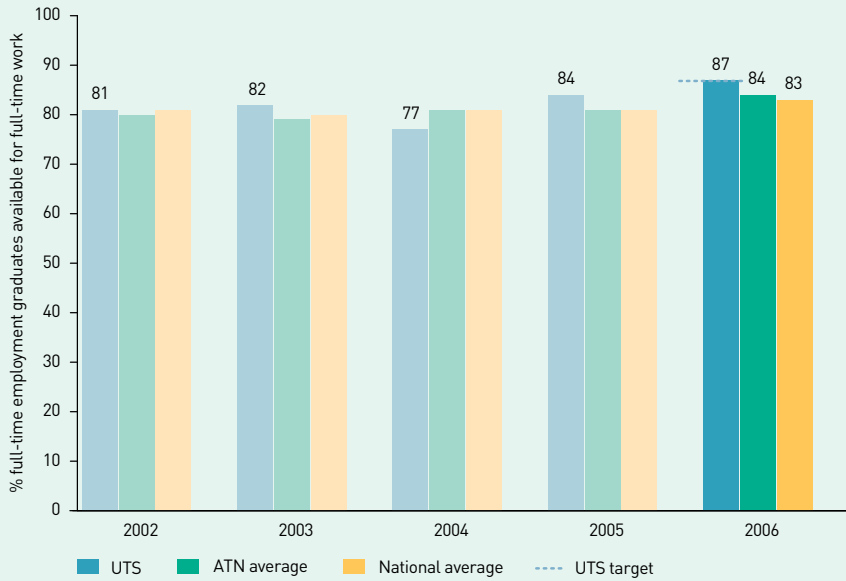
### Enrolments by Faculty

|                                   | Undergraduate |               |               |               | Postgraduate  |               |               |               | Total         |               |               |               |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                                   | 2003          | 2004          | 2005          | 2006          | 2003          | 2004          | 2005          | 2006          | 2003          | 2004          | 2005          | 2006          |
| Business                          | 5,357         | 5,451         | 5,873         | <b>7,321</b>  | 4,243         | 4,513         | 4,336         | <b>3,900</b>  | 9,600         | 9,964         | 10,209        | <b>11,221</b> |
| Design, Architecture and Building | 2,091         | 2,120         | 2,088         | <b>2,238</b>  | 525           | 595           | 686           | <b>707</b>    | 2,616         | 2,715         | 2,774         | <b>2,945</b>  |
| Education                         | 946           | 946           | 951           | <b>1,068</b>  | 1,231         | 1,284         | 1,381         | <b>1,227</b>  | 2,177         | 2,230         | 2,332         | <b>2,295</b>  |
| Engineering                       | 3,017         | 2,917         | 2,819         | <b>2,854</b>  | 1,498         | 1,433         | 1,594         | <b>1,416</b>  | 4,515         | 4,350         | 4,413         | <b>4,270</b>  |
| Humanities and Social Sciences    | 1,420         | 1,299         | 1,309         | <b>1,418</b>  | 1,193         | 1,140         | 1,062         | <b>1,037</b>  | 2,613         | 2,439         | 2,371         | <b>2,455</b>  |
| Information Technology            | 1,429         | 1,445         | 1,385         | <b>1,305</b>  | 1,172         | 1,137         | 1,047         | <b>958</b>    | 2,601         | 2,582         | 2,432         | <b>2,263</b>  |
| Law                               | 1,441         | 1,403         | 1,351         | <b>1,372</b>  | 1,081         | 1,104         | 1,115         | <b>1,097</b>  | 2,522         | 2,507         | 2,466         | <b>2,469</b>  |
| Nursing, Midwifery and Health     | 824           | 876           | 1,101         | <b>1,349</b>  | 577           | 578           | 577           | <b>585</b>    | 1,401         | 1,454         | 1,678         | <b>1,934</b>  |
| Science                           | 2,047         | 2,070         | 2,048         | <b>2,076</b>  | 295           | 327           | 347           | <b>329</b>    | 2,342         | 2,397         | 2,395         | <b>2,405</b>  |
| Other                             | 285           | 612           | 461           | <b>370</b>    | 57            | 61            | 70            | <b>81</b>     | 342           | 673           | 531           | <b>451</b>    |
| <b>Total</b>                      | <b>18,857</b> | <b>19,139</b> | <b>19,386</b> | <b>21,371</b> | <b>11,872</b> | <b>12,172</b> | <b>12,215</b> | <b>11,337</b> | <b>30,729</b> | <b>31,311</b> | <b>31,601</b> | <b>32,708</b> |

Current at 31 August 2006



### KPI – Graduate workplace success



The UTS result for 2006 of 87% was a 3% increase from the previous year's result, reaching our 2006 target and again exceeding both Australian Technology Network of Universities (ATN) and national averages.

**Background** 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 – a survey administered to recent graduates of all Australian universities approximately six months after completion to determine their career and further study activities. Graduates who have gone on to further full-time study are excluded from the metric. 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 includes graduates who completed their course in the previous year.

Reference: UTS KPI TL 4

- > Faculty of Engineering Dean Professor Archie Johnston was again named one of Australia's Top 100 Most Influential Engineers by industry body Engineers Australia.
- > Thierry Lacoste, lecturer at the Faculty of Design, Architecture and Building, and director of Lacoste and Stevenson, won a 2006 Royal Australian Institute of Architects New South Wales chapter award in the Interior category for his work on Customs House Library.

### Students

- > Faculty of Humanities and Social Sciences Media Arts and Production students continue to win awards with their short films and multimedia work. Ben Phelps won the Jury Award for his film *Checkpoint*, starring Alex Dimitriadis, at the Montreal World Film Festival. At the Sydney Film Festival, Mark Tsukakov won the Dendy Prize for the best experimental film for *Looking Back*.
- > For the second year, international cosmetics house Lancôme held the Australian Lancôme Colour Designs Awards with the UTS School of Design in the Faculty of Design, Architecture and Building. Twelve chosen fashion students competed in the awards, creating a collection based on 'The Enchantress' theme of Lancôme's spring/summer 2006 make-up range. Judged by a panel of industry experts, the winners were Jessica Dudgeon (Colour and Texture), Sophie McGinn (Innovation) and Anita Nordin (Modern Femininity). They also went to Europe to compete in the Lancôme Colour Designs Awards international final. Also at the Australian awards, the Media Choice Award went to Rachael Cassar, who won \$5,000 to further her career.



- > In 2006, for the first time, the Australian Graphic Design Association ran a student awards program, calling for entries across five categories: Identity, Print, Digital, 3-D and Craft. From 500 entries there were five Distinction winners. Two of these went to UTS, with Ellie Nuss and Yiyi Lu from the Faculty of Design, Architecture and Building each picking up an award.
- > As well as getting first place in the NSW Boston Consulting Group Strategy Competition, the Faculty of Business's undergraduate team was first runner-up at the Australian and New Zealand level of the competition. The team comprised Trent Chan, Mark Collins, Jonathan Cuthbertson, Connie Lam, Sudave Singh and Jie Tang. In 2006, 48 leading universities from Australia and New Zealand competed in the regional finals and only 14 of those universities made it through.
- > UTS took most of the Australian Computer Foundation scholarships at its awards night in September, with 28 UTS engineering and IT students receiving scholarships. Most received \$28,000 and a year's work experience.
- > The Faculty of Law moot team won the Sir Harry Gibbs National Moot Competition held in Brisbane. Competing in the grand final against the University of New South Wales, UTS presented a case on the issue of the implied constitutional freedom of political communication.
- > The UTS Property Economics team remains undefeated, winning the 2005 Australian Property Moot Court Challenge for a sixth consecutive time. The Moot Court Challenge was held in 2006 at the NSW Land & Environment Court before a Judge of the court and two assisting counsels. This year's team consisted of third year Property Economics students.
- > Faculty of Humanities and Social Sciences journalism students Andrew Clearly, Kate Carroll and Kate Gibbs all won awards for excellence from the National Press Club in 2006.
- > Queensland University of Technology's Centre of Philanthropic and Non-profit Studies, together with Volunteering Australia, awarded Faculty of Business student Danielle Leigh the annual prize for the best paper on volunteering written by a university student. The prize was \$500, with the winning essay published in the October issue of the *Australian Journal on Volunteering*.
- > UTS students from the Faculty of Design, Architecture and Building swept the field at the Cormack Packaging Innovation Awards. Brad Stebbing, a Bachelor of Design in Industrial Design student, won first prize for his childproof senior-friendly container for poisonous materials, and received work experience at Cormack. Jessica Dunn and Lachlan Meeks won second and third prize respectively.



Alex Dimitriades stars in *Checkpoint*, an award-winning film by Media Arts and Production student Ben Phelps.





UTS Chancellor, Professor Vicki Sara, awarded Bachelor of Science graduate Ellen Braybon the University Medal.

## Student Load by Fee Type

|                          | 2001   |       | 2002   |       | 2003   |       | 2004   |       | 2005   |       | 2006   |       |
|--------------------------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|
|                          | No.    | (%)   | No.    | (%)   | No.    | (%)   | No.    | (%)   | No.    | (%)   | No.    | (%)   |
| Commonwealth supported   | 14,102 | (71)  | 13,705 | (67)  | 13,150 | (62)  | 12,948 | (59)  | 12,794 | (58)  | 13,251 | (58)  |
| International full fee   | 3,263  | (17)  | 3,912  | (19)  | 4,847  | (23)  | 5,408  | (25)  | 6,016  | (27)  | 6,629  | (29)  |
| Local full fee-paying PG | 1,835  | (9)   | 2,290  | (11)  | 2,609  | (12)  | 2,786  | (13)  | 2,485  | (11)  | 2,449  | (11)  |
| Funded research          | 496    | (3)   | 502    | (2)   | 492    | (2)   | 491    | (2)   | 703    | (3)   | 711    | (3)   |
| Unfunded                 | 29     | (0)   | 69     | (0)   | 121    | (1)   | 172    | (1)   | 0      | (0)   | 0      | (0)   |
| Student status           | 19,725 | (100) | 20,477 | (100) | 21,218 | (100) | 21,806 | (100) | 21,998 | (100) | 23,039 | (100) |

- > A team of UTS MBA students from the Faculty of Business entered The Business Strategy Game in 2006 – an international online competition run by US publisher McGraw-Hill Irwin. Competing against 12,000 students from business schools such as Antioch University, University of Maryland and the University of Pittsburgh, UTS placed third and sixth overall in the competition's list of grand champions.
- > At the UTS Fashion and Textiles graduate show on 5 December 2006, Bonnie Rozorio and Donna Sgro were announced as winners at the NSW Business Chamber Fashion and Textile Awards. The Awards are a collaboration between Australian Business Limited and UTS aimed at helping design graduates in setting up their own businesses; both Bonnie and Donna won \$3,000 cash, as well as a business start-up package.
- > Bachelor of Arts in Communication (Writing and Cultural Studies) student Sam Webster won an Industry Award for his short story, Hopscotch, at the WritelT talent competition as a part of National Youth Week 2006. Writing student Gavin Carver was selected for inclusion in this year's *Best Australian Short Stories*, edited by Robert Drewe.

## TEACHING AND LEARNING SUPPORT

### Funding

UTS received \$5.5 million from the national Learning and Teaching Performance Fund 2007 – ranking in the top five of recipients. The purpose of the fund is to reward higher education providers that best demonstrate excellence in learning and teaching. The University ranked in the highest bands for science, computing, engineering, architecture and agriculture; and business, law and economics. Funding was announced in 2006.

The Faculty of Information Technology secured almost \$600,000 from The Carrick Institute for Learning and Teaching in Higher Education for three Priority Project Program projects. These were 'Supporting student self-and-peer assessment in large groupwork projects', 'Improving the formative and summative assessment of novice computer programmers' and 'LinuxGym: A sustainable and easy-to-use automated developmental assessment tool for computer scripting skills'. The Faculty is working with a number of partner institutions across the projects.

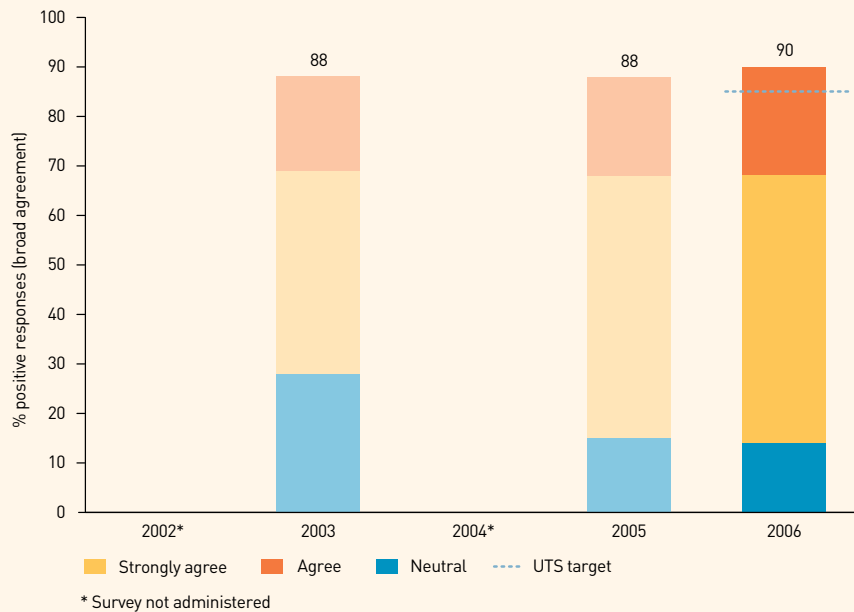


### University Medallists for Outstanding Achievement in an Undergraduate Degree

| Name                     | Award Title   | Award Level                                  | Faculty                           |
|--------------------------|---|--|-----------------------------------|
| Mark John Bellofiore     | Bachelor of Business  | Distinction and the University Medal         | Business                          |
| Brian Richard Birtles    | Bachelor of Engineering in Software Engineering                       | First Class Honours and the University Medal | Engineering                       |
| Ellen Marie Braybon      | Bachelor of Science (Honours) in Applied Chemistry – Forensic Science | First Class Honours and the University Medal | Science                           |
| Alice Kathryn Burke      | Bachelor of Laws  | First Class Honours and the University Medal | Law                               |
| Benjamin Alexander Byrne | Bachelor of Arts (Honours) in Communication                           | First Class Honours and the University Medal | Humanities and Social Sciences    |
| Anna Cecilia Cameron     | Bachelor of Business  | Distinction and the University Medal         | Business                          |
| Janelle Louise Carter    | Bachelor of Science in Information Technology                         | Distinction and the University Medal         | Information Technology            |
| Ian Ross Coghlan         | Bachelor of Engineering in Mechanical Engineering                     | First Class Honours and the University Medal | Engineering                       |
| Danielle Gatehouse       | Bachelor of Laws  | First Class Honours and the University Medal | Law                               |
| William Jeo              | Bachelor of Business  | Distinction and the University Medal         | Business                          |
| Urmila Nadkarni          | Bachelor of Information Technology                                    | Distinction and the University Medal         | Information Technology            |
| Chiu Cheuk Ngan          | Bachelor of Engineering in Telecommunications Engineering             | First Class Honours and the University Medal | Engineering                       |
| John Nguyen              | Bachelor of Architecture  | First Class Honours and the University Medal | Design, Architecture and Building |
| Heather Loren Rayment    | Bachelor of Nursing   | Distinction and the University Medal         | Nursing, Midwifery and Health     |
| Suzanne Jane Riddell     | Bachelor of Business (Honours)  | First Class Honours and the University Medal | Business                          |
| Christopher John Secombe | Bachelor of Science (Honours) in Information Technology               | First Class Honours and the University Medal | Information Technology            |
| Frances Summerhayes      | Bachelor of Business  | Distinction and the University Medal         | Business                          |
| Tich Phuoc Tran          | Bachelor of Science (Honours) in Information Technology               | First Class Honours and the University Medal | Information Technology            |
| Samuel James Walker      | Bachelor of Science (Honours) in Mathematics                          | First Class Honours and the University Medal | Science                           |
| Vanessa Mary Yenson      | Bachelor of Science (Honours) in Biomedical Science                   | First Class Honours and the University Medal | Science                           |



### KPI – Student satisfaction (academic support services)



UTS results for 2006 (90% broad agreement) represented a 2% improvement from the 2005 result, exceeding the minimum target of 85%. Also pleasing was the further increase in both 'strongly agree' and 'agree' responses. The results indicate that most students remain satisfied with the range of Academic Support Services provided by UTS. 2006 results are based on over 1000 online responses received in September-October 2006.

**Background** This KPI is based on the Student Satisfaction Survey – an internal student survey administered every 2-3 years since 1994 and annually since 2005. Survey items used to compile this indicator relate to the performance of academic support services (library, ELSSA, study centres, Jumbunna tutorial assistance, etc).

Reference: UTS KPI SE 5

Dr Elysebeth Leigh from the Faculty of Education is a member of a project team that was successful in a bid for a Competitive Grant of \$198,900 from the Carrick Institute. The grant supports their project 'Project EnROLE: Encouraging role-based learning environments'. The partners are University of Wollongong, Macquarie University and the University of Sydney.

\$110,000 was awarded by the Carrick Institute in recognition of the world-class remote laboratories in Mechanical/ Mechatronic and Civil Engineering at the Faculty of Engineering. The labs permit around-the-clock access from anywhere in the world for students to undertake practice-based work. The Faculty will seek corporate sponsorship to further develop the remote laboratories in 2007 and is working with Curtin University on the project.

### Facilities

The University's new science building (Building 4, City campus) was opened in August. It features 40 new laboratories specialised for undergraduate and postgraduate students, a greenhouse, instrumentation laboratories, an animal house, offices, and accommodation for the Research Institutes. Specialist areas for science, including instrumentation laboratories, will be provided.

Work on the City campus's Blake Library was completed during the year, with the collection and facilities of the Gore Hill Library fully relocated. Level four of the Blake Library was extended and refurbished to accommodate the science collection, study spaces and computer facilities formerly located at St Leonards.

In 2006 the classroom facilities in the Graduate School of Business were upgraded. This included the installation of new audiovisual equipment and presenters' desks.



### **Faculty and institute initiatives**

The Faculty of Business introduced the Peer Assisted Study Sessions (PASS) Program to improve the quality of student assessments. It involves the use of model students who lead rather than teach their peers: leaders are paid and attendance is voluntary. The Accounting for Business subject was chosen for piloting this scheme. One Program Supervisor was accredited as a PASS trainer and nine student leaders were then trained. Some 138 students enrolled and 95 attended weekly one-hour sessions. PASS was very successfully implemented within the Faculty and will be expanded to other subjects in 2007.

The Faculty of Engineering introduced a Staff Awards Scheme in 2006, providing recognition of excellence, with one award for academic staff and another for support staff. The award comprises a monetary sum to be used to support professional development activities as agreed by the awardees and their supervisors, and is awarded based on a written application and assessment by a selection committee.

The Faculty of Humanities and Social Sciences launched a new website, which features current students, centralised course information, student works and its mission statement. The new student *HSS In Brief* e-newsletter, which goes out weekly during semester, regularly reaches 90 per cent of Faculty students. Student written blogs that range from international to individual program areas link these activities.

In 2006 the Institute for Interactive Media and Learning made its Group Work Design Wizard available to the UTS community. Designed in 2005, the Wizard is an online tool that helps lecturers to prepare students for group assignments. It prompts users to consider issues in planning and monitoring effective group assignments and uses their responses to create a briefing sheet for students, which includes links to lecturer-selected additional resources.

### **Academic literacy**

The Academic Literacy Integration Project initiated by the ELSSA Centre in 2005 is continuing to be implemented across all UTS faculties and has been well received by academic staff and students. It is a university-wide project to maintain best practice in the development of academic literacy at UTS; provide effective teaching and learning support through the integration of existing services where possible; optimise the use of resources by reaching more students and by providing more intensive support for those students who need it most; and to acculturate faculty lecturers to ensure sustainability of teaching and learning support.

### **Indigenous students**

At the first census date in March the total number of Indigenous student enrolments at UTS was 298. Jumbunna Indigenous House of Learning staff initiated a number of projects to improve student support services.

A key area of improvement has been in the marketing and recruitment process. The success of Jumbunna's efforts has resulted in 119 students applying through the Universities Admissions Centre (NSW & ACT) nominating UTS as their first choice.



Thirty-five of these students elected to participate in the Unit's assessment program for entry into courses across the University in the Faculties of Law; Business; Humanities and Social Sciences; Nursing, Midwifery and Health; Design, Architecture and Building; Education; Science; and Engineering.

The 'Plan, Do, Review, Improve' planning and review cycle of the University provided renewed impetus to develop closer monitoring of students' progress. This has drawn attention to a need for a more collaborative approach across the University and a need for closer attention to students' academic progress in each subject area.

### **UTS Library Electronic resources**

The Library expanded its electronic collection of full-text journals, e-books and reference resources and now provides access to over 28,000 online journals (unique titles), 36,000 English title e-books and 40,000 Chinese title e-books.

Funding provided to the Library in 2005 was used to purchase three major electronic databases: the Elsevier ScienceDirect back files, the Springer Online Journal Archive and the Gale Virtual Reference Library. These databases substantially expanded the collection of full-text electronic journals and reference tools across a range of disciplines including the sciences, humanities, law, business, IT and engineering.

### **Print resources**

In recent years the Library has developed a significant collection of Indigenous Australian publications to support teaching and research in the area of Indigenous study. It has also established deals with library suppliers to obtain copies of titles published about Indigenous issues or by Indigenous Australians.

The Rare and Special Book Collection, held at the Kuring-gai campus library, was opened in 2006. The collection consists of over 600 irreplaceable volumes, the majority of which are first editions. Early Australiana and the practice and history of Australian education are some of the subjects covered. There is also a fine collection of children's fiction.

With a student donation the Library purchased a range of new books covering business ethics and corporate social responsibility, and with a donation from Phranakhorn Rajabhat University in Thailand, the Library purchased new Thai language, culture and reference books.

### **Services**

UTS Library continued to collaborate with the University of Newcastle and Charles Sturt University in a pilot to trial direct requesting of inter-library loans by the user. Undergraduates are included; giving them unmediated inter-library loans to the collections of the participating libraries. In 2006, the University of New South Wales joined the pilot.

UTS Library went live this year with the Millennium Electronic Resource Management module that provides improved catalogue access to the Library's substantial online collections. The new module has delivered a range of benefits including a more consistent public display in the catalogue, a clearer relationship between electronic titles, databases and their providers, improved journal holdings statement including access restriction and readily-available licence information, as well as advisory notes such as downtime information.



## APPOINTMENTS

- > Professor Denise Dignam was appointed to the role of Associate Dean (Teaching and Learning) in the Faculty of Nursing, Midwifery and Health. Prior to her appointment, Professor Dignam was Professor and Head of the School of Nursing and Health Care Practices at Southern Cross University.
- > In September, Professor Shirley Alexander was appointed Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity), taking effect in 2007. Her role since May 2005 has been Dean of the Faculty of Education.

## THE YEAR AHEAD

In 2007 a number of course changes will be introduced following the Courses and Subjects Profile Review held in 2005 and 2006. These changes will ensure UTS is offering only viable in-demand courses, where long-term development can be planned.

Specifically, the Faculty of Design, Architecture and Building and the Institute for International Studies will develop new courses during the year, some on a cross-faculty basis. The Institute will also review the model of study for In-Country Study. The Faculty of Law will re-write its curriculum in line with 2006 review outcomes and has plans to upgrade facilities.

The University will also continue with its Academic Profile Review, which will better position UTS in the changing market. This may include the introduction of a range of new courses and restructuring of faculties.

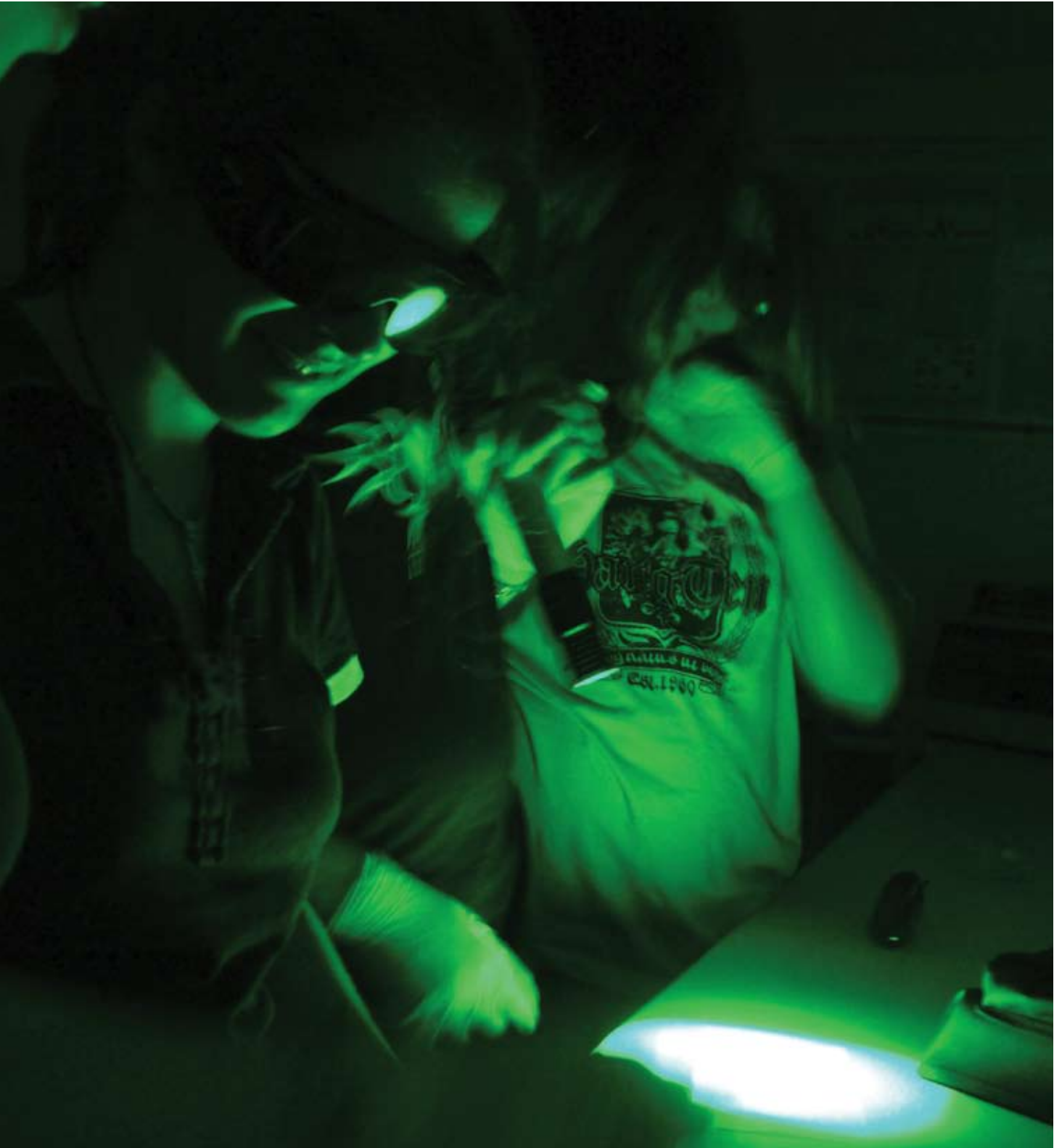
### Other teaching and learning information

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# CHAPTER 2

## RESEARCH AND INNOVATION



As one of its most important objectives, UTS continues to build its research capacity and profile with a range of developments, from funding increases to infrastructure improvements.

Among the most practical developments during the year was the opening of the new science building (Building 4 at the City campus), featuring cutting edge technology, making it one of the most sophisticated facilities for scientific research among Australian universities. This has created a new home for science-based research at UTS and makes the University a more attractive destination for research students.

UTS performed well in its research funding grants for the year. Across the University, from individual staff projects to collaborative projects with industry and other institutions, UTS was granted more than \$12 million in national competitive grants, which is a significant level of funding in a tight funding framework. More than \$7 million of that came from Australian Research Council Linkage and Discovery Projects grants.

To support this improving research environment, University research management was strengthened in 2006, with the formation of the Research and Research Training Committee, a sub-committee of Academic Board, which replaced older committees. The new committee is the centralised body that makes recommendations on directions for research and research training and advises on the development of the University's research culture and research profile.

The University also took steps in 2006 to strengthen its research focus for the future. This included the adoption of the new Research Strengths Policy to build UTS research capacity by identifying and supporting the University's core research areas.

A key focus of the Vice-Chancellor's Academic Profile Review, initiated in 2006, was to 'consider the current academic programs and examine their linkages to research'. The purpose of this is to make sure the University's research direction is contributing to its overall growth and success and is in line with market and community interests and needs.

The Review assists the University's continuing preparation for the Research Quality Framework (RQF), an Australian government survey that will assess the quality and impact of research undertaken at publicly funded Australian research institutions, results of which will affect funding.

The government established a model of the Framework in 2006, with preparatory work and trialling continuing in 2007. Other changes to research policy at UTS are proceeding with caution, as the parameters for the RQF assessment exercise are still being developed.

### **COMMERCIALISATION**

UTS greatly values its relationships with its industry partners, and endeavours to identify potential new partnerships, whether for contract research, grant application, a licence to commercialise, or other arrangements.

Producing research outcomes that are of benefit and use is a key focus for research at UTS, and research outcomes that generate market interest and can satisfy need have a commercial appeal that fulfils the University's practical agenda.

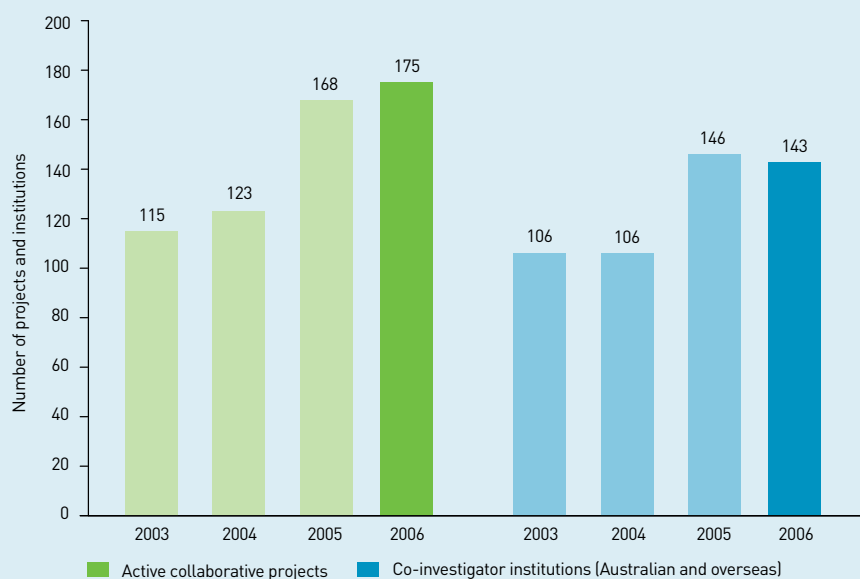
## **Highlights**

- > From a range of national competitive grants UTS was awarded \$12 million in research funding in 2006.
- > The University performed particularly well in the Australian Research Council Discovery and Linkage Grants, where it ranked 12th and 8th respectively, among universities.
- > The John Hughes Chair in Computing was established in the Faculty of Information Technology, with an appeal launched by the Alumni and Development Office.





## KPI – Research partnerships and collaborations



UTS collaborative research activity further increased in 2006, with the number of active projects increasing and co-investigator institutions remaining high. Of the 143 co-investigator institutions UTS partnered with in 2006, 38 were overseas institutions (mostly universities). Of the 105 Australian institutions, most were not universities. In 2006 UTS collaborated with 33 of the 38 Australian universities (including all of the Group of Eight universities). Over the four year period from 2002-2005, UTS published collaboratively with 122 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.

**Background** Through partnerships with research teams from Australian and overseas institutions, UTS builds capacity and scale and gains access to complementary research expertise and infrastructure. An active collaborative project is a grant or contract research project involving one or more researchers outside UTS. A co-investigator institution is a university or other institution actively contributing to one or more projects.

Reference: UTS KPI R 4

## Strategic Analytics Methodology

Strategic Analytics Methodology, the business-oriented data mining and analytics framework and corresponding methodology, developed by research students in the Master of Science in Computing Sciences course, was adopted as the data mining methodology of the Business Intelligence division of PricewaterhouseCoopers in Sydney.

## HypoMon

The University's ongoing development of HypoMon – a real-time, non-invasive device for the detection of hypoglycaemia – received a boost, with venture capital funding of \$4.5 million being secured through GBS Venture Partners and the initial investors behind UTS spin-off company AiMedics (set up to commercialise HypoMon).

## MAJOR FUNDING

UTS increased its ranking in both the number of projects and the average funding per project in 2006, a good achievement given that the total budget allocation to the Australian Research Council fell (down by \$3 million) from 2005 to 2006 and will stay at this level until at least 2010, while the number of applications for funding from institutions increased by 20 per cent across the board.

UTS did very well in winning 18 Discovery Projects grants (total \$4.74 million) and nine Linkage Projects grants (total \$2.54 million), and two Indigenous Discovery Projects grants (total \$22,000) in 2006. The University was also awarded a Linkage International grant. In Discovery Projects UTS is ranked 11th for number of grants and 14th for dollar value of grants and the University's success rate was 20 per cent (same as the sector average). 2006 was also the first time UTS was awarded Indigenous Discovery grants.



In Linkage Projects UTS ranked eighth against all Australian universities in both number of projects funded and the dollar amount awarded. The dollar amount per project increased for UTS Linkage Projects by an average of \$130,000 per project and the UTS share of the national allocation increased from 1.4 per cent in 2006 (awarded 2005) to 4.3 per cent for 2007 (awarded 2006).

### Major ARC Discovery Grants

The grants mentioned below were awarded in 2006. Only major grants are indicated (generally \$300,000 or over), with the funding amount representing a total that is allocated over three years, from 2007 to 2009.

- > Faculty of Business Professor of Quantitative Finance Carl Chiarella and Dr Thuy-Duong Tô were awarded a \$450,000 grant for their research project, 'The Modelling and Assessment of Credit Default Risk'. The outcomes will provide a strong academic methodology that can be applied to assess credit default risk by Australian financial institutions and the Australian financial regulator.
- > Professor Carl Chiarella and Dr Xue-Zhong He, both from the Faculty of Business's School of Finance and Economics, secured \$400,000 for their project, 'Dynamic Asset Pricing and Portfolio Decision Rules under Heterogeneous Expectations and Adaptive Learning'.
- > UTS, as the administering organisation in a multi-university project, 'A Three-Dimensional Ultra-Wideband Microwave Method Based on Multiple Antennas for Early Detection of Breast Cancer', received \$381,859. Research staff include Faculty of Engineering Associate Professor Ananda Sanagavarapu.

- > Professor Mary-Anne Williams, Faculty of Information Technology, and Peter Gardenfors, Lund University, Sweden, received \$347,000 for their four-year project, 'Planning, Communication, and Collaboration in Cognitive Systems: A Constructive Approach'.
- > Professor Michael Keane, who is working in the UTS Faculty of Business under an ARC Federation Fellowship, received a \$345,000 grant for his project, 'Effects of Maternal Work, Day Care Use and Other Investments in Children on Child Cognitive Outcomes'.
- > Total funding of \$310,000 was awarded to Professor Doan Hoang and Associate Professor Elaine Lawrence from the Faculty of Information Technology for their project, 'Sensor an Actor Grid for Assistive Healthcare'. In light of Australia's aging population, the study considers the provision of 'an end-to-end assistive healthcare loop to maintain wellness' among the aged.

### Major ARC Linkage Grants

- > The Faculty of Information Technology was awarded \$469,000 for its project: 'Data Mining of Activity Transactions to Strengthen Debt Prevention', in collaboration with Centrelink. Academics working on the project are Professor Chengqi Zhang and Dr Long Bing Cao, along with academics from other universities.

- > A group of academics from the UTS Faculties of Education and Nursing, Midwifery and Health are leading a project entitled 'Emergency Communication: Addressing the challenges in health care discourses and practices', with staff from Macquarie University and the University of New South Wales. Their grant is worth \$416,000. Working on the project is Professor Diana Slade, Professor of Mental Health Nursing Jane Stein-Parbury, Associate Professor Hermine Scheeres, Professor Christian Matthiessen, Associate Professor Rick Iedema, Helen de Silva Joyce, Sam Choucair and Dr Roger Dunston.
- > The Faculty of Nursing, Midwifery and Health's Professor Christine Duffield, Lecturer Michael Roche, Professor Caroline Homer, and Canadian healthcare professionals Professor Linda O'Brien-Pallas, Dr Judith Shamian and Visiting Professor James Buchan, were awarded funding to the value of \$350,000. Their project, 'Patient and Nurse Outcomes and the Cost of Nurses' Turnover in Australian Hospitals', aims to understand why nurses leave the workforce and how this affects the system.
- > For their risk management study, 'The Pricing and Hedging of Multi-Factor Multi-Commodity Based Swing Options', Faculty of Business Professor Carl Chiarella and Dr Les Clewlow received \$323,000. Lacima Group will collaborate in the research.
- > \$315,000 was granted to Faculty of Engineering Associate Professor Nong Zhang and Dr Jeku Jeyakumaran, and NT Consulting International's Simon Fitzgerald and Richard Tamba, for their project, 'Dynamic Modelling and Gear Shift Simulation of Powertrains with Dual Clutch Transmissions'.

Professor Paul Redmond (right) was appointed to the Sir Gerard Brennan Research Chair in the Faculty of Law and Associate Professor Didar Zowghi (far right) became Associate Dean (Research, Policy and Planning) in the Faculty of Information Technology.



### National Security Science and Technology Unit

A team from the UTS Centre for Forensic Science – Professor Claude Roux, Dr Philip Doble and co-workers from the Faculty of Science – was awarded \$249,000 in funding from the Department of the Prime Minister and Cabinet's National Security Science and Technology Unit. The Australian Government Counter-Terrorism Policy Committee endorsed the research proposal entitled 'Development of Field Portable Devices for the Detection of Explosives Residues'. The project is a collaboration with the Australian Federal Police, the New South Wales Police, the National Institute of Forensic Science and Agilent Technologies.

### Australasian CRC for Interaction Design

A team from the Faculties of Design, Architecture and Building; Humanities and Social Sciences; and Information Technology, were successful in their grant application to the Australasian CRC for Interaction Design. The group was awarded \$300,000 to research a variety of social economic potentials in digital new media in Australasia.

### Institute for Sustainable Futures

In 2006 the Institute for Sustainable Futures (ISF) completed applied research contracts totalling \$1.8 million on a total of more than 50 projects with partners ranging from state and local government agencies, utilities and corporations to community organisations. This represents a record year for ISF's industry linkage research.

ISF was particularly successful in the award of three major grants from the Victorian Smart Water Fund worth more than \$700,000 in total.

### US National Science Foundation

Associate Professor David Michayluk from the Faculty of Business, with academics across the US from the Santa Fe Institute, Massachusetts Institute of Technology, Yale University, Carnegie Mellon University, Brandeis University, and the European universities of Universidad Carlos III de Madrid and Università degli Studi di Palermo, received US\$749,661 to investigate financial markets as an empirical laboratory to study an evolving ecology of human decision making.

### PUBLICATIONS

Publishing, the communication of research findings and sharing of creative works is an essential aspect of research at any university. In 2006 UTS academics and research students published in a wide range of fields, in journals, anthologies and as book authors. Some highlights follow.

#### Books

- > At the Faculty of Business, Adjunct Professor Richard Cashman published *The Bitter-Sweet Awakening: The Legacy of the Sydney 2000 Olympic Games* through Walla Walla Press, Sydney; Professor Ian Palmer, Richard Dunford and Gib Akin published *Managing Organizational Change: a multiple perspectives approach* through McGraw-Hill/Irwin, New York; Professor Eckhard Platen and David Heath published *A Benchmark Approach to Quantitative Finance* through Springer, Berlin; and Professor Robert Lynch and Associate Professor Anthony Veal published the 3rd edition of *Australian Leisure* through Pearson Education Australia, Sydney.

- > At the Faculty of Humanities and Social Sciences, Dr Paul Gillen and Dr Devleena Ghosh published their book *Colonialism and Modernity* with UNSW Press; Professor Heather Goodall's edited volume *Echoes from the Poisoned Well: Global Memories of Environmental Injustice* was published by Lexington in the US; and a revised second edition of Professor Theo van Leeuwen and Professor Gunther Kress's *Reading Images – The Grammar of Visual Design* was published by Routledge. Both Peter Manning's *Us and Them – A Journalist's Investigation of Media, Muslims and the Middle East*, published by Random House, and Associate Professor David McKnight's *Beyond Left and Right*, published by Allen & Unwin, received wide media attention. Professor McKnight's book was nominated for the 2006 New South Wales Premier's Literary Awards.
- > Faculty of Humanities and Social Sciences Doctor of Philosophy student Peter Minter had his book of poetry, *blue grass*, published by Salt Publishing. The book was launched at the Sydney Writers' Festival 2006 in May. Also during the Festival, the Faculty released the *UTS Writers' Anthology 2006: Making Tracks*. The anthology includes poetry, short fiction and experimental narrative.





- > At the Faculty of Design, Architecture and Building, Lecturer in Property Economics, Vince Mangioni, published his book *Land Tax in Australia* through Australian Property Publications; Professor Andrew Benjamin published *Style and Time: Essays on the Politics of Appearance*, through Northwestern University Press; Professor Kees Dorst's *Understanding Design: 175 Reflections of Being a Designer* was published by BIS Publishers; and Professor Peter McNeil and Giorgio Riello co-edited *Shoes: A History from Sandals to Sneakers*, which was published by Berg Publishers.
- > Faculty of Business lecturer Dr Graham Massey, with the UK's Wolverhampton Business School Professor Phil Dawes, won a 2006 Emerald Literati Award for Excellence, for their paper 'Antecedents of Conflict in Marketing's Cross-Functional Relationship with Sales', published in the *European Journal of Marketing*.
- > Twenty-six publications were submitted, in press, or published in 2006 through the Jumbunna House of Indigenous Learning, exceeding the target set down for the year.

### UTSePress

UTSePress continued to highlight the research and intellectual capacity of the University by providing the UTS community with an alternative means of scholarly communication and publishing, and an institutional repository for occasional papers, monographs and articles, theses and podcasts, as well as online journals. UTSePress contains both peer reviewed and non-peer reviewed material.

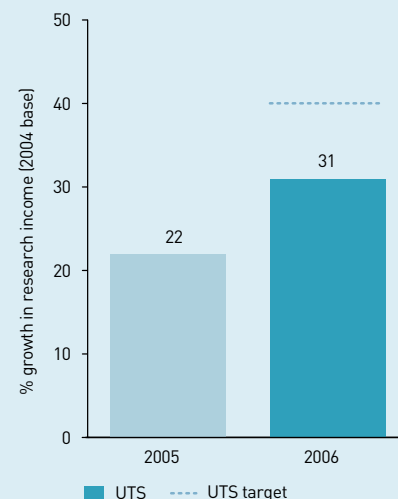
In 2006, UTSePress grew to be a repository for five journals (*African Journal of Information and Communication Technology*, *Portal Journal of Multidisciplinary International Studies*, *Public History Review*, *Transforming Cultures*, *Unscrunchd*); and expanded as an institutional repository for five UTS areas (Australian Indigenous Studies, Library and Information Management, *Transforming Cultures*, UTS Library and UTS Shopfront Research Publications). There are several journals in the planning stage that will be published in 2007.

The UTS Library is working collaboratively with many other organisations in Australia and overseas in the development of online scholarly publications and the infrastructure to support these works.

### Papers

- > Dr Suzanne Benn, from the Faculty of Business, won the Australian and New Zealand Academy of Management Best Paper in Sustainability and Natural Environment Stream, with co-writer Dr Richard Jones from Copenhagen Business School.
- > Dr Martin Kornberger from the Faculty of Design, Architecture and Building, and Dr Raymond Gordon, received the Best Paper Award in the stream of Critical Management, also at the ANZAM 2006 Conference.
- > Dr Bruce Perrott from the Faculty of Business's School of Marketing received the Best Paper Award at ANZAM in the stream of Quality and Operations Management.
- > The Institute for International Studies Occasional Paper series has been established and the first edition – a collection of papers on provincial China including articles by Professor David Goodman, Yingjie Guo and Susette Cooke – was published in July. It was met with positive feedback and the series is being continued as planned.

### KPI – Research income



Provisional data indicates that UTS research income grew by 31% from 2004 to 2006. (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 and national growth of 52% for the same period.

**Background** 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 Government each year for all categories of the Higher Education Research Data Collection (HERDC).

Reference: UTS KPI R 8

Professor Rick Iedema (right) and Professor Kathy Bowrey (far right) were appointed Associate Deans (Research), in the faculties of Humanities and Social Sciences, and Law, respectively.



## AWARDS AND RECOGNITION

The practical focus and results driven research at UTS brought widespread praise from the business, government and academic communities in 2006. Following are some of the major awards and public recognition the University received during the year.

- > The Faculties of Business and Engineering were ranked eighth and twelfth respectively, amongst Australian university faculties of the same discipline, by the Melbourne Institute of Applied Economic and Social Research. The rankings were based on performance measures from 2005 national data such as publications and citations, membership of academies, doctoral completions, research grants, student staff ratios, entrance scores and student feedback.
- > Faculty of Engineering Research Assistant and PhD student Dominic Dowling was one of the five 2006 finalists for Invention of the Year on the ABC TV program *The New Inventors*. His 'Quake Safe' is a frame made from string, bamboo and wire, which can be either retrofitted into an existing adobe (basic mud brick) house or incorporated into a new house as it's being built, in order to give it a much higher level of structural protection against earthquakes.
- > Faculty of Humanities and Social Sciences Professor Ross Gibson; and Faculty of Design, Architecture and Building Professor Andrew Benjamin; were elected to the Australian Academy of the Humanities, which promotes the interests of the Humanities in Australia.
- > Critically acclaimed author of *The Water Underneath*, Kate Lyons, a doctoral student in the Faculty of Humanities and Social Sciences, launched her new novel *The Corner of Your Eye* in 2006, and received the New South Wales Writer's Fellowship, valued at \$20,000.
- > *The Sun-Herald* newspaper reviewed UTS Peer Network Coordinator Rachael Quigley's contribution to the *UTS Writers' Anthology 2006* as 'outstanding'. She also won the Prose category of The Marten Bequest Travelling Scholarships – an \$18,000 scholarship over two years – for her writing. In 2006 her story 'Babe' appeared in *Kalimat*.
- > For the second year the University has awarded four UTS Chancellor's Postdoctoral Research Fellowships. The winning students were Dr Melanie Bishop and Dr Peter Biro from the Institute for Water and Environmental Resource Management, Dr Hokyong Shon from the Faculty of Engineering, and Dr Angeline Low from the Faculty of Business.
- > The annual New South Wales Water Environment Merit Award was awarded to staff at the Faculty of Engineering by the Australian Water Association NSW Branch. Professor Saravanamuth Vigneswaran, Dr Hokyong Shon, and Photo and Environmental Technology Company Professor Jong Ho Kim, received the award for their project, 'A Novel Flocculation for Sustainable Water Reuse and Sludge Recycling'.
- > Lecturer Philip Thalys from the Faculty of Design, Architecture and Building won the East Darling Harbour International Competition for a new urban park that runs the one kilometre length of the foreshore. Hill Thalys Architecture + Urban Projects, Paul Berkemeier Architects and Jane Irwin Landscape Architecture worked together to create a plan for the area.
- > Dr Tara Forrest, a lecturer in the Faculty of Humanities and Social Sciences, won the University of New South Wales's 2005 Faculty of Arts and Social Sciences Doctoral Thesis Prize for, 'The politics of imagination in Benjamin, Kracauer, and Kluge'.
- > PhD student Julia Poole at the Faculty of Nursing, Midwifery and Health won the 2006 Vivian Bullwinkel Scholarship from The College of Nursing. Julia received the scholarship award of \$10,000 to support her as she worked on her thesis on aged care.
- > Lecturer Chris Bosse in the Faculty of Design, Architecture and Building's School of Architecture, was awarded the Overall Winner and also the Hospitality Category award in the 2006 IDEA Awards for the Moet Marquee/Espace Lumiere.
- > Lecturer Adam Haddow from the Faculty of Design, Architecture and Building, and Director of SJB Architects, was awarded the 40th Anniversary Churchill Fellowship (New South Wales) to explore alternatives to conventional models of urban design that have produced alienating suburban sprawl and dull medium density buildings.



- > Dr Hermine Scheeres's PhD thesis, 'Governing (at) Work: Doing, Talking and Being in the Workplace' in the Faculty of Education, was chosen by the *Journal of Workplace Learning* and its judging panel as the winner of the 2006 Emerald/EFMD Outstanding Doctoral Research Award in the category of Human Resource Development.
- > Faculty of Humanities and Social Sciences Media Arts and Production student Karen Pearlman won a Gold Medal for Excellence in the 2006 Park City Music Film Festival in the US, as well as several other awards for her film *Thursday's Fictions* made as part of her Doctorate in Creative Arts. ABC TV acquired the film for broadcast.
- > Professor Andrew Jakubowicz's website, Making Multicultural Australia, was short-listed for the Adobe Software Best Designed Multimedia Title or Publishing Website Award and for the Australian Publishers' Association's 54th Annual Book Design Award. Professor Jakubowicz works in social inquiry at the Faculty of Humanities and Social Sciences.
- > In 2006 Professor Michael Keane joined UTS from Yale University in the USA. Under a five-year ARC Federation Fellowship, Professor Keane was appointed as a Distinguished Research Professor based in the Faculty of Business's School of Finance and Economics and School of Marketing. He is a world leader in choice modelling, the statistical technique that involves developing mathematical models to predict how individuals or companies make different types of decisions.
- > Following the announcement in 2005, the Faculty of Law's Sir Gerard Brennan Research Chair commenced in July with Professor Paul Redmond appointed as Foundation recipient.
- > The Faculty of Design, Architecture and Building appointed three research professors during 2006: Kees Dorst (Professor of Design), Peter McNeil (Professor of Design History), and Spike Boydell (Professor of the Built Environment).
- > Professor Kathy Bowrey was appointed to the new position of Associate Dean (Research) at the Faculty of Law in October, after several years as an Associate Professor at the University of New South Wales. Her areas of expertise include legal history and intellectual property.

## SENIOR APPOINTMENTS

As UTS continues to build its research profile, several new research positions were created during the year, while some staff gained important research posts outside the University.

- > Institute for International Studies Director Professor Stephanie Donald, Faculty of Information Technology Professor Mary-Anne Williams and Professor of Law and Director of Research at Jumbunna Indigenous House of Learning, Larissa Behrendt, were appointed to the Australian Research Council College of Experts. Professor Behrendt also joined the Academy of Social Sciences of Australia.
- > Professor of Chinese Studies at the Institute for International Studies, Louise Edwards, was appointed to the role of Associate Director (Research) at the Institute.
- > Professor Rick Iedema was appointed Associate Dean (Research) in the Faculty of Humanities and Social Sciences.



Engineering student Dominic Dowling's Quake Safe was an Invention of the Year finalist on ABC TV's *The New Inventors*.

>



The University robot dog soccer team, UTS Unleashed!, performed well in interstate and international competitions in 2006.

- > Several research appointments took place in the Faculty of Nursing, Midwifery and Health: a new position was created as a joint appointment by Tresillian Family Care Centres and the Faculty, with Professor Catherine Fowler accepting the new Tresillian Chair in Child and Family Health, based in the UTS Centre for Midwifery and Health; the Faculty and the South Eastern Sydney and Illawarra Health Service appointed Professor Nicky Leap to a Clinical Chair in Midwifery Practice Development and Research; and Professor Doug Elliott was appointed Director of Research to the Faculty.
- > Associate Professor Didar Zowghi was appointed as acting Associate Dean (Research, Policy and Planning) at the Faculty of Information Technology.

## EVENTS, PROJECTS AND COLLABORATIONS

A wide range of conferences, research projects and collaborative research arrangements were initiated and participated in by UTS in 2006. Some highlights of the year follow.

### Faculty of Business

- > The Faculty and Charles Sturt University began research into the contribution of migrant communities to Australian townships. An Australia-wide census will complement the project's collection of personal testimonies and memorabilia. The Australian Research Council, the National Trusts of Western Australia, New South Wales and South Australia and the Queensland Department of the Premier and Cabinet provide funding.

- > The Business Academic Research Directors' Network – jointly sponsored by the Australian Business Deans' Council and the Australia and New Zealand Academy of Management – provides a learning platform for administering research in business faculties and schools, enhancing research capacities, influencing research policy in Australia and New Zealand, and identifying collaborative ways of working together across Australia and New Zealand.

### Faculty of Education

- > The Faculty and the UTS Centre for the Study of Choice began research into the poor retention levels of schoolteachers. Funded by the New South Wales Department of Education and Training, research has found teachers often find their workload and the complexity of their role overwhelming.
- > The Faculty and the University Graduate School collaborated to develop a Graduate Certificate in Research Commercialisation. This course is part of an Australian Technology Network of Universities' initiative to provide commercialisation skills training for researchers and research managers. The five ATN universities share the delivery of this online course. The Australian Department of Education, Science and Training provides scholarships for selected research students to undertake the course during their research degree candidature.

### Faculty of Engineering

- > Professor Robin Williams, Chief Researcher at National ICT Australia, was one of the keynote speakers at AusWireless'06, a Sydney conference on wireless broadband communications organised by UTS and the Institute of Electrical and Electronics Engineers New South Wales in March.

### Faculty of Design, Architecture and Building

- > Alex Gilmour's design for steam dishwasher 'Swash' was a finalist in the Dupont Australia and New Zealand Innovation Awards, and the Australian Design Award – Dyson Student Award. He received a grant from Nanotechnology Victoria to conduct the necessary experimental work.
- > Bachelor of Industrial Design student Owen Barden designed an unmanned aircraft with the Rural Fire Service in mind. The unmanned unit is designed to be used for fire patrols, video surveillance or arson detection, with the benefit of its safety, flexibility and low running cost.
- > The Faculty's School of the Built Environment hosted the Australasian Universities Building Educators Association (AUBEA) Conference 2006 with a theme of 'Building in Value'.

### Faculty of Humanities and Social Sciences

- > The Faculties of Humanities and Social Sciences, and Business, with the New South Wales Department of Environment and Conservation, completed a two-year project investigating people's connection to public parks along Sydney's Georges River from Liverpool to Botany. Researchers found that different cultural groups perceived different qualities in the parks, such as spirituality, nostalgia and cross-cultural meeting places.
- > Senior Lecturer Margot Nash completed her feature film *Call Me Mum*, which premiered at the Sydney Film Festival and was selected for screening at a range of other festivals including the Winnipeg International Film Festival and Canada's Female Eye Festival.





- > Professor Ross Gibson's interactive exhibition *Storylines*, a system of 33 dramatic monologues and evocative visualisations of everyday life in Sydney between 1788 and 1820, opened for permanent display at the Museum of Sydney.
- > The Faculty held several research conferences throughout the year. These included the '14th International Oral History Conference'; the biennial 'Information Seeking in Context Conference'; the international historiographical conference 'Rethinking the Past: Experimental Histories in the Arts'; and "'Not another hijab row": New Conversations on Gender, Race, Religion, and the Making of Communities', a national conference sponsored by the University's Transforming Cultures: Key University Research Centre for Communication and Culture.

### Faculty of Information Technology

- > UTS Professor Chengqi Zhang, Dr Longbing Cao, and a team from Deakin University developed Strategic Analytics Methodology – a data mining method to detect collusion between processing staff at online retailers, which may indicate fraud. They are now in the process of developing a prototype.
- > UTS Unleashed! faced the University of Western Australia's UWArriors and rematched against the University of Science and Technology (China) in an international robot dog soccer competition played out at the University of Western Australia in November, and organised by UTS. During the matches UTS Unleashed! was able to demonstrate dodge and passing skills. The team also went to China during China Science Week, where the robot dogs played against teams in Suzhou in the southwest province of Jiangsu.

### Chancellor's Award

- > Dr Hokyong Shon, PhD in the Faculty of Engineering  
Thesis: Ultrafiltration and Nanofiltration Hybrid Systems in Wastewater Treatment and Reuse

### Chancellor's List

- > Dr Roslyn Appleby, PhD in the Faculty of Education  
Thesis: The Spatiality of English Language Teaching, Gender and Context
- > Dr Thomas McBride, PhD in the Faculty of Information Technology  
Thesis: The Use of Project Management Mechanisms in Software Development and their Relationship to Organizational Distance: an Empirical Investigation
- > Dr Scott Morgan, PhD in the Faculty of Science  
Thesis: Gaseous Secondary Electron Detection and Cascade Amplification in the Environmental Scanning Electron Microscope
- > Dr Thuy-Duong Tô, PhD in the Faculty of Business  
Thesis: The Volatility Structure of Interest Rate Markets Under an Arbitrage-Free Framework
- > Dr Christopher Trengove, PhD in the Faculty of Information Technology  
Thesis: Synfire Structures and Cognition: a Complex Systems Perspective

- > Accommodation and travel management company Lido Group, and the Faculty, began building prototype software to improve online accommodation booking. The project is backed by a \$278,000 grant from business and industry.
- > The Faculty established research cooperation with Australian Nuclear Science and Technology Organisation through Professor Jie Lu. Researchers at the Faculty also established research cooperation with Belgian Nuclear Research Centre (SCK\*CEN) and the Università degli Studi di Roma "La Sapienza".

### Faculty of Law

- > With funding from the Criminology Research Council of Australia, academics from the Faculty and Monash University began work on a report, 'Preventative Detention for "Dangerousness" in Australia', focusing on the impact of state and

Commonwealth legislation to hold people in prison on the possibility that they could be a threat to the community.

### Faculty of Nursing, Midwifery and Health

- > The Faculty completed its three-year project with the Faculty of Business, 'The Nursing Workforce, Skillmix and Patient Outcomes Study', for the New South Wales Department of Health.

### Faculty of Science

- > The Faculty's UTS College of Traditional Chinese Medicine began a trial, led by acupuncturist Christine Berle, to test the usefulness of acupuncture in treating hepatitis C. The clinical trial involves 30 patients and is partnered by Westmead Hospital.

### Centres and institutes

- > In November the Institute for Sustainable Futures announced the Mary River Council of Mayors had commissioned it to undertake a research project to review water supply-demand options for southeast Queensland and consider alternatives to the proposed Traveston Crossing Dam.
- > The UTS Centre for Health Economics Research and Evaluation, and the University of New South Wales, conducted a research trial into methadone programs in prisons. The study found that such a program costs no more to run in prisons than in communities, and may counter prisoners' contracting of hepatitis C and HIV.
- > The Australian Centre for Independent Journalism presented its '2006 Public Right to Know Conference' in March, featuring public television reporters, newspaper writers, and UTS and University of New South Wales academics. Key topics included freedom of the press and hidden issues in the media.

### Jumbunna Indigenous House of Learning

- > Jumbunna completed a collaborative Australian Research Council study of anger and Indigenous men in prison, and a similar study on men outside of prison in New South Wales.
- > The Aboriginal and Torres Strait Islander Library and Information Resource Network held its annual conference at UTS in 2006, hosted by Jumbunna.

### POSTGRADUATE

Creating a thriving postgraduate research community is a key ambition for UTS. In 2006 a range of improvements were made to University facilities and a range of activities were initiated to support research students.

- > The Faculty of Design, Architecture and Building began a support scheme to further its research strengths by offering a range of scholarships. The awards are tied to active researchers and linked to already existing specialisations.
- > A Faculty of Design, Architecture and Building School of Design postgraduate research seminar was developed in consultation with staff and postgraduate students of the School. Staff presented twelve lectures and workshops across UTS and from the University of New South Wales and the Royal Melbourne Institute of Technology. International visitors who contributed to the program came from the London School of Economics; the University of Ljubljana (Croatia); and Rensselaer Polytechnic Institute, Troy, New York.
- > Institute for International Studies Associate Professor Feng Chongyi and Lecturer Yang Jingqing organised the annual Chinese Postgraduate Symposium in Guangzhou in November.
- > In 2006 the Faculty of Business graduated eight higher degree research students from a total University enrolment of 155 students.
- > The Faculty of Information Technology experienced a substantial increase in PhD completions in 2006, with 16 students handing in theses. With 33 new enrolments, the total number of research students reached 132.
- > The Faculty of Education graduated 21 doctoral research students in 2006 – the highest number of research graduates the Faculty has achieved.
- > Under the leadership of Professor Larissa Behrendt, all Indigenous research and academic staff at Jumbunna Indigenous House of Learning were enrolled in PhD programs in 2006.

### INSTITUTES AND CENTRES

UTS has a three-tiered structure for the designation and development of its research strengths: University Research Institutes, Key University Research Centres, and University Research Groups. A number of changes occurred across UTS centres and institutes in 2006, with more expected in 2007, following adoption of the UTS Research Strengths Policy.

- > The status of the Centre for the Study of Choice was upgraded to a Key University Research Centre. The Centre's aim is to understand and predict individual and group decisions and choice processes. It is based in the School of Marketing in the Faculty of Business.
- > The Faculty of Nursing, Midwifery and Health's Child and Adult Professorial Unit at Sydney Children's Hospital was relaunched as the Practice Development Unit in May, making it a multidisciplinary unit working with doctors, nurses and health professionals. The Unit is a collaboration of the South Eastern Sydney Area Health Service and the Faculty.
- > The Faculty of Education established a Centre for Research in Learning and Change as a designated UTS Research Centre.
- > The Institute for International Studies's China Research Group was renamed the China Research Centre, following its nomination as a UTS research strength and accreditation by the Research and Innovation Office.
- > Complementing its three existing Centres, the Faculty of Humanities and Social Sciences established two new centres in 2006: the Centre for Media Arts Innovation and the Centre for Social Inquiry.



## RESEARCH SUPPORT

The sizeable research community of UTS, with its variety of projects and mechanisms, needs considerable support in funding, facilities, research communities and information. In 2006 several initiatives improved the research environment of the University.

### John Hughes Chair

Following the death of Professor John Hughes – who was a member of what is now the Faculty of Information Technology since 1968 – UTS established the John Hughes Chair in Computing. The Chair will serve as a focus for individuals and companies with an interest in enhancing the value of IT teaching and research in Australia. The Alumni Office commenced an appeal for the chair in 2006, which continues into 2007.

### New Media Virtual Studio

In March the University launched a New Media Virtual Studio; an online research environment where the digital technology paths of scientists, economists, engineers, designers and cultural theorists, among others, can intersect.

### DAB Lab

DAB Lab is a new research support facility in the Faculty of Design, Architecture and Building, which has evolved from the previous Design Studio. The aim is to provide a public showcase and managerial assistance for academic staff and postgraduate student case studies and research projects.

### Association for Academic Language and Learning

Alex Barthel, ELSSA Centre Director, was instrumental in establishing this new organisation to provide a unified front advocating the importance of academic assistance in the Australian university sector. He became the inaugural President of the Association for Academic Language and Learning.

## Education Research Unit

The Faculty of Education created a centralised Faculty Research Unit in 2006. The Unit became the Faculty's new home for research students, research support staff and researchers.

### Humanities research space

With 183 research students enrolled, the Faculty of Humanities and Social Sciences found it difficult to provide workspaces to its research students. In 2006 the Faculty was able to add 25 new workspaces in a very congenially refurbished area on level 17 of Building 1. A further 22 places will be added in 2007.

### UTS Library

With support from the UTS Research and Innovation Office, the Library was able to purchase a subscription to the China Academic Journals database. This is a key source of current academic research information produced in China, providing electronic access to over 6,000 journals covering nine disciplines.

Generous donations were received from members of the UTS community. The donations of over 2,400 publications include books in both Chinese and English in the subject areas of Chinese politics and history (with a particular focus on the Shanxi region) and Chinese literature (in particular 20th Century). Access to these collections will enhance UTS's research capability in these areas.

### InfoScholar

Library staff worked with colleagues in other Australian Technology Network (ATN) of Universities' libraries to develop InfoScholar, a generic online information literacy-training package for research students of the ATN universities. This will be one of a range of virtual research training programs offered through the e-Grad School (Australia), a virtual graduate school to operate in Australia and internationally, and will be available to commencing Graduate Certificate students in early 2007.

## THE YEAR AHEAD

In 2007 UTS will continue to review its research direction as part of its Academic Profile Review. This will complement its continuing preparation for the Research Quality Framework (RQF), which will dominate 2007.

The University is currently reviewing its Research Strengths Policy in light of the RQF and is likely to move to a criterion-based approach that will allow various groupings within the University to be designated as centres based on their performance. The University is also planning to integrate its research institutes with the faculties to which they most closely relate.

Faculties have a range of plans to improve their research profile and offering, including the launch of new research courses, further development of a research culture and preparation for the RQF and University restructuring.

## OTHER RESEARCH INFORMATION

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| International experience     | p. 49  |
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# CHAPTER 3

## STUDENT EXPERIENCE





Creating a welcoming and engaging environment, academically and recreationally, is very important to enhancing the overall university experience for students.

The University maintains comprehensive support services for its students – those in need of counselling, those seeking English language assistance, financial assistance through scholarships based on merit and equity, and those needing research help.

Every year UTS provides a range of special events, covering a variety of sport, cultural and intellectual fields, to express the diversity of the University community and generate interest among students.

UTS also seeks to simplify and improve matters such as student administration. In 2006 the University took its first steps to centralise administration in Student Centres.

In July the Higher Education Support Amendment (Abolition of Compulsory Up-front Student Union Fees) Bill came into effect. While its full impact will be felt in 2007, making student union fees voluntary is one of the biggest changes affecting student services in recent years.

During 2006 the UTS Union was committed to the task of managing the difficult yet necessary adjustments to its services and facilities resulting from the Voluntary Student Unionism (VSU) legislation.

To address the long-term impact of VSU, the Union launched its voluntary member benefits and discount program for UTS students, staff and alumni: the UTS Union Advantage Program. Through the combined efforts of the UTS Union Board, management and University support, the UTS Union established a stable financial position in 2006.

## STUDENT ADMINISTRATION

Following the student administration review a staged approach to the implementation of student administration service clusters commenced, with the first new Student Centre created in 2006.

Situated in Building 10, the Centre provides a single point of contact and information for all aspects of student administration case management at the City campus for the Faculties of Education and Information Technology.

The Building 10 Student Centre represents the first phase of the implementation process, with up to four more Student Centres to be implemented by the end of 2007. These will enhance service delivery to students and create standardised student administration practices across the University, replacing the existing Student Info & Admin Centres located at the Kuring-gai and City campuses.

The e-student system, which encourages student self-management, remained a priority in 2006, with numerous enhancements during the year, such as the implementation of numerous e-workflow solutions for students. The University aims to remove hard copy forms from student administration over the next 18 months, enabling students to lodge all requests electronically.

## STUDENT AMENITIES

Aside from a wide range of upgrades to learning and research spaces, the University is working to improve 'student life' areas, providing better recreation facilities and accommodation areas, and creating technology-friendly environments.

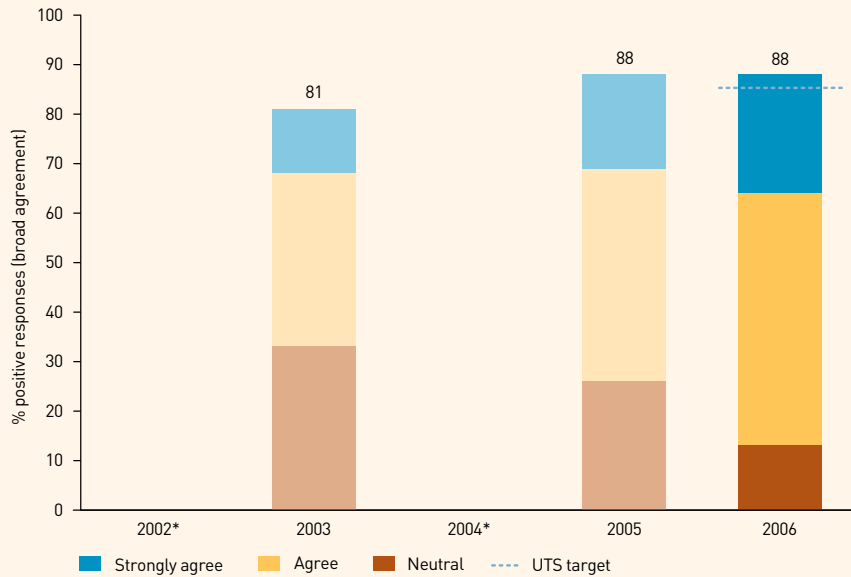
## Highlights

- > The University actioned its plan to introduce student administration service clusters, with a new Student Centre, focused on the Faculties of Education and Information Technology, created in 2006.
- > Student residences were upgraded, with apartments refurbished, laundries improved and new common areas created with recreational and study facilities.
- > UTS came close to winning the Eastern University Games, ranking as runner up in the overall result. The Games featured 28 universities competing across a range of sports.



The Women in Engineering program celebrated its 25th anniversary in June.

### KPI – Student satisfaction (student administration and support services)



\* Survey not administered

The result for 2006 (88% broad agreement) exceeded the minimum target of 85%. The proportions of Agree and Strongly Agree responses both improved indicating an increase in student satisfaction with administrative and support services. 2006 results are based on over 1,000 online responses received in September–October 2006, by undergraduate and postgraduate students on both campuses.

**Background** This KPI is based on the Student Satisfaction Survey – an internal student survey administered every two–three years since 1994 and annually since 2005. Survey items used to compile this indicator relate 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). This indicator may be affected at times by the perceived disruption to students when systems and processes are changed.

Reference: UTS KPI SE 1

### Faculty upgrades

The Faculty of Design, Architecture and Building created informal learning spaces in the public areas of level 2, Building 6, and installed wireless internet throughout the public spaces of the building. In addition, the Faculty was granted approval for the construction on level 5 of specialist teaching spaces for architecture students, which are expected to be complete in March 2007.

With the completion of the new Science building, Building 4, at the City campus, new 'student life' spaces were made available, including internet kiosks.

The Faculty of Engineering's Learning Design Centre 2, located on Level 6 of Building 2, was refurbished, incorporating a modern open plan design and an upgrade of computer spaces and tables, to provide a more professional and aesthetic student learning space.

### Student residences

One of the UTS student residences, Bulga Ngurra, was the focus of extensive upgrading in 2006. All five levels of the residence's apartments were refurbished. This included the creation of a common area, with recreational and study facilities.

Work began on upgrading the Geegal residence with central laundry and common rooms, due to be completed early in 2007. The University also began work on an agreement with a developer to obtain a 150-bedroom residential site to use for student housing.

Improvements were made to the Alumni Green, a large outdoor lawn area behind Building 1, which was re-opened in May. It is a space with seating where students can gather in-between classes and events can be held.



## SUPPORT FOR STUDENTS

### Women in Engineering

The Women in Engineering program had its 25th anniversary in June. A celebratory event was held, attended by approximately 200 people, including students, alumni, past program coordinators and others. It showcased the achievements of the program and highlighted the importance of its growth for the future. The program included events for female students and staff from around the Faculty and women in the engineering profession.

### DABism

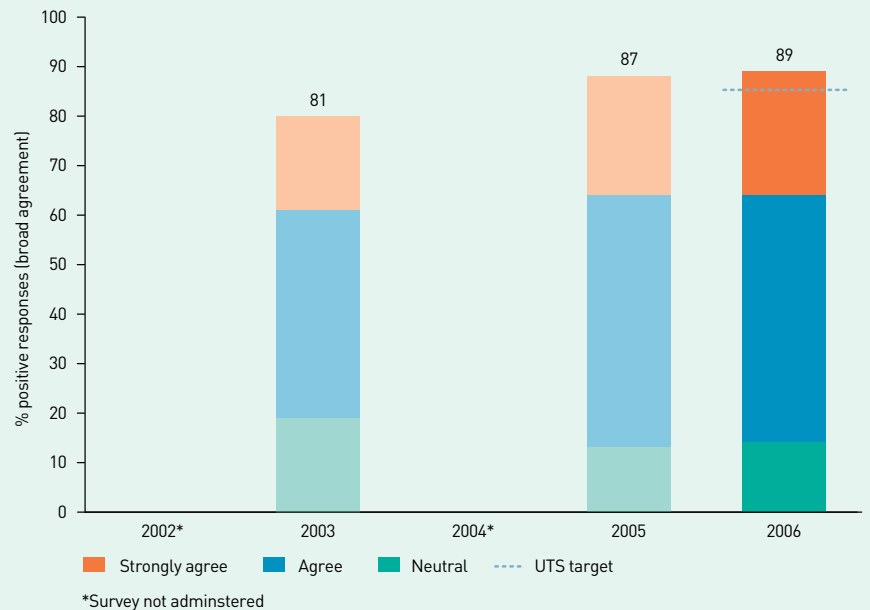
Supporting international students, the Faculty of Design, Architecture and Building created 'DABism', the Faculty's own international student mentoring program, designed to help new international students make a successful transition to studying both in Australia and at UTS. An online information/discussion forum and a team of academic and administrative staff specifically involved in the day-to-day running of DABism support both mentors and new students.

The Faculty of Design, Architecture and Building also established and funded a Research Students' Association, enabling students to host seminars, invite guest speakers and hold functions.

### Disability support

Library staff continued to work closely with the Student Services Unit and Academic Liaison Officers to identify and provide coursework material in accessible alternative formats for students with print disabilities. The number of students using this service more than doubled this year and further evidence that this service improves the learning support for these students was the 43 per cent increase in the number of subjects per student undertaken compared to the same period last year.

### KPI – Student satisfaction (physical learning environment)



The result for 2006 (89% broad agreement) exceeded the minimum target of 85% and the 2005 result of 87%, indicating a further increase in the satisfaction of students with their learning environment. This suggests that the work carried out over 2005–2006 including new facilities for the Faculties of Science and Nursing, Midwifery and Health, upgrade of audiovisual and other facilities in classrooms, and expansion of wireless and virtual labs has been well received by students. 2006 results are based on over 1,000 online responses received in September–October 2006.

**Background** This KPI is based on the Student Satisfaction Survey, an internal student survey administered every two-three years since 1994 and annually since 2005. Survey items used to compile this indicator relate 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).

Reference: UTS KPI SE 4



UTS Sportsman of the Year, Hugh Tait (pictured) and Mark Dorling, won the 2006 World University Match Racing Championship held in Palma de Mallorca, Spain, with nine countries competing.

### Student equity

As a demonstration of the University's commitment to equity and social justice, in 2006 UTS awarded a range of full scholarships to Indigenous students (details under 'Scholarships' below).

The Faculty of Engineering awarded one scholarship in recognition of social disadvantage in 2006, funded by the Linden Little Memorial Fund, and sponsored two students under the Temporary Protection Visa assistance scheme.

### Information Skills Program

Over 14,700 undergraduate and postgraduate students developed their study, research and information skills through the Library's Information Skills Program in 2006. During the year the focus was on the development of training sessions tailored to the needs of students and staff of individual faculties. Highlights of the program were the 83 per cent increase in participation of students in the Faculty of Nursing, Midwifery and Health, and the use of pre-testing in the Faculty of Humanities and Social Sciences program as a successful strategy for targeting students in greatest need of information literacy training.

### ELSSA Centre drop-ins

Students received consultative advice on assessment tasks and academic writing at their point of need in the Library's Learning Commons. For periods of up to eight weeks during semesters an ELSSA Centre lecturer was available at the Research Help Desk in the Blake Library for short consultations. This service was very popular, particularly with Business, Law and Education students.

### SCHOLARSHIPS

- > In 2006 UTS set up the Vice-Chancellor's Indigenous Undergraduate Tuition Fee Scholarship Scheme, in cooperation with Jumbunna Indigenous House of Learning. The scholarships are awarded on academic merit to Indigenous students beginning tertiary studies. Recipients have enrolled in a range of courses, including nursing, communications and law. The program rewards academic pursuits through the awarding of six Vice-Chancellor full-fee scholarships for undergraduate studies, which is complemented by the two PhD scholarships.
- > Of 50 information and communication technologies scholarships awarded by the Australian Computer Society to New South Wales students in 2006, 28 went to UTS students from the Faculties of Information Technology and Engineering. Sponsored by businesses such as IBM and Microsoft, the scholarships included eight UTS Dean's Scholarships also sponsored by ACS.
- > The Faculty of Design, Architecture and Building began two three-year research scholarship schemes in 2006: the DAB Scholarship (\$18,500 a year) and the Top Up Scholarship (\$10,000 per year).
- > Fourteen external companies (Railcorp, Bishop Innovation, Sydney Water, Transgrid, Roads and Traffic Authority (NSW), Cisco Systems, Keycorp, Alcatel Australia, Raytheon, Robert Bird and Partners, Barclay Mowlem, ADI Limited and the Linden Little Fund), the UTS Institute for International Studies and INSEARCH supported the Faculty of Engineering's cooperative scholarships program, which provided funds to first-year Bachelor of Engineering Diploma of Engineering Practice students across a wide range of disciplines. In 2006 scholarships were awarded to 19 first-year students with outstanding academic, leadership and interpersonal abilities.
- > The Faculty of Engineering selected three international postgraduate students who were the highest achievers in the first semester of their courses to be awarded scholarships; these three awards totalled \$12,000. One undergraduate scholarship was also made available to Bachelor of Engineering international undergraduate students, which covers half of their tuition fees for the duration of their course.
- > New Australian Research Council stipendiary scholarships were awarded to Institute for International Studies students Peng Zou, Tina Schilbach, Alexandra Crosby and Damien Spry.
- > The School of Leisure, Sport and Tourism at the Faculty of Business was left a generous endowment by the late Marie Gibson, to fund an annual Gordon Young Scholarship for a student studying in the areas of physical recreation, human movement or sport.



- > The Capital Markets CRC sponsored three PhD students in the School of Accounting, Faculty of Business. These scholarships include a stipend of over \$20,000 per annum for a period of three years.

### Students' Association

The UTS Students' Association is run by students and represents their needs and interests. Services include academic representation and advocacy, research, general service provision, peer tutoring and a second-hand bookshop. Association officers also help to explain the processes and workings of the University from an independent perspective.

The Association supports students on various University committees, and offers input on major changes that may occur at course, faculty or administrative level.

### ENRICHING STUDENT LIFE

UTS aims to provide students with more than a good education. In recent years the UTS Union, faculties and the Division of the Registrar and Vice-President (Students) have been creating strategies and events to cater to the diverse interests of the student body. In 2006 there were several ways student life at UTS was enriched.

### Clubs and societies

Supported by the UTS Union, more than 9,000 students were involved in clubs and societies in 2006. The UTS Bats (AFL), UTS Hockey Club, Engineering Society, CREDO, Salad Bowl, Anime, Vietnamese Students' Association and the Electronic Gamers' Guild proved to be the most popular, with the highest number of club members. In addition, the UTS Debating Club achieved international recognition with five of their members qualifying for the World Championships in Vancouver.

### 2006 Blues Winners

|                          |                |
|--------------------------|----------------|
| Jacob Holt               | Athletics      |
| James Roff               | Athletics      |
| Lucy Starrat             | Athletics      |
| Aditi Biswas             | Badminton      |
| Alexis Bell              | Handball       |
| Hugh Tait                | Sailing        |
| Mark Dorling             | Sailing        |
| Nicole Douglas           | Sailing        |
| Samantha Holt            | Tennis         |
| Melissa Ashton-Garard    | Triathlon      |
| Peter Proctor            | Water skiing   |
| Keiran Courtney          | Athletics      |
| James Chapman            | Rowing         |
| Katelyn Gray             | Rowing         |
| Pepita Macalister-Knight | Touch football |

### 2006 Half-Blues Winners

|                  |                |
|------------------|----------------|
| Katie French     | Athletics      |
| Michael Barber   | Athletics      |
| Lim Yee Ling     | Badminton      |
| Jason Kvisle     | Ice hockey     |
| Grant Craig      | Rugby league   |
| Mikah Van Gogh   | Softball       |
| Mahesh Sharma    | Touch football |
| Bart Vonhoff     | Volleyball     |
| Morgaine Gilley  | Swimming       |
| Timothy Laforest | Swimming       |
| Scott Rowlandson | Touch football |
| Kylie Mitchell   | Volleyball     |





### DAB Student Consultative Group

The Faculty of Design, Architecture and Building established a Student Consultative Group (SCG) in 2006. Twenty-one students from a broad range of courses formed the membership of the first SCG, meeting twice in the year with the Faculty's executive to exchange ideas on such issues as developing a student culture within DAB and setting aside an area within the building for informal exhibitions of student work. The SCG was also utilised as a source of student representation for Faculty and wider University committees.

### In-fusion Festival

A significant social event on the UTS calendar is the multicultural In-fusion Festival: an intense program of dancing, foods and music from cultures around the world, including Brazilian, Creole and Asian cultures. Organised by the University and the UTS Union, the event includes participation from international students, staff and the community.

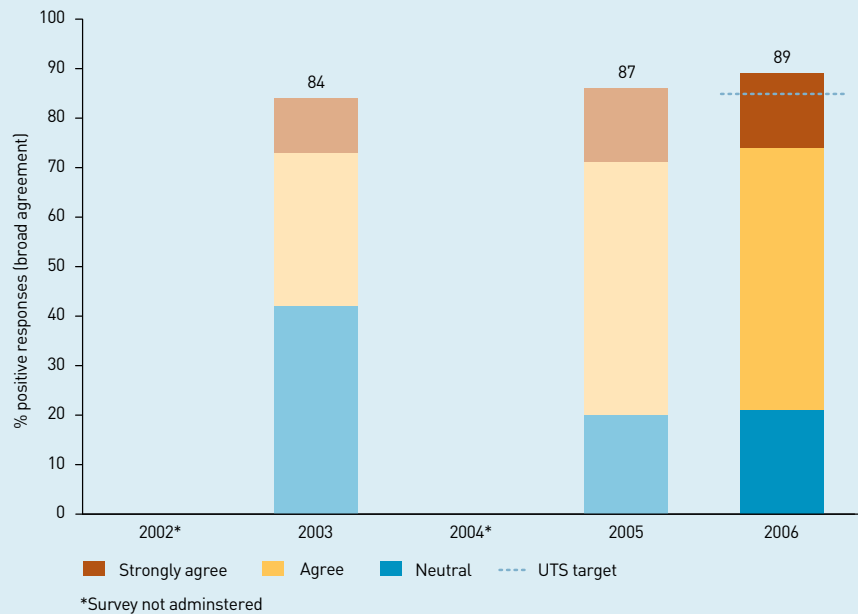
The Festival also includes the Residents' Carnivale; an event for students housed in UTS apartments, featuring internationally themed games and food.

### City2Surf

Approximately 500 UTS entrants participated in *The Sun-Herald* City2Surf fun run in 2006 – a big increase on the previous year. Sponsored by the Registrar's Division and the UTS Union, the event was widely promoted in the University, with students strongly encouraged to be involved.

This is one of several Sydney events that UTS brings into the University community, reinforcing its position as a 'city university'.

### KPI – Student satisfaction (social and cultural activities)



The result for 2006 (89% broad agreement) exceeded the minimum target of 85% and improved on the 2005 result of 87%. The proportions of Agree and Strongly Agree responses further improved across both campuses, indicating that students are increasingly satisfied with the range and quality of social, cultural, recreational and sporting activities on offer at UTS. 2006 results are based on over 1,000 online responses received in September-October 2006.

**Background** This KPI is based on the Student Satisfaction Survey, an internal student survey administered every two or three years since 1994 and annually since 2005. Survey items used to compile this indicator relate to the performance of social, cultural, recreational and sporting activities at UTS and services provided by the UTS Union.

Reference: UTS KPI SE 3

### Cultural Awareness Week

Cultural Awareness Week, based on Indigenous Australian activities, was held in October and November and featured art exhibitions, religious services, film screenings, dance and a forum where former Commonwealth Senator and Jumbunna Indigenous House of Learning Adjunct Professor Aiden Ridgeway spoke. The University's Jumbunna Indigenous House of Learning, Byalla Indigenous Cultural Club, UTS Students' Association and the UTS Union sponsored the Week.

### Recreation program

The UTS Union hosted over 200 recreational activities in 2006. Once again, leading the way was the Union yacht, the Impulse, which took more UTS students and alumni on trips around the harbour than ever before. The popularity of the Learn to Surf and Learn to Scuba weekends was also evident with both activities booked out all year.

### Orientation expansion

In 2006, the student orientation program was expanded from one day to a week-long program. With separate strands for domestic, international and postgraduate students, the new program features information sessions; an extensive series of seminars and workshops to help students adjust academically; and activities to have fun, meet others and get to know the campus and Sydney. A range of activities hosted by the UTS Union complemented this.

### Sporting achievements

> In 2006 UTS achieved its best result at the Eastern University Games, coming runner up to the first placed Macquarie University. UTS performed particularly well in men's soccer. The Eastern Games feature more than 3,500 participants, volunteers and officials from 28 universities and tertiary campuses within New South Wales and the Australian Capital Territory.

- > The UTS Norths Athletics Club was the first New South Wales club to win the men's division of the 2006 National Club Championships. The win followed success for the Club at the New South Wales State Club Championships in March, where it won the Open Men's and Women's divisions.
- > The UTS Australian Football Club had another highly successful year, with premiership wins in both first and second grades against Sydney University.
- > The men's UTS Fencing Club was crowned New South Wales Champion for the 11th year running and won the National Club Team Championships.
- > Richard Talissayon (tae-kwon-doe) and the men's touch football team both won gold for UTS at the Australian University Games in Adelaide. The UTS women's badminton and tennis teams also won gold medals.
- > James Chapman, final-year Business student, was selected in the Australian Men's Eight and competed at the 2006 World Rowing Championships in the UK.
- > The first grade rugby league men's team, UTS Jets, had a successful season, taking out the New South Wales tertiary league by the biggest winning margin in student rugby league history.
- > Members from the Ultimate Frisbee Club competed in the Mixed Nationals in Victoria.
- > The UTS Gators Gridiron team competed in their first ever New South Wales Gridiron Football League grand final 'Waratah Bowl', against Sydney University Lions.

### THE YEAR AHEAD

As the first full year of Voluntary Student Unionism, 2007 will be a more challenging environment for student services at UTS.

Between the Union, the Students' Association and the University, all essential student services will be maintained, as will most clubs and societies. The Union will be aggressively promoting its Advantage Program to students, which will become an important source of revenue funding Union student services and events.

In administration, several more Student Centres will be established in the latter part of 2007. These Centres will be strategically located across the University to enhance easy access by students.

Faculties and the University in general are planning a range of initiatives to further develop a more vibrant student culture, and create an environment supporting academic excellence, through such measures as 24-hour access to research facilities.

### OTHER STUDENT INFORMATION

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# CHAPTER 4

## INTERNATIONAL ACTIVITIES



Working from its existing strength as a university with an established international focus, UTS continued to build its international profile in research and teaching in a variety of ways during the year.

The University retained its position as Australia's leading university for Study Abroad programs through the International Studies Program. And the International Studies Subject Bank, available for the first time in 2006, achieved double its target student load.

UTS also remains an attractive destination: in 2006 there were over 8,000 international students from more than 115 countries studying across its nine faculties.

Complementing the internationalised student body were the many ways UTS built relations with institutions around the world during the year, from individual staff missions to comprehensive International Partner Agreements with foreign universities.

The University also hosted a range of foreign delegations, international conferences and guest speakers, multicultural festivals, and ran free foreign language programs for staff.

A significant development for the year was the creation of UTS: International, established in replacement of the former International Office in order to strengthen focus on international students – UTS: International is the focal point for all international enquiries.

While international student numbers are declining in the Australian market, UTS remains committed to being a truly internationalised university, and is in a strong position to continue to attract international interest.

## **INTERNATIONAL EXPERIENCE AND STUDY – STUDENTS**

In 2006 UTS continued to offer a range of academic avenues for students to enhance their international perspective and knowledge, from overseas students studying in Australia to local students enrolling in subjects with international content.

In a strong endorsement of the University's provision of international experience for students, the Australian Universities Quality Agency commended UTS in its 2006 audit for its 'support and management of periods of international study experience for Australian students through either the International Exchange Student Scheme or the Bachelor of Arts in International Studies'.

### **International Studies Program**

There were 185 students on In-country Study programs in 17 countries and at 56 universities in the International Studies Program during 2006.

Offered through the Institute for International Studies in a combined degree program, the International Studies Program is designed to produce graduates who are primarily trained in a practical discipline, but who also have a substantial knowledge of a non-English-speaking culture, language and contemporary society. The Program includes two semesters studying in an overseas non-English environment.

In 2006, students enrolled in the University's International Studies Program accounted for 67 per cent of all Australian outbound students on study abroad programs.

## **Highlights**

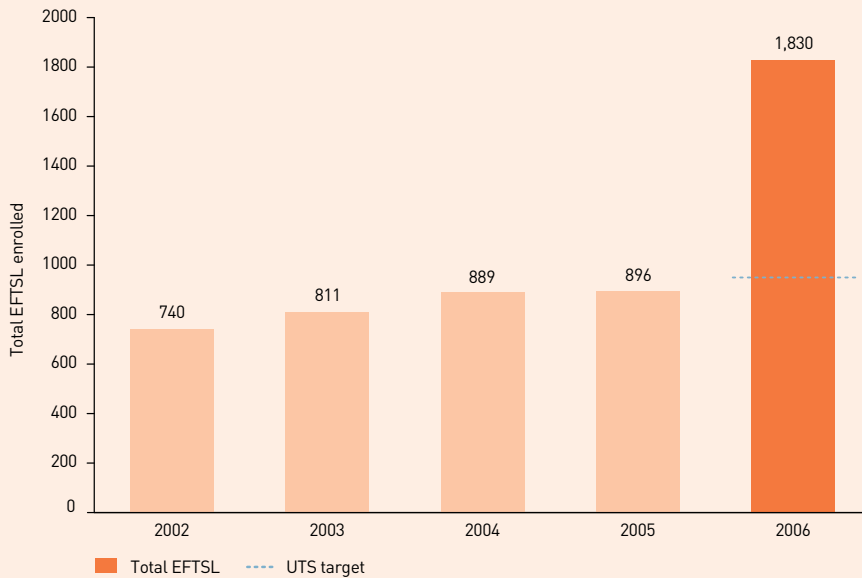
- > UTS launched its International Studies Subject Bank – a cache of subjects from all faculties that includes substantial international content – to encourage students to internationalise their study.
- > The University held its first graduation in mainland China, at Shanghai, with 115 students graduating.
- > International Partner Agreements were formed with San Diego State University and Pace University. The Agreements cover a range of academic and practical areas.





UTS has operated a successful Bachelor of Business course through Taylor's University College, Malaysia, for several years.

### KPI – Internationalisation of the student experience



The 2006 target of 950 EFTSL enrolled was considerably exceeded with a total of 1,830 EFTSL. There was unexpected growth in the load of students taking subjects in International Studies and the International Studies Subject Bank, which now includes more subjects than originally envisaged. New forward targets have been set in the perspective of this result.

**Background** 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 ('EFTSL') 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.

Reference: UTS KPI TL 3

### International Studies Subject Bank

The International Studies Subject Bank – a collection of all subjects with international content from across all faculties – was made available in 2006 to encourage students to internationalise their studies. This was the first year of the Subject Bank's full operation and more than 1,800 students enrolled in these subjects, more than double the 2006 target.

### International exchange and Study Abroad

In 2006, the UTS International Exchange Student Scheme accounted for a total of 1,014 students spending one or two semesters of study away from their home university. The UTS Scheme accounts for 10 per cent of all Australian exchange students. Two-thirds of Australian out-going Study Abroad students are from UTS.

### Onshore international students

International fee-paying student numbers fell nine per cent during 2006. During the year the University began to develop a new international student recruitment strategy.

UTS: International was established in part to replace the former International Office and to maximise University efforts to recruit international students. To that end, a University-wide International Student Recruitment Strategy was developed with a goal of 6,000 EFTSL international onshore fee-paying students set for 2010. UTS: International is now working with the faculties to develop faculty and country specific strategies for UTS.



## Faculty developments

- > The Faculty of Law hosted two international summer schools in June and July in association with Widener University and Santa Clara University law schools. These schools serve North American students who take classes in Sydney as part of their American law degrees. UTS staff teach Australian law in the Santa Clara program.
- > Chinese PhD students Ying Yan and YiJun Tian received Chinese Government Awards of US\$5,000 (\$6,500) for Outstanding Self-financed Students of China from the China Scholarship Council. Ying is completing her degree at the Faculty of Engineering, while YiJun is studying under Professor Jill McKeough, Dean of the Faculty of Law.
- > Miranda Risang Ayu and Nurul Barizah, AusAID funded PhD students in the Faculty of Law, from Indonesia, are both conducting research into aspects of intellectual property policy and law reform in Indonesia. Both have published refereed journal articles in Indonesian scholarly journals. During 2006 Miranda published a monograph in Indonesia drawing upon law reform aspects of her research.
- > Bachelor of Information Technology student Anna Lindquist and Bachelor of Business, Bachelor of Science in Information Technology student Sudave Singh were selected as fellows to the youth forum of the International Telecommunications Union Telecom World 2006, held in December in Hong Kong.

- > Twenty students from the Faculty of Design, Architecture and Building toured Japan in October and November. Entitled 'Where God is in the details and Design is God', attendees travelled through Osaka, Kyoto, Koyasan and Tokyo. In the tour, the group visited numerous buildings in Kyoto, which exemplify traditional culture, as well as some of the many extraordinary buildings and places that have emerged in recent years.
- > Twenty-one undergraduate and postgraduate students from the School of Marketing visited Vietnam and Thailand in July to undertake an intensive program of international market research on behalf of Australian organisations, including UTS's International Office and INSEARCH. Student teams, with the assistance of the Australian Trade Commission, identified market opportunities and developed strategic plans to enter and expand operations in these markets. Sponsoring organisations contribute \$10,000 each to support the program.

## INTERNATIONAL EXPERIENCE AND STUDY – STAFF

In 2006 the UTS International Partners Travel Fund was developed, where the University matched funds for UTS staff to visit international partners of the University. Eleven members of staff took advantage of this opportunity during the year.

The Institute for International Studies continued its offer to UTS staff to study foreign languages and culture informally, and free of charge, as part of the University's Internationalisation Strategy. Classes included French, German, Italian, Chinese, Japanese and Spanish.





### Faculty and institute developments

- > Dr Barbara Leigh, Head of the Asia Pacific Studies at the Institute for International Studies participated in the 'Building Permanent Peace in Aceh: One Year after the Helsinki Accord' conference in Indonesia, where Indonesian President Susilo Bambang Yudhoyono gave the opening address.
- > Faculty of Business Associate Professor Stephen Wearing and the World Wide Fund for Nature completed a draft eco-trekking strategy for the Kokoda Track in Papua New Guinea. The purpose of the strategy is to manage development and protect the environment while encouraging tourism.
- > Following a successful in-country visit in 2005 to Dr L H Hiranandani Hospital in India, the Faculty of Nursing, Midwifery and Health staff visited in 2006 to deliver a Leadership and Clinical Skills Development Program for the Hospital's nursing staff.
- > Faculty of Law Associate Dean (Teaching and Learning) Philip Griffith continued his involvement with a project in China sponsored by the World Intellectual Property Organisation and The State Intellectual Property Office of China concerned with development of intellectual property education in China at primary, secondary and tertiary levels.
- > Institute for International Studies lecturer Dr Andrew Beattie was awarded the Jean Monnet Thesis Prize 2005 from the Contemporary Europe Research Centre and a 12 month Max Weber Fellowship at the European University Institute in Florence.

### OFFSHORE TEACHING AND LEARNING

In its audit report on UTS in 2006, the Australian Universities Quality Agency acknowledged that despite difficulties and remaining issues the University has a sound quality assurance framework for support of its offshore programs of teaching and learning. Offshore student numbers increased to 2,217, from 2,176 in 2005.

In 2006, for the first time, UTS held a graduation ceremony on mainland China, at Shanghai University, where 115 students graduated. With other graduations in Hong Kong and Malaysia, a total of 555 students graduated in the University's international ceremonies in July.

### Institute for International Studies

During the year the UTS: International division worked on developing a PhD in International Studies offshore, in cooperation with Shanghai University and the Tecnológico de Monterrey (Mexico), designed to focus on China Studies.

### Faculty of Engineering

- > The Faculty taught 520 undergraduate and postgraduate students enrolled in Master of Engineering Management, Master of Environmental Engineering Management, Bachelor of Engineering Science and Bachelor of Engineering Science (Aerospace Operations) in Hong Kong, Singapore and Taiwan in 2006.

### Faculty of Business

- > The Faculty's double degree program with Shanghai University continued to prosper with 214 students enrolled in the most recent intake. The Associate Dean of the Sydney Institute of Language and Commerce, Associate Professor Sally Gong, has forecast that the program, which enables students to graduate with a Bachelor of Business Administration from Shanghai University and a Bachelor of Business from UTS, will grow to 500 students by 2010.
- > The Faculty's Master of Management in Sport Management program in conjunction with Tsinghua University, China, is currently in its third intake. To date, over 100 students have graduated from the course with most of them being employed directly or indirectly for the operations of the 2008 Beijing Olympic Games.
- > The Faculty hosted 31 graduating students from the UTS/Capital Institute Master of Management in Sport Event Management program in Sydney, presenting them with their testamur in November 2006. A total of 58 students graduated from this joint program between UTS and the Capital Institute of Physical Education in Beijing, China.
- > In Thailand, the Faculty continued to offer its Master of Marketing program. Negotiations began in 2006 to extend the 2001 arrangement, whereby the Master of Marketing is offered in conjunction with Thailand's Mahidol University.
- > The Faculty's successful program, the Bachelor of Business in partnership with Taylor's University College in Kuala Lumpur, is being phased out after the University decided that it was incompatible with the decision to pursue international professional accreditation through the Association to Advance Collegiate Schools of Business.



## STUDENTS OF INTERNATIONAL STUDIES

| Faculty                           | 2001 | 2002 | 2003  | 2004  | 2005  | 2006  |
|-----------------------------------|------|------|-------|-------|-------|-------|
| Business                          | 163  | 189  | 304   | 332   | 338   | 329   |
| Design, Architecture and Building | 90   | 94   | 126   | 141   | 143   | 169   |
| Education                         | 58   | 59   | 61    | 69    | 80    | 94    |
| Engineering                       | 75   | 69   | 65    | 59    | 78    | 72    |
| Humanities and Social Sciences    | 194  | 241  | 311   | 296   | 316   | 341   |
| Information Technology            | 0    | 9    | 43    | 39    | 29    | 36    |
| Law                               | 137  | 145  | 126   | 126   | 119   | 112   |
| Nursing, Midwifery and Health     | 52   | 43   | 43    | 33    | 30    | 32    |
| Science                           | 78   | 98   | 112   | 119   | 121   | 145   |
| Total                             | 847  | 947  | 1,187 | 1,210 | 1,271 | 1,271 |

Current at 31 August 2006

## EXCHANGE STUDENTS

|          |     |     |     |     |     |     |
|----------|-----|-----|-----|-----|-----|-----|
| Inbound  | 306 | 402 | 408 | 435 | 444 | 453 |
| Outbound | 219 | 317 | 372 | 423 | 409 | 408 |
| Total    | 525 | 719 | 780 | 858 | 853 | 861 |

## OUTBOUND STUDY ABROAD STUDENTS

|                                    |   |     |     |     |     |     |
|------------------------------------|---|-----|-----|-----|-----|-----|
| Fee-paying In-country Study places | – | 122 | 147 | 164 | 133 | 132 |
|------------------------------------|---|-----|-----|-----|-----|-----|

## INTERNATIONAL RELATIONS

Relations with foreign universities, from delegation visits to formal academic arrangements, are essential to UTS's goal of being a truly internationalised university.

The most significant formal relationship the University can create is an International Partner Agreement, which are comprehensive partnerships that facilitate staff interaction, exchange of ideas, and involvement in industry and community internationally.

The University formed two International Partner Agreements in 2006, and formalised two existing ones. The two new agreements were with institutions in the United States: San Diego State University in California, and Pace University in New York. UTS also formalised its agreements with the University of Westminster in the UK and Tecnológico de Monterrey in Mexico. These agreements are in addition to the existing one with Shanghai University in China.

During the year UTS: International developed Country Strategies for relations with China, India, Indonesia, Thailand and the USA. It also established Country Reference Groups for the UK and Ireland, Germany, Japan and Vietnam. These groups are forums for the exchange of ideas and experiences across the University and provide information for the development of policy.

Also in 2006, UTS Vice-Chancellor Professor Ross Milbourne began a series of meetings with diplomatic representatives of countries that have a large number of international students enrolled at UTS.

Chancellor, Professor Vicki Sara (right) was appointed as Honorary Consul General for Sweden in Sydney, and Professor Archie Johnston (far right), Dean of Engineering, became an advisory professor at Shanghai Jiao Tong University, China.



### Institute for International Studies

The Institute's China and Latin America research groups were active in Columbia, Mexico and Cuba, setting up special student twinning arrangements and scholarships at Los Andes; an offshore arrangement with Tec de Monterrey to provide PhD tuition to staff in China Studies; and a special memorandum of understanding with the University of Havana to promote scholarly exchange.

The Institute explored research collaboration with Shanghai University and Ocean University (Qingdao) in China. The aim is to establish joint science and technology research programs in China sponsored by local industry with research students qualifying with doctorates from both universities.

### Faculty developments

The Faculty of Business achieved initial business accreditation from the Association to Advance Collegiate Schools of Business (AACSB). The AACSB is the premier international agency for the accreditation of business schools. UTS became part of an elite group that makes up less than 10 per cent of the world's business schools that have achieved business and/or accounting accreditation from AACSB International. It is the fifth Australian business/commerce faculty to be AACSB accredited.

Following a visit to the Manipal Academy of Higher Education in Manipal, Karnataka, India, the Faculty of Engineering has been negotiating articulation arrangements with the International Centre for Applied Sciences (ICAS) at Manipal for students who wish to complete an engineering degree program at UTS. At the end of 2006 the Initial Strategic Assessment was approved within UTS and detailed checking of subject equivalences was progressing. Professor Raghuvir Pai, director of ICAS, visited UTS in December 2006.

The Faculty of Humanities and Social Sciences Dean, Professor Theo van Leeuwen, gave lectures in Singapore and Hong Kong in early May. He met with relevant academics from universities and polytechnics in both

## INTERNATIONAL STUDENTS

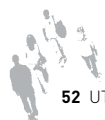
| Faculty                           | 2001         | 2002         | 2003         | 2004         | 2005         | 2006         |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Business                          | 2,286        | 2,520        | 3,189        | 3,696        | 4,091        | 5,064        |
| Design, Architecture and Building | 262          | 302          | 412          | 448          | 475          | 413          |
| Education                         | 132          | 209          | 252          | 248          | 278          | 268          |
| Engineering                       | 675          | 1,009        | 1,415        | 1,359        | 1,527        | 1,424        |
| Humanities and Social Sciences    | 127          | 184          | 309          | 221          | 162          | 167          |
| Information Technology            | 655          | 739          | 824          | 791          | 735          | 670          |
| Law                               | 80           | 201          | 213          | 128          | 124          | 96           |
| Nursing, Midwifery and Health     | 27           | 33           | 58           | 119          | 201          | 336          |
| Science                           | 96           | 92           | 142          | 173          | 219          | 254          |
| Other                             | 9            | 15           | 53           | 236          | 301          | 260          |
| <b>Total</b>                      | <b>4,349</b> | <b>5,304</b> | <b>6,867</b> | <b>7,419</b> | <b>8,113</b> | <b>8,952</b> |

Current at 31 August 2006

## GROWTH IN INTERNATIONAL STUDENTS

|               | 2001         | 2002         | 2003         | 2004         | 2005         | 2006         |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Undergraduate | 2,046        | 2,349        | 3,382        | 3,630        | 3,984        | 5,267        |
| Postgraduate  | 2,303        | 2,955        | 3,485        | 3,789        | 4,129        | 3,685        |
| <b>Total</b>  | <b>4,349</b> | <b>5,304</b> | <b>6,867</b> | <b>7,419</b> | <b>8,113</b> | <b>8,952</b> |

Current at 31 August 2006



cities. He also initiated research collaborations in both cities.

The Faculty of Humanities and Social Sciences hosted a program on 17 July for a group of eighteen Taiwanese film, new media and design academics. Professor Ross Gibson showed the delegation the Creativity and Cognition Studios and the Interaction Design and Work Practice Laboratory in the Faculty of Information Technology. The delegation was particularly interested in the Master of Media Arts and Production, the Master of Animation and the Master of Digital Architecture courses.

In late June the Faculty of Nursing, Midwifery and Health hosted a four-day visit from the Brunei Ministry of Health's Director of Nursing and colleagues. The visit was to strengthen Australia-Brunei relations in this area and for the Director to learn about Australian nursing education and practices.

## OTHER INTERNATIONAL ACTIVITIES

### Events

- > At its City campus UTS hosted the International Conference on Computer Graphics, Imaging and Visualisation. The three-day event focused on research in response to the demand of today's 'visual culture'.
- > The Faculty of Humanities and Social Sciences hosted the 14th International Oral History Conference, held by the International Oral History Association. The conference was based on a 'Dancing with Memory' theme and was conducted in English and Spanish.
- > In August, Jerome Silbergeld and Dora Ching from the Tang Centre for East Asian Art at Princeton University gave special presentations in a visit to UTS as part of the China Research Group theme 'Arts and Media in China: Transforming the Production of Ideas and Identities'.

- > UTS held a number of Distinguished Lectures throughout the year. In February, James Heckman, a Henry Schultz Distinguished Service Professor of Economics at The University of Chicago, presented at a lecture. Professor Heckman has received numerous awards for his work, including the John Bates Clark Award of the American Economic Association in 1983, the 2000 Nobel Memorial Prize in Economic Sciences (with Daniel McFadden), the 2005 Jacob Mincer Award for Lifetime Achievement in Labor Economics, the 2005 University College Dublin Ulysses Medal, and the 2005 Aigner award from the Journal of Econometrics.
- > In November, Dr José Luis León Manríquez, one of Mexico's leading scholars of China-Latin America relations, spoke on 'The China-Latin America Connection' in a Distinguished Lecture hosted by the China Research Group in the Institute for International Studies.

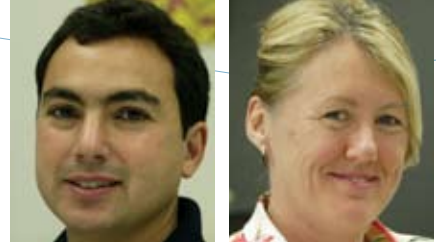
### UTS Library

- > UTS Library was a beta test partner in an internationally collaborative project that produced the new Innovative Millennium system module. The Library's participation delivered benefits in terms of influencing the direction of the development, providing functionality enhancements and system synergies important to UTS, as well as opportunities for Library staff to share expertise and experiences on a global stage.
- > UTS Library joined with three other libraries in the Australian Technology Network of Universities – Curtin University of Technology, RMIT University and the University of South Australia – to design and deliver training in information literacy for undergraduate business students from ATN partner colleges in Kuala Lumpur, Malaysia. The Program will continue in 2007–08.





Faculty of Information Technology staff were appointed to international postings, with Dr Yusuf Pisan (right) becoming head of the International Game Developers' Association, and Professor Mary-Anne Williams (far right) taking an adjunct professorship at the University of Science and Technology of China.



## RESEARCH

- > Dean of the Faculty of Engineering, Professor Archie Johnston, led the formation of the Australia-India Collaborative Research Network, which focuses on environmental science, renewable energy and microelectronics. The Network includes the Australian Technology Network of Universities, India's Energy and Resources Institute, National Institute of Technology and the Delhi College of Engineering.
- > Faculty of Design, Architecture and Building Associate Professor Angelo Karantonis, Head of the School of the Built Environment, and Lecturer, Dr Grace Ding, visited several Chinese universities: Tianjin University of Technology, Nankai University, Renmin University of China and the University of Shanghai, to discuss the possibility of collaborative research, articulation with the Bachelor of Construction course and short courses.
- > The Institute for International Studies published volume two and three in its *Pacific Rim: Globalization, Regionalization and Domestic Trajectories* series. The publications are a joint effort between UTS and Universidad de Guadalajara in Mexico.
- > Institute for International Studies Senior Lecturer Elaine Jeffreys published her book *Sex and Sexuality in China*, which analyses the regulation of sexual behaviour in China, with topics including prostitution, homosexuality and marriage.
- > Professor Chongyi Feng from the Institute for International Studies edited *China in the Twentieth Century*, published by China Social Sciences Press.

- > The Institute for International Studies began a six-year research focus on 'Cross Cultural Regimes of the Senses'. The program is exploring the diverse ways such phenomenon as noise, flavour, and scent are understood within diverse cultural contexts.
- > The Institute for Sustainable Future's Associate Professor Michael Paddon was involved in a number of projects in Vietnam in developing sustainable city development plans. These were funded by the Swiss Agency for Development and Cooperation and by the World Bank.
- > Andrea Turner and Dr Juliet Willets from the Institute for Sustainable Futures completed stage one of a project under the auspices of the International Water Association and funded by Isabel Canal II, the Madrid water utility. The project, the International Demand Management Framework, aims to assist water utility staff and other decision makers to determine the most effective ways to forecast water demand, to improve water use efficiency, to meet the supply-demand balance in the most cost-effective way, while reducing environmental and social impacts.
- > UTS commenced work on a joint project with Professor Jin Yuanpu, Director of Culture Industries Studies Institute at Renmin University of China, and Professor Zhang Xiaoming of the Chinese Association of Social Sciences, both of whom are carrying out research on the re-emergence of class in China.
- > Chair of the UTS Academic Board, Professor Tony Baker, visited Shanghai University to explore the potential for development of joint research labs in science and technology.

## AWARDS AND RECOGNITION

- > Associate Professor Cynthia Mitchell from the Institute for Sustainable Futures was awarded an honorary doctorate from Sweden's Chalmers University of Technology in recognition of her work on decentralised wastewater treatment and constructed wetlands.
- > Dr Roger Morris from the Faculty of Education was inducted into the International Adult and Continuing Education Hall of Fame in a ceremony held at the University of Bamberg, Germany, in September.
- > Fiona Bradley, Information Services Librarian, received the first Tony Evans Travel Grant for young librarians in the UK or Commonwealth to attend the 2006 International Association of Technological University Libraries conference held in Porto, Portugal. The competitive grant of £500 (\$1,267) to support attendance was made on the basis of recent achievements and endorsement from the UTS Library.
- > In October the Faculty of Design, Architecture and Building School of Design Lecturer Berto Pandolfo received the Distinction Award in the International category from the Belgium-based Interieur Foundation in a competition entitled 'Design for Europe'.
- > Faculty of Humanities and Social Sciences academics Eurydice Aroney and Kirsty Lee created a radio documentary, *Cetaceans vs Bush*, which won a Silver World Medal in the Environment Reporting category at the 2006 New York Festival Awards, Radio Programming and Promotion.
- > Gabriel Clark and Thomas Marcusson, fourth year Visual Communication students, won the International Council of Museums video competition, against entries from around the world.



## APPOINTMENTS

- > UTS Chancellor Professor Vicki Sara became Honorary Consul General for Sweden, a role based in Sydney, designed to build links between the two countries, with an emphasis on research and higher education. The Chancellor is working with Australian Ambassador to Sweden, Richard Rowe, to enhance relations between Australia and Sweden, particularly through alumni of Australian universities based in Sweden.
- > Professor Jane Hall, Director of the Centre for Health Economics Research and Evaluation, was elected President of the International Health Economics Association governing board for 2006–2007. The Association is the peak organisation for health economics internationally.
- > Centre for Health Economics Research and Evaluation Senior Lecturer Dr Madeleine King was appointed President-elect of the International Society for the Quality of Life. The Society promotes the rigorous investigation of health-related quality of life measurement.
- > Faculty of Business Associate Dean (Teaching and Learning) Professor Tracy Taylor was elected President of the Sport Management Association for Australia and New Zealand, the peak professional body for Sport Management academics in the region.
- > Dr Yusuf Pisan, from the Faculty of Information Technology, was appointed to head the International Game Developers Association's task force to design a model curriculum for game studies.
- > Institute for International Studies Senior Lecturer Paul Allatson was appointed to the editorial board of the US-based *Journal of Latin American Studies*.
- > Professor of Computation and Creative Media, Ernest Edmonds, from the Faculty of Information Technology, was appointed to the editorial board of *Leonardo*, an international contemporary science and technology journal concerned with the arts and music, published by the Massachusetts Institute of Technology Press. Professor Edmonds is editor-in-chief of its new section, Transactions, which publishes papers of recent results, ideas and developments.
- > Faculty of Information Technology Professor Mary-Anne Williams became an Adjunct Professor at the University of Science and Technology of China.
- > Faculty of Nursing, Midwifery and Health Professor Mary Chiarella was appointed Special Professor to the University of Nottingham's School of Nursing. The University is one of the top 10 in the United Kingdom as ranked by *The Sunday Times Good University Guide 2006*. Professor Chiarella was also appointed to the Editorial Board of the UK-based *Journal of Advanced Nursing*.
- > Professor Kathy Bowrey became a member of the Arts Humanities Research Council's Copyright Research Network at Birkbeck College, University of London.
- > Faculty of Engineering Dean, Professor Archie Johnston, was appointed as an advisory professor at Shanghai Jiao Tong University, one of China's top four universities. His purpose is to strengthen collaborative educational and research links between Australia and China.

## THE YEAR AHEAD

Aside from promoting itself as a destination for international students, in 2007 UTS will look for more strategic international partnerships and internationally focused collaborations with local institutions.

Specifically, it will develop a new international student recruitment strategy, including a program for the development of international pathway programs. It will also encourage more students to adopt international subjects in their study load.

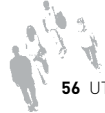
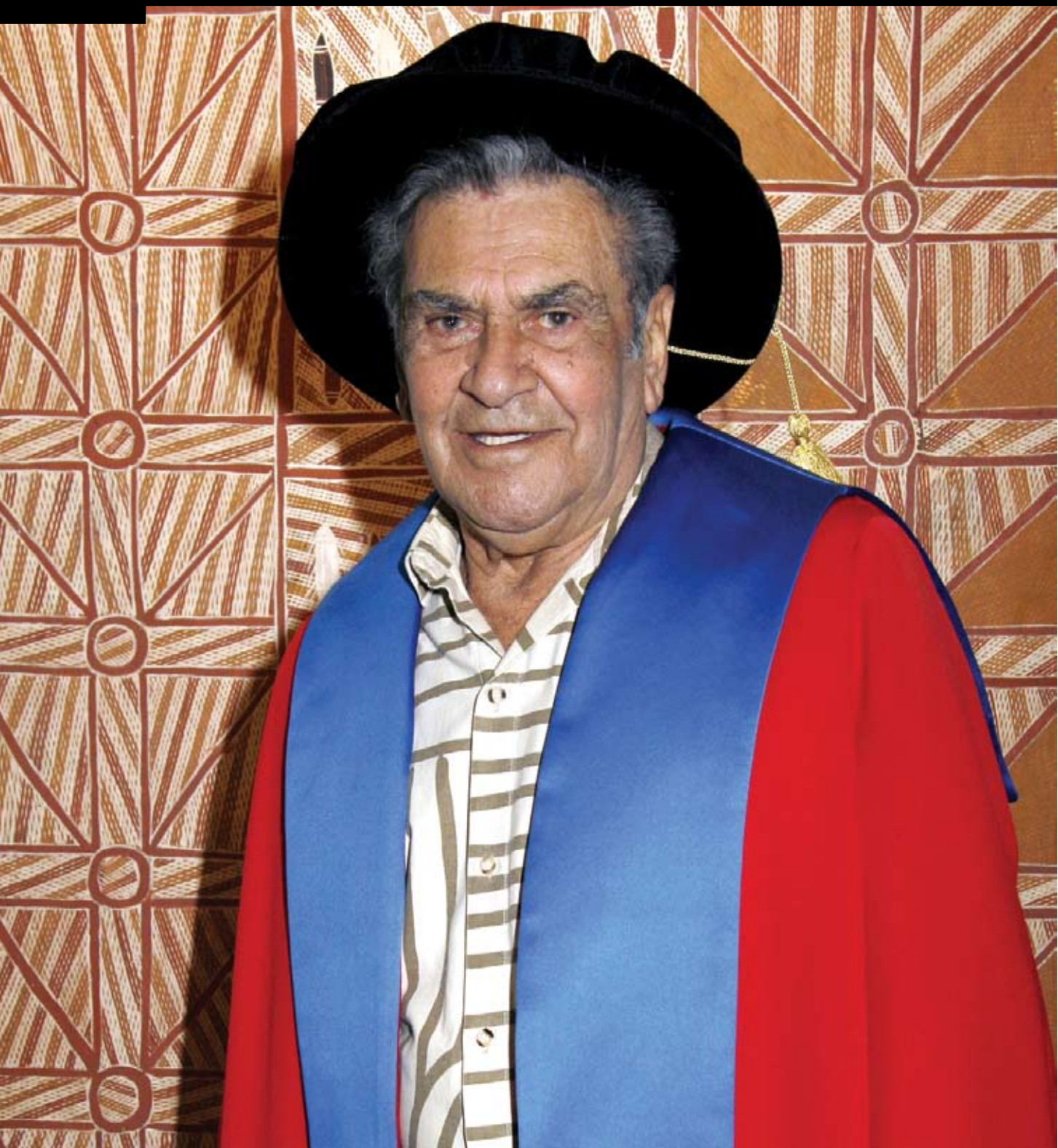
Faculties and divisions of UTS have plans to develop their own international goals. Some examples of these include the Faculty of Law accepting its first enrolments of American law students, and the UTS Library continuing to work on international training programs.

## OTHER INTERNATIONAL INFORMATION

|                                     |        |
|-------------------------------------|--------|
| Staff and student achievements      | p. 17  |
| Events, projects and collaborations | p. 34  |
| In-fusion Festival                  | p. 44  |
| Development                         | p. 87  |
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| Alumni achievements                 | p. 89  |
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# CHAPTER 5

## INDUSTRY AND COMMUNITY





Industry placements, cooperative programs, practicums and community projects oriented to professional practice are an important feature of many disciplines at UTS.

Whether organisations are brought into the UTS community or University individuals and groups go out to participate in industry and community organisations, engagement with industry and community, such as community project work, is important for UTS to remain a relevant, outward-looking and practically focused university.

An important development in 2006 was the creation of the UTS External Engagement Strategy, a forward-looking collaboration strategy for UTS to engage with the professions, industry, government and the corporate sector. The University is using the Agenda as a guide to maintain and enhance collaboration with industry on a variety of fronts, ensuring UTS remains a progressive and relevant university.

There are several other key ways the University is encouraging collaboration between students, staff and industry and community organisations.

Each faculty has active independent external advisors for courses or disciplines, through advisory committees. In this way, relevant industry and community organisations have a direct voice into student learning at UTS, and academic staff are constantly in touch with the concerns beyond the University.

Faculties seek industry accreditation for courses, which allows industry representative groups to ensure the quality of education at UTS is at industry standard, and that students graduate fit for work in their discipline of study.

Industry and community groups also influence the student experience through practicums, where students receive supervised practical application of previously studied theory; presence at career days; and through student participation in UTS Shopfront and faculty community projects and services.

In its audit of the University, the Australian Universities Quality Agency commended 'UTS for its commitment to education oriented to professional practice and for the support it receives from industry stakeholders for its practice-oriented approaches'.

#### **UTS EXTERNAL ENGAGEMENT STRATEGY**

The UTS External Engagement Strategy outlines an effective industry collaboration strategy for UTS to increase its connection with the wider world of business, government and the professions, which the University regards as essential to its sustainability as a place of higher education in the modern world.

The objectives of the External Engagement Strategy for 2006–2008 are to:

- > build the University's distinctive profile for effective engagement with industry, business, the professions, government and community; and
- > develop an integrated vision and framework for teaching and learning, research, knowledge transfer and professional training; and
- > secure the University's long-term sustainability.

## **Highlights**

- > The UTS External Engagement Strategy began in 2006, which is guiding the University's strengthening ties with industry on a variety of levels.
- > UTS Shopfront celebrated its tenth anniversary in November, representing many years of managing University and community relations and many community projects.
- > UTS was heavily involved in National Science Week, joining with local institutions to create the inaugural Ultimo Science Festival.



Engineering companies made presentations during Engineers Australia career evenings at UTS.

The External Engagement Strategy focuses on the mutually reinforcing objectives of strengthening UTS's distinctive profile and securing a sustainable future for the University in the context of volatile public funding for higher education and research, and opportunities presented by the innovation and knowledge economy.

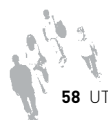
UTS seeks to identify constructive, beneficial ways of engaging with the professions, industry, government and the corporate sector. Key concepts in the Agenda are those of innovation and economic sustainability: graduate employment, revenue generation, research and development, commercialisation, and knowledge transfer. The term 'industry' is used to refer more broadly to the professions, industry, business, government and community, where the University's engagement with these external bodies relates to employment, innovation and sustainability.

## FACULTY INDUSTRY INVOLVEMENT

All UTS courses, undergraduate and postgraduate, have a practical design. The expectation is that students will emerge with a sound theoretical and practical knowledge to enable success in their career.

To achieve this, the involvement of industry is essential. And from course consultation to adjunct professorships, industry involvement is sought and gained by the faculties. Some initiatives between UTS and industry in 2006 follow.

- > The School of Marketing in the Faculty of Business continued its engagement with the wider community, undertaking eleven market research projects in 2006 on behalf of clients from industry, government and non-profit sectors. This involved 260 undergraduate students, and clients included UTS, masoniCare, New South Wales Police, Pocket Pal and LSPC. The duration of each project was one semester and most clients contributed \$2,000 per project.
- > Westpac Bank offered a women's scholarship in the Bachelor of Information Technology program. Awarded to Dorotea Baljevic, the scholarship includes the degree's usual total scholarship of around \$39,000, and mentoring from Westpac's female IT professionals.
- > Strengthening the association between the Faculty of Information Technology and Westpac Bank, Chief Information Officer Simon McNamara gave the UTS Bachelor of Information Technology Distinguished Guest Lecture in 2006. The Lecture was instigated to give students access to current thought among top experts in information technology.
- > Several adjunct professors were appointed to the Faculty of Design, Architecture and Building, including Dr Joanne Entwistle, a Senior Research Fellow at the London College of Fashion, who was appointed to the School of Design; and Richard Hassell from Singapore design house WOHA. LAB Architecture Studio Director Peter Davidson and Terroir partner-in-charge, Sydney, Gerard Reinmuth, joined the School of Architecture as adjunct professors.
- > The Faculty of Engineering hosted three Sir Jack Zunz Lectures in 2006, a colloquia series established in memoriam to the distinguished engineer Sir Jack Zunz. Speakers included high-profile executives from industry who spoke on a range of contemporary issues in engineering and the Faculty's industry partners, students and UTS staff attended the lectures.
- > The UTS Library introduced a new category of associate membership for companies wishing to borrow from the Library. Up to three staff members from a single organisation are now able to access Library services and resources at any one time using transferable membership cards.
- > Several adjunct professors were appointed in the Faculty of Business, these included Christopher Brown from Tourism & Transport Forum Australia, Stephen Birch from McMaster University in Canada, Alan Brace from National Australia Bank, consultant David Champtaloup, Colleen Chesterman who recently retired from UTS, Brian Fine from AMR Interactive, Jack Gray from GMO, Alan Maynard from the University of York, Vivian Quinn from Wyeth Australia and John Galloway from NetMap.





## Industry events and projects

- > The Institute for Sustainable Futures was commissioned to undertake a major review of the Metropolitan Water Plan for the New South Wales Cabinet Office. This review, undertaken with ACIL Tasman, provided significant input to the 2006 plan developed by the New South Wales Government, which included some major decisions, such as deferring the pre-emptive building of a desalination plant and maintaining a capability to augment supplies only in deep drought, to shelve plans for major augmentation of Tallowa Dam and to invest heavily in water recycling and water efficiency.
- > The Faculty of Design, Architecture and Building completed the establishment of global project management standards during the year. The Global Alliance for Project Management Standards was formed following seven years of international work led by the Faculty's Dr Lynn Crawford. The Alliance is a volunteer organisation to promote project management standards created by academic and industry groups across the Southern Hemisphere and in Europe. Companies using the standards include Shell, Motorola and American Express.
- > The Institute for Sustainable Futures was commissioned by the Rail, Tram and Bus Union New South Wales to undertake research towards developing a sustainable transport policy for Sydney.
- > The Faculty of Law established a Professional Development Unit to provide continuing legal education to legal practitioners and others, and tender for international projects.

- > In June the Faculty of Engineering hosted the annual research showcase, displaying PhD and Master's candidates' research projects and progress to date. The event was well attended by industry and the UTS community.
- > To improve student employment prospects the Faculty of Education hosted an education careers market attended by 20 local and international recruitment organisations, which was attended by 200 students. And Engineers Australia – the national peak body for all engineering disciplines – held a careers evening over two evenings at UTS in May, where engineering companies exhibited and made presentations to students.
- > The School of Leisure Sport and Tourism in the Faculty of Business organised an Olympic Academy on behalf of the Australian Olympic Committee. The Academy attracted experts from across Australia to discuss Olympic related issues including protection of the Olympic brand.

## UTS SHOPFRONT

UTS Shopfront is a community engagement program that acts as a gateway for community access to the University, linking disadvantaged and under-resourced community groups to University expertise and resources. In November, UTS Shopfront celebrated 10 years of working with the community and the completion of more than 400 community projects with a function attended by more than 180 friends.



UTS Shopfront's Lisa Andersen discussed the issues of community engagement at UTS, at a Library Markets forum.



UTS Shopfront celebrated 10 years of operation in November, connecting the University with the community. The celebration was composed of several events, including a performance from Indigenous dancer Terry Olsen.

Also in November, The Malian Foundation announced its intention to create a prize to publicly recognise collaborations between UTS Shopfront students and non-profit organisations. The prize will be a certificate given to students, together with IT assistance to a minimum value of \$1,000 provided to the non-profit organisation or cause assisted by the students.

As usual, UTS Shopfront completed a diverse range of community projects in 2006. These included researching and writing a report on the preservation and heritage care of Australian stone artefacts; a feasibility study for Redfern Community Centre on the establishment of an Indigenous arts cooperative in The Block at Redfern; working with Community Connections Australia on the planning and prototype design for the online 'Community Living Kit' to assist people moving out of institutional settings and into their own homes; a media plan for UNIFEM, the United Nations Development Fund for Women; and development of strategic business plans for the New South Wales Disability Discrimination Legal Centre, charity organisation Sailability New South Wales and community group SEVA International.

### Research directions

In November, Dr Alex Byrne, Acting Pro-Vice-Chancellor and Vice-President (Teaching and Learning) launched the following initiatives as part of UTS Shopfront's ongoing support for the scholarship of engagement.

- > *Gateways: International Journal of Community Research and Engagement*: this journal will be jointly edited and managed with Loyola University, Chicago through UTSePress. This is an academic electronic journal concerned with international best practice and processes of community engagement. The first edition will be published mid-2007.
- > Research Monograph Series will be publishing high-impact, refereed research that is of interest to community workers and organisations, policy-makers and non-government organisations, service providers, advocates and activists. The monograph style combines academic rigour and accessible communication.
- > Research Fellowship is an annual competitive award that releases UTS researchers from teaching duties to develop their community-engaged research. Fellows may produce a refereed publication or develop a funding application for a larger program of research.

### Rockdale research partnership

A research partnership with Rockdale City Council has been commenced to examine experiences of community relations, the sources of community conflict and possibilities for conflict resolution in Rockdale. It will focus on effective ways to constructively address community tensions. The primary researchers on this project are UTS Shopfront Research Manager, Dr Tanja Dreher, and Dr Barbara Bloch.

### News and community conflict

Dr Tanja Dreher, the Research Manager at UTS Shopfront, was awarded an Australian Research Council post-doctoral fellowship for 2007 to 2010 to analyse the role of journalism in local conflicts and conflict resolution (including Cronulla, Redfern-Waterloo and Macquarie Fields riots) to develop innovative proposals for journalism practice at times of community tensions.

### Cultural development fellowship

UTS Shopfront is hosting Alissar Chidiac while she undertakes her Australia Council Community Cultural Development Fellowship. Alissar is mapping contemporary Arab-Australian cultural production.

### FACULTY COMMUNITY INVOLVEMENT

- > The Faculty of Information Technology sponsored two UTS student teams to participate in Young Achievement Australia – a charity that operates programs to connect the worlds of business with education. The 'Quirky Ant' fashion business team won the 2006 Young Achievement Australia NSW Best Marketing Award and Marianna Lopert from the team was named the CPA Australia Tertiary Business Person of the Year.
- > A new community publication was launched by the Faculty of Humanities and Social Studies and created by journalism and publishing students. *Precinct* incorporates the award-winning community newspapers *The Point* and *Southside News*.



- > The Faculty of Nursing, Midwifery and Health's Centre for Midwifery and Family Health commenced a pilot program of the US-based Centering Pregnancy, a small-group antenatal care program in the South Eastern Sydney and Illawarra Area Health Service. Funded by the Telstra Foundation, the trial will last two years and may lead to a larger trial.
- > The Faculty of Engineering was a co-sponsor of the 2006 NSW-ACT Postgraduate Student Energy Awards, held in conjunction with the Australian Institute of Energy in September.
- > To improve involvement and achievement among Aboriginal students at the Alexandria Park Community School, the Faculty of Education managed a community and parent engagement project that focused on working with community organisations, parents and carers, and school staff. The project was funded by the Telstra Community Development Fund and built on the Memorandum of Understanding that was established between UTS and Alexandria Park Community School.
- > Working with Chinese and Aboriginal families in inner Sydney suburbs to explore and support their home literacy practices, the Faculty of Education began a project focused on early literacy (3-5 year olds). The project is a partnership project between UTS, the Department of Community Services and Redfern Connect.
- > The Faculty of Business held two lunchtime barbecues in support of the charities Youth Off the Streets and Lifeline. Staff and students in attendance were asked to make a gold coin donation. These events aimed to raise the awareness amongst Business students of their responsibility to contribute to the broader community as they are prepared to enter the corporate world.

## OTHER COMMUNITY INVOLVEMENT

- > Jointly sponsored by UTS and Peter and Divonne Holmes à Court, the UTS Holmes à Court Eureka Prize for Science Teaching was awarded to Niddrie Secondary College Science Coordinator Andy Flouris, at the Australian Museum Eureka Prizes.
- > UTS played a key role in National Science Week through the Ultimo Science Festival, a combined event featuring the University, Ultimo TAFE, the Powerhouse Museum and the ABC. Festival events included science tours, demonstrations, forums and workshops based on subjects such as forensic science, marijuana, religion and sustainability.
- > The Institute for Sustainable Futures developed and facilitated a workshop on sustainable sewage management for Melbourne in October. Attending the workshop were 45 representatives from water companies, government and community groups. The event provided early input to the development of a long-term strategy for coordinated and integrated sewage management.
- > The Jumbunna Indigenous House of Learning undertook a number of smaller research projects in collaboration with community groups and organisations in 2006, and community visits on various issues were made to the eastern Australian suburbs and regions.
- > In June, UTS, Sydney local councils and social service bodies began a series of public discussions under the name, Sydney Futures Twilight Symposia. In these symposia, which run through to 2007, experts discuss aspects of Sydney, such as arts, transport and urban planning. In the lead up to the New South Wales election, the series aims for open and major analysis of the issues facing Sydney today.
- > The Faculty of Law continued its regular UTS Law Research Seminar Series throughout 2006, and experts presented on a range of contemporary legal issues. Highlights of the year include High Court judge Justice Michael Kirby's lecture on asylum seekers and Federal Shadow Attorney General Nicola Roxon's discussion on liberalism and the Howard Government.
- > UTS expanded its 'UTSpeaks' free public lecture series presented by UTS experts discussing a range of important issues confronting contemporary Australia. In 2006 notable issues that were covered included artificial intelligence, Muslim women in Australian society, the standard of Australian media and drug testing for drivers.
- > In April, the Faculty of Law, in conjunction with the Arts Law Centre of Australia, hosted a public seminar on 'Defamation and Seditious Laws'. Discussion centred on the possible impact on the arts and media of the new defamation act. Participants included journalist David Marr, Julian Burnside QC, David Levine QC and the Hon Bob Debus MP.

## UTS public events

- > The University joined with New South Wales's highest-circulating weekday newspaper, *The Daily Telegraph*, to present a series of 'UTS/Daily Telegraph Education Forums'. Participants in the events included Commonwealth Minister for Education, Science and Training Julie Bishop MP; Board of Studies NSW President, Professor Gordon Stanley; and UTS and Macquarie University academics.

Dean of Law, Professor Jill McKeough (right) and Community Law Centre Coordinator, Peter Alexander (far right), celebrated the Centre's 10th anniversary in October.



- > The Faculty of Law also ran a range of general public lectures throughout the year, with topics including species listing, shareholder rights, detention policies, corporate responsibility, international law, mental health, tax, judicial sentencing, banking and brothels.
- > Faculty of Design, Architecture and Building students from the Master of Digital Architecture course held an exhibition at Sydney's Customs House in September. The show featured experimental architectural works such as digitally crafted models, architectural animations and similar works.
- > Faculty of Law academics spoke at a number of conferences during the year, with Senior Lecturer Jennifer Burn speaking at the Australians for Just Refugee Programs 'Human Trafficking Info Night', the AIDS Council of NSW 'Know Your Rights' forum and the Australian Women Lawyers' Inaugural Australian Women Lawyers Conference. And the Faculty of Law's 'Admission & Exclusion of Asylum Seekers' conference was opened with a public lecture delivered by Professor Guy Goodwin-Gill of All Souls College, Oxford University.

- > The UTS Library's Markets Forum program continued to promote the expertise of UTS staff and industry specialists to the UTS community. Patrick Keyzer, Associate Professor, Faculty of Law gave a talk on the Australian Constitution, the High Court and the Howard Government's Work Choices legislation; Lisa Andersen, Community Engagement Coordinator and Dr Tanja Dreher, Research Manager from UTS Shopfront led a discussion on the issues involved in doing community-engaged research at UTS; and Jeff McMullen, Australian writer and human rights activist, presented a forum on literacy, education and self-empowerment for Indigenous communities.

#### RECOGNITION FOR COMMUNITY AND INDUSTRY SERVICE

- > Professor David Barker was made a Member of the Order of Australia in 2006, for service to legal education in Australia and the Pacific region, to professional associations and to the community. Professor Barker is a former Dean of the UTS Faculty of Law and was involved in the development of the UTS Community Law Centre. He is still engaged in research and teaching at the Faculty.
- > Peter Smith, Senior Lecturer at the Faculty of Design, Architecture and Building's School of the Built Environment, received the 2006 Region 4 (Asia-Pacific) Award for Contribution to the Cost Engineering Profession in the Asia-Pacific Region from the International Cost Engineering Council (ICEC), at an award ceremony held in Ljubljana, Slovenia.

- > Dr Garrick Small received the Australian Property Institute's Meritorious Service Award, given annually to the person making the most outstanding contribution to the Institute. Dr Garrick is a senior lecturer at the Faculty of Design, Architecture and Building's School of the Built Environment.
- > Associate Professor Nicky Leap, from the Faculty of Nursing, Midwifery and Health, was awarded 2006 Midwife of the Year by the New South Wales Midwives Association.
- > Faculty of Design, Architecture and Building Professor Spike Boydell was conferred with the Fellowship of the Australian Property Institute under the API Property Leaders Initiative. The Fellowship is awarded to individuals for their outstanding commitment, professionalism and contributions to the property industry.

#### External appointments

- > Dean of the Faculty of Science, Professor John Rice, was elected President of the Australian Council of Deans of Science in October. The Council exists to promote the development of science through study and research in universities throughout Australia.
- > Professor Pat Brodie was appointed National President of the Australian College of Midwives Incorporated. She holds the position of Professor of Midwifery in Practice Development and Research, a joint UTS and Sydney South West Area Health Service appointment.



## HONORARY DEGREES

In the May graduation ceremonies several honorary awards were presented to recipients.

- > Indigenous leader and activist 'Uncle' Chicka Dixon was awarded a Doctor of Letters, *honoris causa*. The champion of Aboriginal and Torres Strait Islander rights has worked closely with the University's Jumbunna Indigenous House of Learning from its inception in 1987, until his retirement in 2000.
- > Former Chief Scientist of Australia, Robin Batterham AO, was lauded for reinvigorating support for science in government and industry when he received a Doctor of Science, *honoris causa*, in recognition of 'an outstanding contribution to the field of science as a research leader and Chief Scientist of Australia'.
- > Professor John Hughes, a long-time senior employee of the University who died in March, was posthumously conferred as a Doctor of the University, *honoris causa*. Professor Hughes worked as Dean of the Faculty of Information Technology and in a range of senior roles over several decades.

## UTS COMMUNITY LAW CENTRE

During its 10 years the UTS Community Law Centre has expanded its services considerably, become recognised for its research and formed a partnership with Harvard Law School.

The UTS Community Law Centre was engaged in a number of projects throughout the year. These included a public protest workshop in June, advocacy projects for those fined by rail transit officers, the Muslim Civil Rights Advocacy Network in relation to anti-terror laws, graffiti artists, homeless people, and public burning of the Australian flag.

Funding for the Community Law Centre was lost due to the impact of VSU upon the ability of the UTS Union to continue support for the legal advisory service. The Faculty will stand by its commitment to continue a service in 2007 but with reduced funding, and the service will close at the end of the year.

## THE YEAR AHEAD

The University will continue to follow its External Engagement Strategy, and increase its ties with relevant business, government and professional organisations throughout 2007.

Under the impact of VSU the UTS Community Law Centre will close next year, but the University remains committed through UTS Shopfront and other initiatives to maintain strong engagement with community groups and causes.

Several faculties are planning to develop community strategies and engage in relevant community projects, such as the Faculty of Education, which will review its community engagement activities during 2007.

## OTHER INDUSTRY AND COMMUNITY INFORMATION

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# CHAPTER 6

## UNIVERSITY GOVERNANCE



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 approval of the University's mission, strategic direction and budget, and the oversight of:

- > the University's performance
- > risk management and risk assessment across the University
- > the University's academic activities.

The University has developed and implemented a rigorous approach to monitoring its performance. The Council has approved annual Key Performance Indicator (KPI) targets for UTS since early 2005. The Council receives six-monthly reports on the University's performance against the KPIs. A final performance report against the strategic plan for the previous year is provided to Council in May/June each year, and a preliminary performance report against the KPIs only, where data is available, is provided to Council in November/December. (The preliminary performance report is accompanied with proposed KPI targets for the following year.)

Approval of the Targets for the following year is a key element of the planning cycle under the UTS Planning and Quality Management Framework, along with the annual Strategic Plan Major Priorities and Budget.

The Council is also strongly committed to robust review of, and continuous improvement in, its own performance. In late 2005, the Council commissioned an independent external review of its effectiveness. The key recommendations arising from the review centred on enabling Council to ensure that its engagement with the business of the University remains strategic, rather than operational. They included that:

- > consideration be given to the role of the Council's committees and their relationship with Council
- > the composition and size of several Council committees be reviewed
- > the need for high-level strategic management skills be taken into account when making new appointments to the Council.

In response, the Council adopted a general model for the composition of its committees based on the principle that the Council itself should focus on policy and strategic matters, with operational oversight and review being conducted by focused, skills-based committees. The Council has also established two reference and liaison groups to ensure it engages effectively with its stakeholders, particularly the students of the University.

The Australian Universities Quality Agency, which audited UTS in the first half of 2006, considered that Council's willingness to engage in critical self-review with a view to improvement was praiseworthy, as was its follow-through on the review's recommendations.

During 2006 the Council also focused on its composition and membership, in particular the nomination, appointment and election of members to fill the vacancies created by the retirement of eleven of the Council's appointed members and all (five) of its elected members. As from 1 November 2006, the Council was constituted in accordance with the requirements of the Commonwealth National Governance Protocols, which are reflected in UTS's governing Act and By-law.

## Highlights

- > Most Council memberships ceased in October, resulting in new appointments, nominations and elections. From 1 November the new Council was formed in accordance with Commonwealth protocols.
- > A number of reforms took place in the Council during the year, particularly improving committee functioning and Council member induction.
- > Two new Council committees were created in November: the Physical Infrastructure Committee and the Student/Council Liaison Group.

As recommended by the external review, and as required by the National Governance Protocols, Council developed and adopted a statement on the skills and experience required for appointed Council members. Council's nominations and appointments process has ensured that in the future half of Council's appointed members will retire every two years, so maintaining an appropriate balance between new and continuing members.

A comprehensive induction program was developed and delivered to new Council members in November 2006. Other University governance initiatives included the consolidation of academic delegations that, together with Council's financial and administrative delegations, will be reviewed annually.

### THE COUNCIL OF THE UNIVERSITY OF TECHNOLOGY, SYDNEY

Constituted under section nine 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.

### Official members Chancellor

Professor Vicki Sara, BA(Hons), PhD (Syd), DOC (Karolinska Institute), HonDSc (SQld), HonDSc (VU), HonDUniv (QUT), 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 New South Wales; Member, Higher Education Advisory Committee, New South Wales 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)

Ross Fowler, BE, MBA (NSWIT); Managing Director, Cisco Systems Australia (1 November 2006 to 31 October 2008)

Dianne Leckie, BBus (KCAE), MEcon (Macq), FCPA, MAICD; consultant (7 February 2002 to 31 October 2002, 1 November 2002 to 31 October 2006, and 1 November 2006 to 31 October 2010)

Kenneth 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)

Anthony Stewart, MP, BA (UNSW), DipEd, Member for Bankstown, Legislative Assembly of New South Wales Parliament (1 February 2006 to 31 October 2008)

Russell Taylor, MBA, GradDipPSM (UTS), GradDipArts (ANU); Chief Executive Officer, New South Wales Aboriginal Housing Office (1 November 2006 to 31 October 2008)

Warwick Watkins, AMP:ISMP (Harv), MNatRes, DipScAg (UNE), HDA (Hawks), FAPI, HonFISA, Director General, New South Wales Department of Lands; Surveyor General of New South Wales; Registrar General of New South Wales; 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 (from December 2006) (1 November 2002 to 31 October 2006, and 1 November 2006 to 31 October 2010)

Brian Wilson, MCom(Hons) (Auck); Managing Director, Lazard (1 November 2006 to 31 October 2010)

Dr Katherine Woodthorpe, BSc(Hons) (UMIST), PhD (Leic), FAICD; advisor in commercialisation of technology; Chairman, Antarctic Climate and Ecosystems Cooperative Research Centre; Director, Australian Cancer Technologies Ltd; Director, Environmental Biotechnology Cooperative Research Centre; Director, INSEARCH Ltd; Director, Ventracor Ltd; Director, Warren Centre (University of Sydney) (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; Deputy Chair, National Offshore Petroleum Safety Authority; Managing Director, Expertise Technology Pty Ltd; Fellow of UTS; Trustee, Woman's Plans Foundation; committee member, Commonwealth New Industries Development Program; member of the Advisory Board of UTS Key University Research Centre for Innovative Collaborations, Alliances and Networks (14 April 2003 to 31 October 2006, and 1 November 2006 to 31 October 2008)

Robert Kelly, BCom (UNSW), LLB, LLM (Syd), MBA (UNSW), FCIS, FAICD, barrister (1 November 2006 to 31 October 2010)

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

Dr Katherine Woodthorpe, BSc(Hons) (UMIST), PhD (Leic), FAICD; advisor in commercialisation of technology; Chairman, Antarctic Climate and Ecosystems Cooperative Research Centre; Director, Australian Cancer Technologies Ltd; Director, Environmental Biotechnology Cooperative Research Centre; Director, INSEARCH Ltd; Director, Ventracor Ltd; Director, Warren Centre (University of Sydney) (1 November 2006 to 31 October 2010)

### 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, MAIPA; 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)

Professor Jenny Onyx, MA (Well), PhD (Macq); Professor of Management, Faculty of Business, University of Technology, Sydney (1 November 2006 to 31 October 2008)

Professor Greg Skilbeck, BSc(Hons), PhD (Syd); MAIG; Professor of Earth Sciences, Faculty of Science, University of Technology, Sydney (1 November 2006 to 31 October 2008)

### Member of non-academic staff

Christopher Cahill, GradDipInfSys (CSU); Director, Information Technology Division, University of Technology, Sydney (1 November 2004 to 31 October 2006, and 1 November 2006 to 31 October 2008)

### 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)

Michael Nguyen, enrolled Bachelor of Business, Bachelor of Laws, University of Technology, Sydney (1 November 2006 to 31 October 2008)

### Postgraduate student

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

Duha Zaater, enrolled Master of Business Administration, University of Technology, Sydney (1 November 2006 to 31 October 2008)

### 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 23 April 2006)

Colin 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)

Patricia Kelly, BA (NSWIT); Deputy Secretary, Department of Industry, Tourism and Resources (6 September 2006 to 31 October 2006, and 1 November 2006 to 31 October 2010)

Dr Valerie Levy, BA (Columbia), MA (Penn), PhD (Claremont); member, Ethics Committee, Royal Prince Alfred Hospital (1 November 1998 to 31 October 2002, 1 November 2002 to 31 October 2006, and 1 November 2006 to 31 October 2008)

### Secretary to Council

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

### Deputy Chancellor

Kenneth Rennie, AM (9 December 2004 to 31 October 2006)

Warwick Watkins (1 December 2006 to 30 November 2008)



### **Pro-Chancellors**

Dr Valerie Levy  
(13 December 2004 to 30 November 2006,  
and 1 December 2006 to 30 November  
2008)

Warwick Watkins  
(13 December 2004 to 30 November 2006)

Brian Wilson  
(1 December 2006 to 30 November 2008)

### **EXECUTIVE OFFICERS OF THE UNIVERSITY**

#### **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) and Vice-President (Alumni and Development)**

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

#### **Registrar and Vice-President (Students)**

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

### **Vice-President (Organisational Support)**

Anne Dwyer, BBus (CSturt)

### **Chief Financial Officer**

Kevin McCarthy, BCom (UNSW), ICAA  
(until February 2006)

### **Vice-President (Resources)**

Professor Carrick Martin, BCom, MCom,  
DipEd (Melb), PhD (Minn), FCPA (acting  
from March to June 2006)

Patrick Woods, BSc (Guelph), MBA  
(McM), ACPA, AICD (from June 2006)

Note: titles for executive as listed here were correct during  
2006. Revised titles and responsibilities were approved by  
Council in December and will be reflected in the *UTS: Annual  
Report 2007*.

### **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), MArch, PhD (UNSW), FRAIA

#### **Education**

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

#### **Engineering**

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

#### **Humanities and Social Sciences**

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

### **Information Technology**

Professor Tharam Dillon, BE, PhD  
(Monash), FIEEEE, FIEAust, FACS, FSARS  
(until November 2006)

Associate Professor Tom Hintz, BSc(EE)  
(Texas), MSc(EE), DSc(EE) (NMSU), MACS,  
MACM, MIEEEE (from December 2006)

### **Law**

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

### **Nursing, Midwifery and Health**

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

### **Science**

Professor John Rice, BSc, PhD (UNSW)

### **University Graduate School**

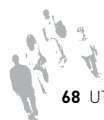
Professor Mark Tennant, BA(Hons),  
DipEd (Syd), PhD (Macq)

### **Director, Institute for International Studies**

Professor Stephanie Hemelryk Donald,  
BA(Hons) (Oxford), MA (S'ton), DPhil  
(Sussex)

### **ADMINISTRATIVE STRUCTURE**

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,  
Vice-President (Resources),  
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 Vice-President (Students), and Vice-  
President (Organisational Support).





### **Vice-Chancellor and President**

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**

The Deputy Vice-Chancellor and Vice-President is accountable to the Vice-Chancellor for the academic operations of the University and 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)**

The Pro-Vice-Chancellor and Vice-President (International) is accountable to the Vice-Chancellor for the development of all the international activities of the University, from curriculum, student recruitment and offshore programs, to the University's international relations. The Pro-Vice-Chancellor (International) is a member of several Vice-Chancellor's committees and the Academic Board and has executive accountability for those elements of the UTS Strategic Plan 2005–2008 which relate to international activities. UTS: International and the Institute for International Studies report to the Pro-Vice-Chancellor (International).

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

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. The Pro-Vice-Chancellor (Research) is a member of several Vice-Chancellor's committees and the Academic Board 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)**

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. The Pro-Vice-Chancellor (Teaching and Learning) is a member of several Council and Vice-Chancellor's committees and the Academic Board and 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 UTS Shopfront.

### **Vice-President (Alumni and Development)**

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.

### **Vice-President (Resources)**

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

### **Registrar and Vice-President (Students)**

The Registrar and Vice-President (Students) 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.

### **Vice-President (Organisational Support)**

The Vice-President (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. The Vice-President (Organisational Support) is a member of several Council and Vice-Chancellor's committees and the Academic Board, and has executive accountability for those elements of the UTS Strategic Plan 2005–2008 that relate to organisational sustainability. Reporting to the Vice-President (Organisational Support) are the Directors of the Human Resources Unit, Information Technology Division, and Marketing and Communication Unit.

## **FUNCTIONS OF COUNCIL BOARDS, GROUPS AND COMMITTEES**

### **Council committees and groups**

The Council was assisted in 2006 in its role of directing the University by the following boards, groups 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.



## Review of committees

On November 1 a new Council was formed, which reviewed its committees, guided by the National Governance Protocols and recommendations from the independent review of Council in 2005.

Continuing Council committees are the Audit and Review Committee, Commercial Activities Committee, Equity Reference Group, Finance Committee, Governance Committee, Honorary Awards Committee and Nominations Committee.

Two new committees were established in November: the **Physical Infrastructure Committee** is responsible to Council for the provision of advice on capital development and management matters within the context of the capital works budget; and the **Student/Council Liaison Group** is a forum for UTS students, members of the University Council and UTS senior management to discuss matters of UTS policy and governance relevant to the student body.

## 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 2006 these included Academic Administration; Appeals; Courses Accreditation; Executive; Teaching and Learning; and Research and Research Training. The Faculty Boards and Boards of Studies also offer advice to Academic Board.

## 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.

## Boards of Studies

There are four Boards of Studies: Indigenous Education, the Institute for Sustainable Futures, the Institute for International Studies and the University Graduate School Board. These boards also advise the Academic Board.

## Vice-Chancellor's Committees

There are several committees reporting via the Executive to the Vice-Chancellor. In 2006 these included the Vice-Chancellor's Committee; Academic Management Committee; Animal Care and Ethics Committee; Arts Advisory Committee; Courses Planning Committee; Emerging Fields Advisory Committee; Fee Policy and Management Committee; Information Technology Committee; CASS Advisory Committee; Environment, Health and Safety Committee; Human Research Ethics Committee; Human Resources Committee; Library Users' Committee; Planning and Quality Committee; Physical Resources Committee; Research Commercialisation Committee; Student System and Curriculum Management Advisory Committee; UTS Biosafety Committee; UTS Teaching Awards Committee; Short Courses Management Committee; Student Residences Management Committee; UTS International Committee; and Wingara Management Committee.

## THE YEAR AHEAD

Titles and responsibilities of the University executive will change in 2007 to create Divisions that have a more unified focus. This will be part of widespread change at UTS, which includes the ongoing Academic Profile Review and improvement of Council.

The New Year will be a period of settling in for the new Council and new Council committees and groups, and new executive personnel. UTS will continue to consider improvement to Council and general governance processes.

## OTHER ORGANISATIONAL INFORMATION

|                                     |        |
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| Organisational/Committee structures | p. 4-5 |
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# CHAPTER 7

## STRATEGY AND RESOURCE MANAGEMENT





With careful planning and management of resources, UTS has grown to become one of the leading Australian universities in terms of demand and ranking, as it nears its 20th anniversary.

To maintain this position, in 2006 the University commenced a comprehensive Academic Profile Review of its place in the market and what changes are needed to maintain competitiveness in the future.

The investigation is primarily concerned with teaching and research matters, but another significant part of the review, continuing into 2007, includes reconsideration of infrastructure and University organisation. This will include the structure of faculties and administrative functions, and any implications for physical campus planning.

The Review directly follows the University's most complete audit, undertaken by the Australian Universities Quality Agency early in the year.

The audit report gave solid approval to UTS management practices and strategic planning, particularly affirming that strategic directions and initiatives being undertaken by UTS were paying off and that the focus on continuous improvement was working well.

AUQA commended UTS for its efforts in effectively presenting and using performance management information and, in particular, for the Business Intelligence Portal, a central online source that provides management information to UTS decision makers and measurement of its achievement of strategic goals, and benchmarks its performance against other Australian universities.

At an organisational level AUQA commended UTS for the strong cross-campus linkages between the City and Kuring-gai campuses and effective management of staff across two campuses. The AUQA panel also commended 'the enthusiasm and commitment of UTS staff'.

#### **STAFF MATTERS**

The University's People and Organisation Development Plan 2005–2008 reached its halfway point at the end of 2006. During the year progress was made with the annual staffing planning process. Longer-term workforce planning will continue to evolve, linked to the University's major strategic plans.

#### **Promotions**

Integration of the annual performance and development cycle in the academic promotion process reinforced promotion as a reward for outstanding academic performance. UTS has a strong record of demonstrating equity in academic promotion that continued in 2006, with 23 women and 20 men successfully applying for promotion.

A scheme to reward outstanding performance by support staff was piloted in 2006. This scheme provides recognition for outstanding performers and reward in the form of a career development fund.

## **Highlights**

- > UTS began an Academic Profile Review – including review of University infrastructure and its organisational structure – to ensure the University is well positioned for the changing market.
- > Building 4 was opened in August following extensive refurbishment to make it suitable as the new location for the Faculty of Science.
- > The Australian Universities Quality Agency held an audit of UTS, concluding with a range of commendations, affirmations and recommendations.





### Staff representation

UTS has a range of mechanisms for communication with staff and for staff perspectives, input and questions to be considered. These include staff-oriented and University-wide publications, focus groups and official staff representation.

There are elected staff representatives from each Faculty, Unit and Division, and representative positions on a range of university committees and the Human Resource Policy Reference Groups. A review of the pilot UTS Staff Representatives model commenced in late 2006.

### Capability development

Building and developing capability within the University continued to be a priority in 2006.

Based on a 2005 pilot, a targeted leadership development program for the Deputy Vice-Chancellor and Deans was conducted. The program is based on 'Voices' multi-rater feedback and executive coaching. Effectiveness will be reviewed at 12-month intervals during the two-year program cycle.

A pilot induction and development program for new supervisors was conducted in autumn semester 2006 and was enthusiastically received by the 20 participants. The program was reviewed mid-year and revised based on the results – training was separated into discrete management development modules and the target audience was extended to include existing supervisors in Spring semester. Fifty-two managers and supervisors participated in the program in Spring semester. Participant evaluations indicated that the program is of high quality.

As a part of the Australian Technology Network of Universities' WexDev and Women@UTS programs, leadership development programs for high-potential women were conducted. These programs aim to help redress the gender imbalance still evident in the senior staff through the development of talented women in leadership capabilities and to support their retention at UTS.

### Staff profile

Increased competition and a significant reduction in demand from on-shore international students have continued to place significant pressure on UTS resources. UTS has responded through deliberate staffing consolidation and management of workforce costs as a proportion of revenue. In particular, the containment of workforce costs has been achieved through:

- > improved management of leave in order to reduce leave provision balances
- > tight management of recruitment (new and replacement)
- > improved management of casual and fixed-term staffing, and
- > a range of organisational reviews and restructures including the International Office, a number of faculties, various service areas in divisions and a pilot shared-service model for student administration for the Faculties of Education and Information Technology.

### Human resources

The challenging operating context for UTS has created increased demand for more professional HR services. This is being addressed through a new HR service delivery model which was implemented in 2006 following a significant review of the Human Resources Unit conducted in 2004–05. A review of the effectiveness of this new model (after 12 months of operation) is currently underway.

### Higher Education Workplace Reform Requirements (HEWRRs)

The Federal Government Higher Education Workplace Relations Requirements (HEWRRs) were again linked to funding under the Commonwealth Grants Scheme (CGS). For UTS to be eligible for CGS funds tied to the HEWRRs in 2007, the University had until 30 August 2006 to have in place workplace policies and practices that comply with the HEWRRs.

In order to comply, UTS offered Australian Workplace Agreements (AWAs) which offer 'genuine choice and flexibility' to all categories of staff (including casuals). UTS negotiated two new Certified Agreements for academic and support staff respectively, which contain provisions that comply with the HEWRRs. UTS was also required to analyse its policies and practices and update them to ensure compliance with the HEWRRs.

UTS received advice from the Federal Minister for Education, Science and Training that it was compliant with the HEWRRs and the National Governance Protocols for 2006 and would therefore receive the 7.5 per cent increase in Commonwealth Grant Scheme funding in 2007.



## STRATEGY AND STRATEGIC PLANNING AT UTS

### Strategy development and implementation

In 2006 UTS further embedded its Planning and Quality Management Framework (below), with emphasis on developing the external engagement enabling plan, embedding action planning at the faculty and unit levels and trialling the use of the University KPIs at the faculty level. During the year Council received two reports on the overall performance of the University against the UTS Strategic Plan 2005–2008: a full report for 2005 in June and a preliminary report for 2006 in November. At the November meeting Council also approved strategic priorities and forward targets for 2007.

One of the strategic priorities for 2006 was to commence a review of the University's academic profile. The review's objective was to continue to develop the profile that makes UTS competitive, and to move into new disciplines and discontinue existing ones if it would enhance the University's appeal to domestic and international students.

Throughout the year the Vice-Chancellor kept the UTS community informed of the progress of the review, which was led by members of the senior executive team. The first phase of the review was completed in October (see pages 13 and 73).

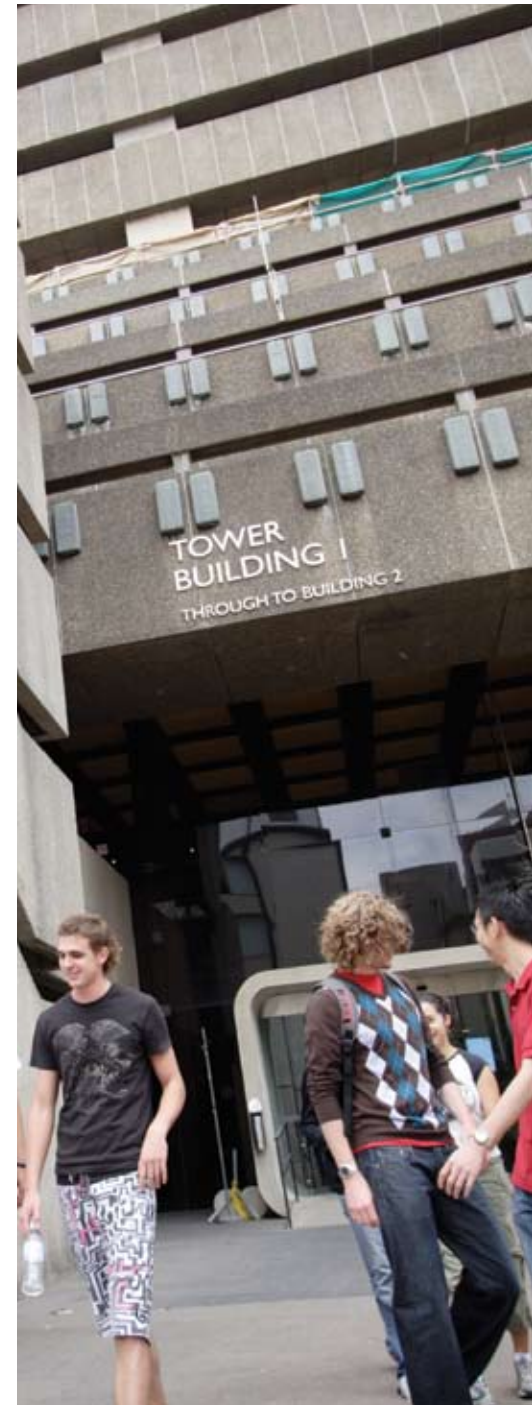
### SETTING THE PACE Statement of strategic directions

#### STRATEGIC PLAN 2006-2007

Teaching and learning    Research    Student experience    Organisational sustainability

| UNIVERSITY ENABLING PLANS                  | ACTION PLANS                  | KPIs       |
|--|-------------------------------|------------|
| Financial Plan                             | Annual University Budget      | University |
| Equity Plan                                | Faculty and Unit action plans | Faculties  |
| Campus Development Plan                    |                               | Units      |
| Information Technology Strategic Plan      |                               |            |
| International Strategy                     |                               |            |
| Community Engagement Plan                  |                               |            |
| People and Organisational Development Plan |                               |            |
| Reputation Management Plan                 |                               |            |
| Industry Plan                              |                               |            |
| Development Plan                           |                               |            |

Annual issue analysis, planning and target setting cycle





## Performance Reviews

In addition to the regular internal performance reviews against the strategic plan reported to Council (see above), 2006 also saw a major review of the university by AUQA (see page 13).

The AUQA audit report was positive in regard to the tracking of performance at UTS at the organisational and course levels.

'As part of the new strategic planning process, the University has focused on developing a manageable set of KPIs and core performance information. UTS is commended for its thoughtful development of KPIs and for its use of performance information, including a Course Performance Report which provides an accessible summary of key indicators for managers across the institution,' stated AUQA's audit report. A number of these KPIs are reported against in this annual report.

## CAMPUS DEVELOPMENT

### New home for Science

Early in 2006 the Faculty of Science moved from the UTS St Leonards campus in north Sydney to Building 4 of the City campus, Broadway, which was officially opened in August, attended by the Honourable John Watkins MP, Deputy Premier of New South Wales.

The move consolidates UTS's teaching in two campuses: City and Kuring-gai, and centralises the Faculty of Science in a multimillion-dollar refurbished building with up-to-date technology, including new research laboratories.

Science, the most research-intensive of the faculties, and most of the University's research institutes, also housed in Building 4, now have some of the most advanced facilities of any Australian university.

### Future of Kuring-gai campus

UTS continues to consider options for its Kuring-gai campus, situated in the northern Sydney suburb of Lindfield, 20 minutes' drive north of Sydney's central business district.

Future uses of the campus could be educational or non-educational in nature, such as leasing parts of the campus.

The University remains committed to maintaining current teaching and facilities for 2007 and 2008. If Kuring-gai educational activities are moved to the City campus in 2009, the University will make arrangements so enrolled students are not disadvantaged by the move.

### UTS Library

Redevelopment of the Blake Library was completed and under budget in 2006. The cost of work totalled \$2.8 million, while a budget of \$3.6 million was set aside. UTS asked tenderers to come up with creative ways to complete the project, with the successful tenderer providing an effective construction method, which meant the University didn't have to supply acceleration monies. Good management and documentation also contributed to savings.

Level 4 of the Blake Library was extended and refurbished, with the addition of study spaces and computer facilities. Further work on levels 4 and 5 will occur in 2007.

### Chancellery and Great Hall

Students from the Faculty of Design, Architecture and building joined forces to re-envision the UTS brand as a spatial translation of the vision, beliefs and values of UTS. The aim of the project was to analyse the Great Hall and the public areas of the Chancellery, considering the spatial function and qualities of these spaces, and to re-envision how these spaces could better reflect the UTS brand and culture. The special project began at a conceptual level by a selected team during summer school 2006-07.

## APPOINTMENTS

- > In March 2006 Professor Carrick Martin was appointed as the interim Vice-President (Resources) – an executive position responsible for ensuring the efficient and effective use of the resources of the University that replaces the previous role of Chief Financial Officer.
- > Patrick Woods was appointed as Vice-President (Resources) in July. Before moving to UTS, Patrick was Director, Financial Operations and Systems at the University of Sydney, and prior to that he was the Chief Financial Officer and Chief Operating Officer with TMP Worldwide AsiaPac. He also worked as a management consultant and was Managing Director of Merisel.
- > Gloria Blondé was appointed to the position of Manager, Organisation and People Development. The new role is to lead and coordinate HR services in the areas of change management, performance management, induction, leadership and key capability development.





- > In September it was announced that Professor Shirley Alexander would take the role of Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity), replacing Dr Alex Byrne, who was acting in the role. The change takes effect in 2007.
- > In November the Vice-Chancellor and President announced the appointment of Dr Rosalind Dubs to the position of Deputy Vice-Chancellor and Vice-President (External Relations) and Registrar. To take effect in 2007, this portfolio will cover External Relations, Alumni and Development, and major components of the role of the previous Registrar, Dr Jeff FitzGerald, who retired at the end of 2006.
- > Following the announcement in 2005, Tony Reed took up the position of Director, Student Administration.
- > Following the announcement in 2005, Professor Martin Nakata took up the position as Director, Jumbunna Indigenous House of Learning.
- > Tze-Ay Chuah was appointed in an acting capacity as Director, UTS International.
- > Glenn Rabbitt was appointed in an acting capacity as Director, Facilities Management.

## THE YEAR AHEAD

Several big changes are planned for UTS at a management and organisational level in 2007.

To create a structure comparable to other universities, senior executive titles will be changed to include 'Deputy Vice-Chancellor', which will be accompanied by a restructuring of the major divisions.

With the continuation of the Academic Profile Review, senior management will consider long-term plans for the University's infrastructure and organisation, across faculties, administration and the campus.

The University will also commence a review of the Planning and Quality Management Framework (presented on page 75).

Aside from this, the University will continue to develop its infrastructure, with specific work planned in libraries and improvements to Building 1 foyer and student areas on level 3.

## OTHER MANAGEMENT INFORMATION

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# CHAPTER 8

## ORGANISATIONAL RESPONSIBILITY





The University has ongoing commitment to responsible practices, taking its responsibilities for creating equitable opportunities for staff and students and to the environment, seriously, just as it does with monitoring areas of risk and enacting strategies to ensure safety.

In 2006 UTS advanced in all areas of organisational responsibility, fulfilling its guiding principles of sound ethical practice, equitable access to education, commitment to Indigenous cultures and sustainability.

During the year the University conducted a Strategic Risk Assessment, developed Response Plans to specific crisis situations, developed a new three-year UTS Environment, Health & Safety (EHS) Plan focusing on the high-risk issues, launched Indigenous student scholarships and received commendation as an employer of women.

These achievements are the result of the University's increasing focus on the wellbeing of students and staff, in all aspects of their involvement with UTS, and its physical infrastructure, in terms of its environmental soundness and sustainability.

### **RISK MANAGEMENT**

UTS began implementing its Risk Management Framework in 2005. During this implementation it was decided a Strategic Risk Assessment would be completed every year to monitor the status of risk areas across the University.

The 2006 Assessment was undertaken in consultation with relevant members of the University's senior executive and their senior staff, where appropriate.

A number of specific areas were reviewed. These included the University's achievement of its desired operating result, offshore teaching programs, INSEARCH, intellectual property, campus development, workplace reform compliance, voluntary student unionism, and the Research Quality Framework.

All areas were analysed and sorted into high, medium and low risk categories. For 2006 only one area was deemed as high risk, with seven considered medium, and four regarded as low risk.

### **CRISIS AND EMERGENCY MANAGEMENT**

UTS Emergency and Crisis response capability is continuing to be improved and tested. The purpose of this capability is to ensure the welfare of personnel and minimise the effects of any serious escalating incidents that may pose a threat to the operation, viability or image of UTS.

In 2006 the EHS team facilitated the development of a Response Plan in the event of an influenza pandemic. The Plan is based on the World Health Organisation and Australian Government's descriptions of phases of a pandemic development. Each phase of the pandemic acts as a trigger for action(s) for UTS to contain spread of the disease should it enter Australia. During 2007 the University will work to promote awareness of the importance of hand washing in reducing cross-infection and spread of disease.

## **Highlights**

- > For the first time female staff accounted for more than 50 per cent of all staff in 2006; women also comprised half of all Deans and Council members.
- > UTS implemented a new Ethnic Affairs Priority Statement, which commits the University to cultural diversity.
- > A new Environmental, Health and Safety Plan was developed in 2006, following a widespread review of EHS issues across the University.



Such public events as City2Surf are promoted at UTS, complementing the Wellness & Health Promotion Strategy.

## ENVIRONMENT, HEALTH AND SAFETY

### EHS management system

The Deputy Vice-Chancellor's Environmental Health and Safety Advisory Committee developed a new three-year UTS EHS Plan (2006–2008).

The UTS EHS Plan focuses on risks concerning the UTS community and addressing any deficiencies in the UTS EHS Management System. The new plan was developed following a review of emerging issues and risks in the education sector, the UTS accident/incident and workers' compensation data, self-assessed compliance ratings against faculty/unit EHS Plans, EHS audit results in high-risk facilities and requests for information and assistance. The EHS Policy and the consultation and risk management mechanism were also reviewed and updated.

The key UTS-wide projects in 2006 focused on EHS risk management in research and teaching and learning, clinical and industrial placements, supervisor training, cash handling, travel and the very well received wellness and sustainability program.

The environment, health and safety management system requires every faculty and unit establish, implement and monitor an EHS Plan. The Plans are structured around a list of compliance requirements driven by legislative obligations and policy driven outcomes at UTS. The planning process allows faculties and units 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 has been in place for over ten years and the online version is now well established.

The EHS management 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 indicate a continual improvement in the implementation of EHS procedures. In 2006 the University did not receive any WorkCover New South Wales improvement notices or prosecutions.

### Personal Safety, Health and Wellness Program

In 2006 EHS continued with a busy year of health and wellness activities. The Health Sense event – an opportunity for staff to find out more about their current health status, and consider activities that might improve health – ran again this year with increased numbers attending over the previous year. New initiatives during 2006 included step challenges, with 140 staff taking part, and sleep workshops at the Kuring-gai and City campuses.

Surveys of staff responses to these programs have been very positive and reflect that a range of people are taking part in each of the activities.

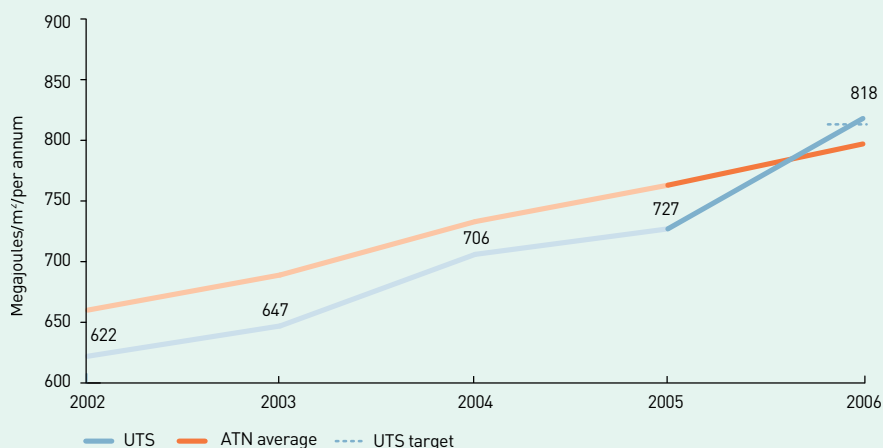
### Workers' compensation

The University's premium is calculated using the Industry Tariff Rate and the University's claims experience (the number and cost of claims). The lower the claims experience, the lower the premium and the bigger the difference between the Industry Tariff Rate and the premium as a percentage of salary.

In 2006 the WorkCover Authority of NSW set the Industry Tariff Rate for universities at 0.81 per cent. In 2006 the University's premium was \$1.54 million, approximately 0.73 per cent of salaries, well below the Industry Tariff Rate and reflecting a very good performance.



## KPI – Energy consumption



The UTS energy usage intensity result for 2006 was 818 MJ/m<sup>2</sup>, over the target of 814 MJ/m<sup>2</sup>. Reasons include electricity and gas consumption in the new science building (Building 4) being higher than anticipated. Energy intensity increased in recent years due to the commissioning of a central chilled water plant, Building 4, 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. Whilst these are general trends across most universities, UTS is committed to minimising further growth in energy usage intensity.

**Background** Energy usage results for Australian universities are compiled by the Australian Tertiary Education Facilities Management Association to assess energy related costs and consumption in the sector. 'Energy usage intensity' (i.e. energy used/per m<sup>2</sup> of floor area/per annum) is a measure of energy consumed for heating, cooling, lighting and power systems within the University. 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.

Reference: UTS KPI QS 8

## Students

Environment, health, safety and security information is included in general student orientation sessions and is a key focus in orientation to laboratories and workshops. Undergraduate students are made aware of risk assessments for the activities they are to undertake and postgraduate students do an EHS risk assessment for all research projects. Science; Engineering; Design, Architecture and Building; and Nursing, Midwifery and Health, have continued to address EHS as a priority and taken action to integrate EHS into curriculum as well as undertake risk assessments for tasks in laboratories and workshops, and include EHS in orientation for staff and students.

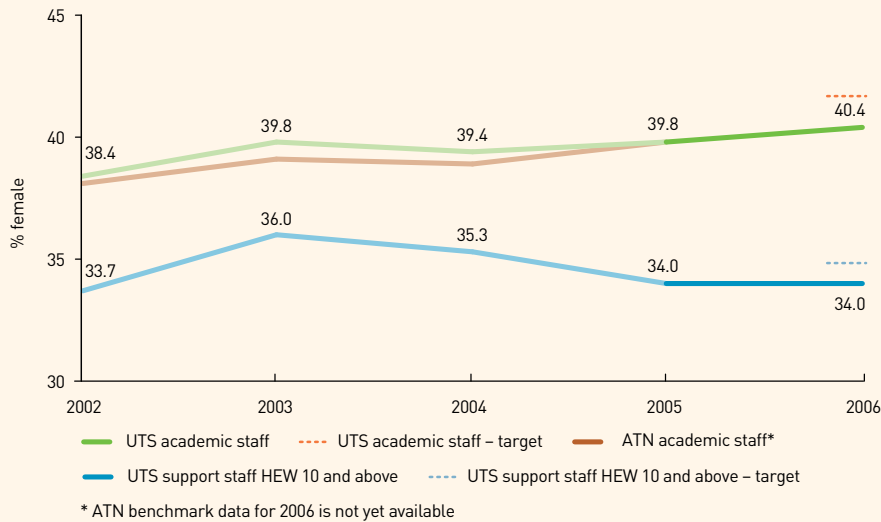
## ENVIRONMENTAL PERFORMANCE

The UTS approach to sustainability considers the impacts of a decision in relation to the environment and the society as well as the economic cost. The University is committed to integrating sustainability into research and consulting, teaching and learning and also operational practices, i.e. greening of the campus.

The greening of the campus program focuses on waste, energy and water. A number of initiatives have been undertaken to reduce the amount of waste produced, to reuse and recycle the waste that is generated, and to purchase recycled products and/or products with less impact on the environment.



### KPI – Staff equity (female)



The representation of women in academic employment increased from 39.8% to 40.4% continuing an incremental increase. The representation of women in senior support positions (HEW 10 and above) is stable at 34%, with an increase expected in 2007.

**Background** Staff headcount used to calculate per cent representation includes only staff employed on a full-time or fractional basis, and it excludes all casuals. HEW 10 is the most senior support staff grading classification. Academic staff are identified via occupational code.

Reference: UTS KPI OS 7

### Paper and printing

In April 2002 the University introduced a new paper-recycling scheme. As of December 2006 the University has increased the recycling of paper products from an initial level of five per cent of the waste stream to 23 per cent (by volume), which has reached a plateau over the past three years. This has reduced the volume of waste going to landfill (on an uncompacted basis) by approximately 1900 m<sup>3</sup> on an annual basis. The University continues to explore other cost effective methods for reducing waste to landfill.

UTS continues to use duplex printing in all UTS General Access Computing Facility printers. This initiative runs in conjunction with providing cheaper costs to students for duplex print jobs than for single sided printing, and a marketing campaign within the labs and on the web encouraging students to print double sided. The use of double sided printing continues to increase.

### Energy

As UTS expands and grows, so too does the demand on its resources, particularly in terms of cooling, lighting and electricity. 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. These installations are saving 253,847 kilowatts (kWh) per year, which reduces greenhouse gas emissions by 241,000 kg every year. Energy efficient lighting with a corresponding increase in lighting levels for code compliance purposes were installed in UTS buildings during 2006 in a continuing program of lighting upgrades. UTS also received accreditation under the NSW Government Greenhouse Gas Abatement Scheme (GGAS) enabling the annual generation of marketable NSW Government Abatement Certificates (NGACS) for lighting efficiency improvements undertaken in Building 2, levels 3 to 7.



Another stage of the progressive replacement of Building 1 lighting with high-efficiency fluorescent fittings was completed in 2006, with the replacement of stairwell lights in the building. Lights have also been replaced with the refurbishment of toilets, classrooms and public areas.

Although the new science building (Building 4), which houses specialised scientific equipment and research laboratories, significantly increased the demand for energy in 2006, low energy consuming lighting and high-efficiency electrical motors have been installed throughout the building to limit this rise. In addition, a state-of-the-art building management system provides optimum control and operation of the building. These systems will provide energy savings in comparison to the older low-efficiency lighting, electric motors and manual controls that were replaced.

In 2006, with the completion of the science building (Building 4), the new Building 1 central chiller plant came fully on line, replacing the old central plant to deliver chilled water to the majority of the buildings on the City campus. The new chillers coupled with high-efficiency motors on the pumps and cooling towers and a new automated Building Management System will ensure new levels of efficiency of the central plant. The estimated energy saving is 1,071,428 kWh, which reduces greenhouse gas emissions by 1,017,000 kg per year. In 2007, accreditation under the GGAS will be sought for greenhouse gas emission reductions achieved by the new chiller system and by the new low-energy lighting in Buildings 1 and 4.

## **Water**

In 2003 UTS consumed 191,000 kl of water. In 2006, despite increases in area, occupancy and air conditioning, consumption was down to 178,000 kl. This reflects a reduction in water consumption over the three-year period of seven per cent. This reduction has been achieved while air conditioning at the City campus has increased. The refurbishment of the science building (Building 4) provided opportunities to introduce 14 more Uridan waterless urinals in addition to the existing five in University Hall. These save an estimated 950,000 litres of potable water a year. A new vacuum aspiration system has been installed for use in laboratories, replacing the use of an estimated 960,000 litres of potable water a year. A number of water flow limiting devices have been installed, such as aerators and restrictors on taps and showers, dual flush toilet cisterns and water efficient appliances, to help reduce water consumption. The air conditioning cooling towers in the central plant are the largest single consumer of water. The installation of new cooling towers in late 2004 with improved water management will help further reduce the consumption of water.

A water use audit to comply with the NSW Government Water directives has been completed for Buildings 1 and 2 and the NSW Department of Energy Utilities and Sustainability has accepted UTS's Water Savings Action Plan. The audit revealed that water use at UTS is maintained at an efficient level. Some minor actions have been recommended.

In Building 10 the urinal flushing systems were modified in 2006 to provide a minimum water flush. The saving is estimated to 1,666m<sup>3</sup> of water per annum in 50 urinals.

UTS has also consistently remained under the benchmark average in water use, in comparison to other comparable Australian universities. With the many water management systems in place, this position will continue to improve.

## **SOCIAL PERFORMANCE**

### **Ethnic Affairs Priority Statement**

A new Ethnic Affairs Priority Statement was developed in 2006. This Statement outlines the University's commitments as a culturally diverse university that engages with and is reflective of the diversity of the broader community. The Statement provides an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.

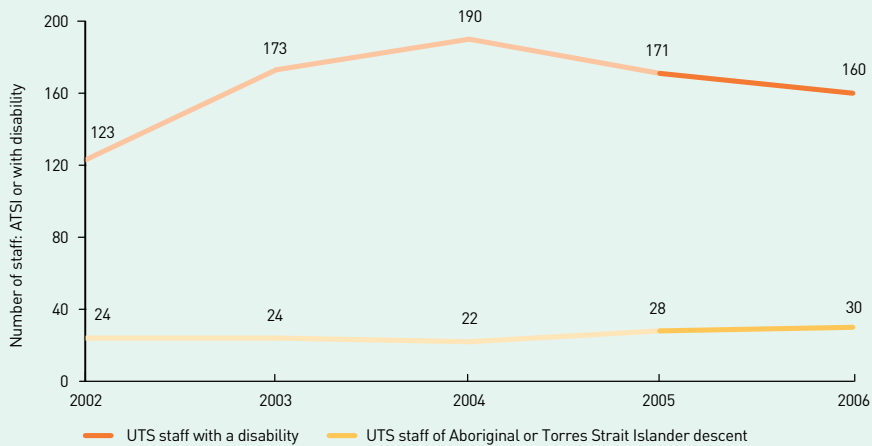
### **Women**

UTS reached two significant milestones in women's representation in 2006. For the first time the overall representation of women staff at UTS was greater than 50 per cent (at 50.5 per cent), and the number of academic women was greater than 40 per cent (at 40.4 per cent). Half of all Deans and Council members at UTS were women in 2006. In 2007 female appointments to the Executive will increase women's representation in the most senior leadership roles at UTS to 50 per cent.

The University won a 2006 Employer of Choice for Women citation from the Federal Government's Equal Opportunity for Women in the Workplace Agency and was rated as a best practice organisation by the Agency.



### KPI – Staff equity (ATSI and disability)



The number of Aboriginal and Torres Strait Islander staff further increased in 2006 from 28 to 30, the highest level in the past six years. Conversely, the number of staff with a disability further reduced in 2006 from 171 to 160. The University is investigating the factors contributing to the relatively high separation rate for staff with a disability.

**Background** Staff headcount includes only staff employed on a full-time or fractional basis, and it excludes all casuals. 'ATSI' staff self-identify as being of Australian Aboriginal or Torres Strait Islander descent. 'People with disabilities' are staff who self-identify as having a disability, either one requiring a work-related adjustment or not.

Reference: UTS KPI OS 7

From a field of more than 3,000 organisations that report to the Equal Opportunity for Women Agency, UTS was selected as a finalist in the 2006 EOWA Business Achievement Awards, and Anne-Maree Payne, Director of the Equity and Diversity Unit, was one of four national finalists in the category Diversity Leader for the Advancement of Women.

UTS also received a commendation from the Australian Universities Quality Agency for its 'commitment to equity and diversity in staff employment and in particular for its support for women and Indigenous staff'.

At the UTS Human Rights Awards, the Jo Wilton Memorial Award for Women is awarded to an individual, project or research activity that contributes to women's participation and success in universities. In 2006 it went to Bronwyn Holland for her ongoing commitment to encouraging female students to enter and continue in non-traditional areas of study, particularly in Engineering. Some initiatives that Bronwyn has been involved in include the very successful Hands on Engineering Day, the Women in Engineering Program, the SWEIT (Sydney Women in Engineering and Information Technology Program), and the development of a network of successful female engineering graduates.

### Equity scholarships

In 2006 the Vice-Chancellor, in cooperation with Jumbunna Indigenous House of Learning, awarded scholarships from the Indigenous Undergraduate Tuition Fee Scholarship Scheme. They are awarded on academic merit to Indigenous students beginning tertiary studies.

Funded by the Linden Little Memorial fund, the Faculty of Engineering awarded a scholarship based on social disadvantage in 2006, and sponsored two students under the Temporary Protection Visa assistance scheme.

### Human rights

The Vice-Chancellor's Social Justice/Human Rights Award for staff is an annual award to a member of general or academic staff or group to recognise an outstanding contribution to the advancement of social justice/human rights at the local, national or international levels. The award recipient in 2006 was Judy Burgess for her outstanding and sustained contribution in the area of legal services for refugees, and in particular for her initiative in establishing the Reuniting Refugee Families Project at the Auburn Migrant Resource Centre.

The Elizabeth Hastings Memorial Award for Student Community Contribution is an annual award to a UTS student to recognise a significant contribution to the community in the areas of equity, diversity, social justice or human rights. The award recipient in 2006 was Christine Robinson for her contribution in coordinating the state-wide development of the project 'Sexual Abuse: It's Not our Lore', which aims to raise awareness of the issues of sexual abuse and child abuse and to provide support for Aboriginal women, communities and families experiencing sexual assault.

### THE YEAR AHEAD

The University will maintain its general strategies to ensure UTS is a safe, equitable and environmentally responsible organisation into 2007.

Specifically, risk areas will continue to be monitored through the University's annual risk management review – the Strategic Risk Assessment.

And UTS will run campaigns to encourage staff and students to take practical steps to ensure their own health and safety.

### OTHER RESPONSIBILITY INFORMATION

|                               |          |
|-------------------------------|----------|
| Guiding Principles            | p. 2     |
| Teaching quality assurance    | p. 16    |
| Teaching and learning support | p. 20    |
| Support for students          | p. 41    |
| Scholarships                  | p. 42    |
| Community involvement         | p. 59-63 |
| Staff matters                 | p. 74    |
| Staff statistics              | p. 103   |



Judy Burgess from the UTS Community Law Centre received the Vice-Chancellor's Social Justice/Human Rights Award in 2006.

# CHAPTER 9

## ALUMNI AND DEVELOPMENT



The University is increasingly focused on development activities as a way to secure alternative funding and increase links with the external community. In 2006 a number of initiatives and strategies strengthened the University's focus in this area.

Accompanying this focus is UTS's desire to establish a strong relationship with alumni. Strategies and social infrastructure continued to be developed in 2006 to create a value-add relationship between the University and its alumni, with an increasingly international outlook.

## DEVELOPMENT

The UTS alumni and development strategy is to build long-term relationships with individuals and organisations by involving them with the educational mission of the University. In some cases parties may include financial support of UTS as part of their involvement.

Such relationship strategies were included in the development plan, which was implemented in 2006. This involved fostering UTS-wide readiness for development; creating mechanisms for giving, acknowledging and recording financial support; forming and developing relationships with new and existing donors; and commencing several major gift appeals in support of specific initiatives.

Linked to this were increased efforts to involve alumni with UTS through a range of alumni networking and career development events and by asking alumni to consider giving practical as well as financial support.

## Activities and initiatives

The UTS Council, Executive and senior staff were invited to have input into the creation of the development plan. A staff payroll deduction program in support of scholarships for underprivileged students was launched and attracted wide, generous and ongoing support. An appeal sent to alumni members inviting their support for scholarships also received wide support. A new alumni and development website was created during 2006.

## UTS Foundation

Research into the establishment of a UTS Foundation began in 2006. The law firm Minter Ellison provided pro-bono advice on its establishment and UTS gratefully acknowledges this support. Consideration is also being given to creating a Foundation in the US, to assist UTS in seeking support from individuals and corporations, as well as foundations and trusts.

## Bequests

Many organisations form close relationships with supporters who, in recognition of the value of the organisation's work, choose to leave a gift in their will. UTS communicated with alumni and staff about the value of leaving a bequest to the University. An encouraging number of individuals confirmed their intention to leave a bequest and a number of others enquired about this. In 2006 UTS received a bequest that will be used to support a prize in the Faculty of Business School of Sport, Leisure and Tourism.

## Highlights

- > The University began proceedings to establish a UTS Foundation in Australia and in the USA.
- > New York was a focus of UTS alumni activity in 2006 with a New York Chapter set up and an alumni dinner held at the Australian Consulate in New York.
- > Alumni Peter Cronau and Liz Buckfield were part of the ABC TV team that won the Gold Walkley at this year's Walkley Awards.

Opposite page: Kylie Taylor (far left) and Valerie Khoo (left) received the Alumni Leadership Award at the 2006 UTS Alumni Awards.



Melanie Kritsotakis (right) and Rodrigo del Busto (far right) were both winners at the 2006 UTS Alumni Awards.



## Appeals

During the year UTS commenced planning and fundraising for several major appeals. In memory of the late Professor John Hughes, a respected information technology academic who died suddenly in 2006, plans were made to launch an appeal in support of the John Hughes Chair in Computing. UTS has a strong China Studies focus and is a world leader in this field, so a fundraising appeal in support of China Studies at UTS was commenced. Other appeals in support of high-performance rowing, Thai language and culture, and writers in residence were being prepared. Alumni and staff continued supporting a fund to provide scholarships for disadvantaged students.

UTS welcomes the involvement in and support of fundraising by alumni, staff and the wider community.

## Sponsorship

The prestigious Bachelor of Information Technology degree secured a special sponsorship from Westpac Bank in 2006. Offering its Westpac Young Woman's IT Scholarship, the bank provided the course's annual scholarship of approximately \$13,000 for three years, and personal mentoring from its female IT experts.

The Rio Tinto Aboriginal Foundation provided a grant of \$11,000 for emergency funds to Aboriginal students in need. The funds will be used by Indigenous students for specific emergencies, such as the need to travel to a funeral.

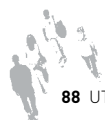
## ALUMNI

In 2006 UTS alumni continued making a valuable contribution to society, achieving prominence in many diverse fields. Many maintained their relationship with UTS – relationships that are fostered and encouraged by the UTS Alumni and Development Office.

The University strives to build life-long relationships with alumni, which benefit both parties, by involving them with UTS and creating opportunities for networking and professional development. Alumni can undertake short courses at discounted rates and are invited to assist students and fellow alumni by providing career opportunities.

## Events

- > The Alumni Office maintained a busy schedule of international events during the year. These included a UTS: Alumni reception and an alumni dinner at the Australian Consulate in New York, a reception in Bangkok, and another in London at Australia House.
- > The Chancellor and Vice-Chancellor also attended several international alumni events.
  - UTS Chancellor, Professor Vicki Sara, who is also Honorary Consul-General of Sweden in Sydney, held a lunchtime reception in August for UTS alumni living in Sweden. The lunch was held in conjunction with the Australian Ambassador to Sweden, Richard Rowe, at his official residence.
  - A UTS and INSEARCH cocktail reception was held in Hong Kong at the Renaissance Harbour View Hotel for UTS alumni. The Vice-Chancellor, Professor Ross Milbourne, hosted the event.
- Alumni dinners were held in Shanghai and Kuala Lumpur for UTS graduates, with Professor Ross Milbourne, the Vice-Chancellor, attending both events.
- > An exhibition of the work of Visual Communication graduates was held at the UTS Gallery in early 2006. Entitled 'Work/Play: 30 years of Visual Communication', a wide range of design work was exhibited, including advertising, photography and animation. Exhibitors included film director Samantha Lang, typographer Jenny Griggs and advertising creative director Sarah Barclay.
- > The Alumni Office ran a Professional Development Seminar Series in 2006, with three seminars held throughout the year. The New Alumni Seminar Series, starting in October with 'Managing Career Direction' and featuring J-Yes Consulting Executive Director Joyce Yong, superseded the earlier series.
- > The Engineering Network organised its first event, the Grand Reunion, to help engineering alumni reconnect with UTS and their peers. Held at the UTS City campus, all UTS engineering alumni and final-year engineering students were encouraged to attend.
- > To recognise the achievements of alumni, the UTS Alumni Awards were held for the second year in 2006. From an outstanding field of candidates, the following awards were made:
  - the Chancellor's Medallion for Excellence was awarded to The Honourable Justice Tricia Kavanagh (Bachelor of Laws, 1980; Doctor of Philosophy, 1998), NSW Industrial Relations Commissioner





Alumni Glen Sarah (far left) was part of the team that won an Academy Award for *King Kong*, and Dominic Dowling (left) won the University's Student Alumni Award.

- the Alumni Leadership Award went to Valerie Khoo (Graduate Diploma in Communication Management, 2000) and Kylie Taylor (Bachelor of Arts in Communication, 1992), founders of the fashion label Taylor & Khoo, established to support aid projects in Cambodia
- the Professional Achievement Award was awarded to Tim Palmer (Bachelor of Arts in Communication, 1991), an international correspondent for the ABC
- the Young Alumni Award Winner was fashion designer Melissa Kritsotakis (Bachelor of Design in Fashion and Textiles, 2004)
- the Student Alumni Award was awarded to Dominic Dowling (Bachelor of Engineering, 2002; and enrolled in a Doctor of Philosophy), and
- Faculty of Engineering analyst Rodrigo del Busto (Bachelor of Engineering Diploma in Engineering Practice, 2001) won the Staff Alumni Award.

Networks and chapters include the Writers Network, Business Network, Kuring-gai Staff Network, Malaysian Alumni Chapter and others. The number of networks and chapters grew during 2006 with the formation of the Engineering Network and New York Chapter. Plans are in place to form new networks for nursing and science graduates, and alumni living in Shanghai and the UK.

During the year a mini conference for representatives of chapters and networks was held. Alumni delegates representing local networks as well as those in Malaysia and Thailand attended, along with representatives from the faculties. The mini conference was a forum for alumni representatives to exchange ideas, meet representatives from faculties and advise the UTS Alumni and Development office of their individual and group needs. Another conference is planned for 2007.

The Institute for International Studies (IIS) began work on establishing a network for its alumni. It worked with the Alumni Office to collate a list of alumni and locate and make initial contact with some for the purposes of developing the IIS alumni online community.

- > Ayumi Moritoki (Bachelor of Design in Visual Communication, 2006) was awarded the Design Institute of Australia's NSW Graphic Design Graduate of the Year Award for her book illustrating her experience of moving from Japan to Australia and studying in Sydney.
- > Kasia Bilinski (Bachelor of Design in Fashion and Textiles, 2006) won the New Design 2006-Object Gallery Award for Design Manufacture.
- > Premphol Nitikitpaibool (Bachelor of Design in Industrial Design, 2006) designed the 'Mobil-Aid', an increment free height adjustable walking cane. While existing canes can only be adjusted in 25mm increments, the Mobil-Aid can be adjusted to any height.

#### Faculty of Education

- > Tristan Burg (Graduate Diploma in Education, 2004) received the Teachers' Guild of New South Wales Award for Early Career Educator (Secondary Teacher). He is a teacher at Hennessy Catholic College in the town of Young and is also completing his Doctorate in Philosophy.

#### Network and chapters

During 2006 the Alumni and Development Office organised or assisted alumni members to hold more than 50 social networking and reunion events as well as professional development seminars covering diverse topics, including career and financial planning and the application of emotional intelligence in a business setting.

#### ALUMNI ACHIEVEMENTS

##### Faculty of Design, Architecture and Building

- > Visual communication graduate Alexandra Crosby (Bachelor of Design in Visual Communication, Bachelor of Arts in International Studies, 2004), was appointed director of the Gang Festival; a contemporary art festival based on artistic exchange between Indonesia and Australia. In Australia the Festival showcased Indonesian film, music, writing and visual art in Sydney from January 12 to 29.



Kuala Lumpur was one of several international cities, including Hong Kong and Shanghai, where UTS Alumni events were held, attended by Vice Chancellor, Professor Ross Milbourne.

### Faculty of Engineering

- > Su-Fern Tan (Bachelor of Engineering (Civil and Environmental), 2001) won the Kell & Rigby/Master Builders Award for Innovation for her work on Australia's first six star green building: Melbourne's Council House 2 (CH2). She also won the inaugural Bovis Lend Lease Future Leader Award at the 2006 National Association of Women in Construction NSW/ACT awards.

### Faculty of Humanities and Social Sciences

- > Richard Allen (Doctor of Creative Arts, 2006) has had his first work of fiction published by Brandt & Schlesinger. *The Kamikaze Mind* is the story of an astronaut who returns from a black hole, with the author presenting the character's thoughts alphabetically.
- > Researcher Peter Cronau (Masters of Arts in Journalism, 1993) and Producer Liz Buckfield (Bachelor of Arts in Communication, 1991) won Australia's top media award, the Gold Walkley, at the 2006 Walkley Awards, for their story 'Stoking the Fires' about crisis in East Timor. It also won the Walkley in the Coverage of the Asia-Pacific Region category. The story aired in the ABC Television program *Four Corners*. Reporter Liz Jackson also shared the awards.
- > Tim Palmer (Bachelor of Arts in Communication, 1991), won the Walkley Award for Radio News Reporting for his ABC Radio story 'Bali Suicide Bombings'. He was also announced as the 2007 executive producer of ABC Television program *Media Watch*.

- > Jennifer Cordingley (Bachelor of Arts in Communication, 1996) established her Brand Marque communications agency in 2004. In 2006 it was listed in BRW magazine's list of fastest growing start-up companies and fastest growing women-run companies.
- > Novelist Kate Grenville (Doctor of Creative Arts, 2006) had her novel *The Secret River* short-listed for the Man Booker Prize for Fiction and won the Commonwealth Writers' Prize, the Christina Stead Award and a New South Wales Premier's Literary Award.
- > Kathleen Drayton (Bachelor of Arts in Communication, 1986) was director of ABC Television's *Girl in a Mirror* that won the international Rose d'Or television award at Lucerne, Switzerland and the Dendy Best Documentary Award at the 53rd Sydney Film Festival.
- > Karen Pearlman (Master of Media Arts and Production, 2002; and enrolled in a Doctorate of Philosophy) received the Gold Medal for Excellence - Directors' Choice for Artistic Excellence in a Feature Film at the Park City Film Music Festival for her film *Thursday's Fiction*.
- > Mandy Sayer (Doctor of Creative Arts, 2002) won the best Non-Fiction Award at the 2006 South Australian Premier's Award for Literature for her childhood memoir *Velocity*.

### Faculty of Information Technology

- > Glen Sarah (Bachelor of Science in Computing Science, 2000) was credited as Lighting Technical Director (Visual Effects) for his work on feature film *King Kong*, which won the 2006 Academy Award for Visual Effects.
- > The following seven graduates have credits for animation/visual effects on the feature film *Happy Feet*: Research and Development Software Supervisor Justen Marshall (Bachelor of Science in Computing Science, 1999), and Research and Development Software Programmers Steve Agland (Bachelor of Science in Computing Science, 2003), Peter Brownlow (Bachelor of Science in Computing Science, Diploma in Information Technology Professional Practice, 2004), Chris Cooper (Bachelor of Engineering in Computing Systems Engineering, 1998), Peter Georges (Bachelor of Science in Information Technology, 2005), Adrian Paul (Bachelor of Science in Computing Science, 2004) and Bryan Smith (Bachelor of Science in Computing Science, 2001).

### Faculty of Law

- > Tony Bogdanoski (Bachelor of Arts in Communication, Bachelor of Laws, 2006) won the New South Wales Young Lawyers Animal Essay Competition with his entry 'The Marriage of Family Law & Animal Rights: How should Australia's family courts approach the rise of 'pet custody' disputes?'. He received the \$500 first prize sponsored by Voiceless, with his essay published in *Alternative Law Journal*.



### Order of Australia Award Winners

The following UTS alumni were honoured as Members of the Order of Australia (AM) or recipients of the Medal of the Order of Australia (OAM) on Australia Day 2006.

- > Joy Heads OAM (Graduate Certificate in Bioethics, 1994) for service to nursing and midwifery as a specialist lactation consultant and to health professional and parent education.
- > Judith Lambert AM (Graduate Diploma in Business Administration, 1999) for service to the community through a range of policy development and coordination roles within the conservation and environment movement, and to local government.
- > Aado Maranik OAM (Diploma of Technology (Management), 1978) for service to target rifle shooting as a competitor, official and club office-bearer.
- > Susan Miller OAM (Graduate Diploma in Administration, 1988) for service to nursing as a practitioner and in the provision of palliative and aged care services.
- > Michael Monaghan AM (Bachelor of Laws, Graduate Diploma in Legal Practice, 1992) for service to the tourism and hospitality industry, particularly through development, promotion and formation of strategic partnerships for Western Australia's tourism sector.
- > Garry Payne AM (Bachelor of Business, 1980) in the General Division for service to the public sector governance in New South Wales through the development and implementation of accounting, policy and legislative reforms relating to business.
- > Robyn Yates OAM (Diploma of Teaching, 1985) for service to special education, particularly through the development of professional learning opportunities for teachers of students with disabilities.

### THE YEAR AHEAD

In 2007 the Alumni and Development Office in conjunction with staff, alumni and members of the wider community will work to increase the number of supporters and level of support for the educational mission of UTS.

Board members will be recruited to the new UTS Foundation to bring leadership and inspiration to UTS's development activities. Efforts to involve US-based alumni with UTS will continue, including through in-country events.

A number of appeals in support of specific projects at UTS including information technology, China Studies, high-performance rowing, engineering, professional writing, Thai language and culture studies, and other initiatives, will be conducted.

### OTHER DEVELOPMENT INFORMATION

|                                  |       |
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| Industry accreditation           | p. 15 |
| Research commercialisation       | p. 27 |
| Research funding                 | p. 28 |
| Scholarships                     | p. 42 |
| UTS External Engagement Strategy | p. 57 |



# CHAPTER 10

## FINANCIAL MANAGEMENT



During 2006 the University continued to strive to improve its financial management in order to fulfill its mission and goals through the effective and efficient use of resources.

### **IMPROVING OPERATIONS AND SYSTEMS**

In 2006 the Financial Services Unit completed several key strategic projects aimed at increasing efficiencies, removing duplication and reducing costs across the University. The full rollout of iExpenses throughout the University was completed allowing acquittal and approval of credit card expenditure and out-of-pocket expenses online. As part of the University's ongoing process of improving controls over procurement and spending, the rollout of Oracle iProcurement to the Faculty of Science was commenced. Accounts Payable was restructured to incorporate a 'call centre' format and a seamless process to pay foreign currency invoices was introduced.

Payroll improved processing with the further automation of payments for casual academic contracts. This automation has increased security, minimised duplication, reduced processing times and allowed better salaries forecasting. Further functionality was added to the employee self service module, enabling staff to view and change their personal details online, as well as view their pay slips and leave records.

### **BUDGETING, REPORTING AND FORECASTING**

The University successfully implemented the COGNOS Enterprise Planning module during 2006 to allow greater capacity to implement best practice budgeting and forecasting capability and increase the speed of budget consolidation. Further enhancements to the module are planned for 2007.

The University prepares monthly phased budgets on a full accrual basis and reports monthly against these targets. Annual Financial Reports are prepared in accordance with the Australian equivalent of the International Financial Reporting Standards.

### **INVESTMENT MANAGEMENT**

The University's Finance Committee oversees and reviews the investment strategies employed in the management of the University's investment portfolio. The University has appointed Macquarie Investment Management Ltd to manage its investment portfolio through two pooled investment funds, the Income Plus Fund and Treasury Fund. A minor sum is also invested in the NSW Treasury Corporation Hour Glass Facility.

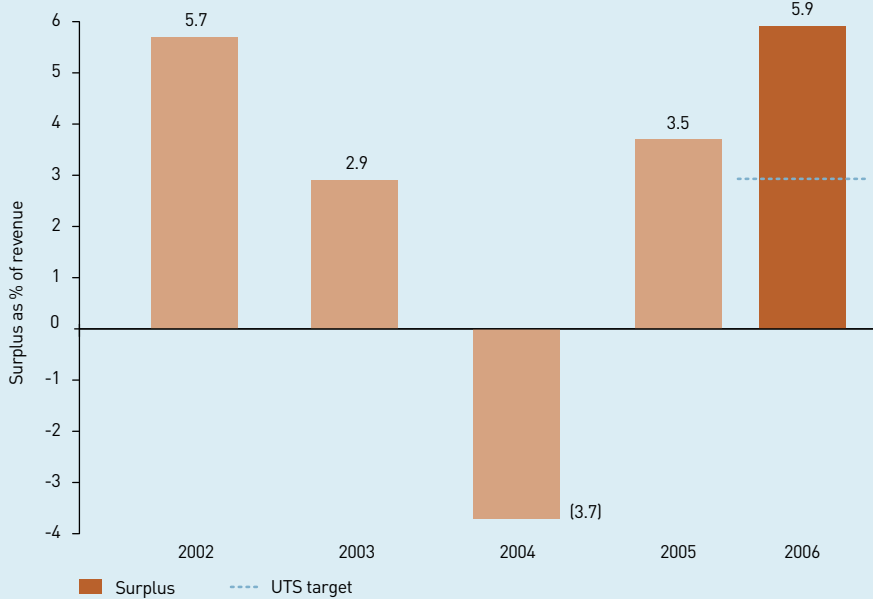
The Macquarie Income Plus Fund invests in a diverse range of credit based securities, including fixed and floating rate non-government and structured securities, with the aim of achieving above the returns normally associated with core defensive assets. The Macquarie Treasury Fund is a cash management account, and invests in cash-based investments. The University's investment policy requires a balance between the two funds of 60 per cent in the Income Plus Fund and 40 per cent in the Treasury Fund.

On 31 December 2006, UTS had a total of \$56.6 million (2005 \$40.9 million) invested in the two funds. \$32 million was invested in the Macquarie Income Plus Fund with the remaining \$24.6 million invested in the Macquarie Treasury Fund. \$36,000 was invested in the NSW Treasury Corporation Hour Glass Facility.

## **Highlights**

- > The University's operating result of \$23.5 million was almost 6 per cent of revenue, well above the target for the year.
- > The Macquarie Income Plus Fund, which holds the largest UTS investment, performed above benchmark standard in 2006, with a return of 6.5 per cent.
- > The Financial Services Unit continued to improve its systems, moving expenses' claims online, automating casual staff payments and strengthening the HR and Finance self-service system.

## KPI – Operating result



The 2006 result of 5.9% for surplus as a per cent of revenue considerably exceeded the target of 2.9%. The favourable result was mainly due to strong performance in non-student fee income and actual employee benefits being lower than budget. 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 result in 2004 is unlikely to repeat being due to change in timing of Government payments and changes to building depreciation rates.

**Background** Operating result is an overall indicator of UTS's financial sustainability – it is the amount of revenue remaining at the end of the financial year after 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 credited to the income statement.

Reference: UTS KPI OS 2

The portfolio's performance is compared on a monthly basis to the following benchmarks:

1. Macquarie Income Plus Fund – UBS Australian Bank Bill Index
2. Macquarie Treasury Fund – UBS Australian Bank Bill Index
3. NSW Treasury Corp – UBS Australian Bank Bill Index.

The University's actual returns and comparable benchmark rates for 2006 are given below.

| Investment                 | Annualised return (%) | Benchmark (%) |
|----------------------------|-----------------------|---------------|
| Macquarie Income Plus Fund | 6.53                  | 6.02          |
| Macquarie Treasury Fund    | 6.03                  | 6.02          |
| NSW Treasury Corp          | 5.74                  | 5.74          |

## 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, and 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.

### Insurance of officers

UTS has comprehensive directors and officers insurance. Coverage includes fees and expenses in defence of a claim against wrongful acts, a prosecution in a court of criminal jurisdiction or an enquiry, hearing, tribunal or professional association.

Primary insurance cover of \$20 million is with QBE. Secondary cover of \$20 million is with Vero. Both insurers are A+ financially rated with Standard & Poor's. There is a low deductible of \$5,000.



**BUDGETED INCOME STATEMENT**  
for the year ended 31 December 2006

|  | University               |                          |                            |                          |
|--|--------------------------|--------------------------|----------------------------|--------------------------|
|  | Actual<br>2006<br>\$'000 | Budget<br>2006<br>\$'000 | Variance<br>2006<br>\$'000 | Budget<br>2007<br>\$'000 |
| <b>Revenue from ordinary activities</b>  |                          |                          |                            |                          |
| Australian government grants   | 135,255                  | 133,018                  | 2,237                      | 143,285                  |
| Australian government grants HECS-HELP-Australian<br>Government payments                                   | 55,027                   | 50,000                   | 5,027                      | 58,132                   |
| FEE-HELP   | 19,260                   | 20,170                   | (910)                      | 20,968                   |
| State and local governments financial assistance   | 3,355                    | 1,916                    | 1,439                      | 3,857                    |
| HECS-HELP - student payments   | 19,933                   | 26,709                   | (6,776)                    | 23,001                   |
| Fees and charges   | 125,971                  | 128,593                  | (2,622)                    | 121,180                  |
| Investment income  | 4,344                    | 2,125                    | 2,219                      | 3,200                    |
| Royalties, trademarks and licenses   | 169                      | -                        | 169                        | -                        |
| Consultancy and contract research  | 7,828                    | 8,793                    | (965)                      | 7,098                    |
| Other revenue  | 13,952                   | 10,884                   | 3,068                      | 15,193                   |
| Gains/(losses) on disposal of assets   | 81                       | -                        | 81                         | -                        |
| Share of net results of associates and joint venture<br>partnerships accounted for using the equity method | -                        | -                        | -                          | -                        |
| Other income   | 12,462                   | 10,557                   | 1,905                      | 10,407                   |
| <b>Subtotal</b>  | <b>397,637</b>           | <b>392,765</b>           | <b>4,872</b>               | <b>406,321</b>           |
| Deferred government superannuation contributions   | (41,131)                 | 0                        | (41,131)                   | 0                        |
| <b>Total revenue from continuing operations</b>  | <b>356,506</b>           | <b>392,765</b>           | <b>(36,259)</b>            | <b>406,321</b>           |
| Employee benefits and on costs   | 230,843                  | 236,324                  | (5,481)                    | 243,869                  |
| Depreciation and amortisation  | 40,311                   | 40,040                   | 271                        | 46,383                   |
| Repairs and maintenance  | 10,118                   | 8,007                    | 2,111                      | 6,874                    |
| Borrowing cost   | 4,244                    | 7,545                    | (3,301)                    | 5,980                    |
| Bad and doubtful debts   | 349                      | 755                      | (406)                      | 1,024                    |
| Other expenses   | 89,464                   | 89,024                   | 440                        | 90,191                   |
| <b>Subtotal</b>  | <b>375,329</b>           | <b>381,695</b>           | <b>(6,366)</b>             | <b>394,321</b>           |
| Deferred employee benefits for superannuation  | (42,402)                 | -                        | (42,402)                   | -                        |
| <b>Total expenses from continuing operations</b>   | <b>332,927</b>           | <b>381,695</b>           | <b>(48,768)</b>            | <b>394,321</b>           |
| <b>Operating result before income tax</b>  | <b>23,579</b>            | <b>11,070</b>            | <b>12,509</b>              | <b>12,000</b>            |
| Income tax related to ordinary activities  | -                        | -                        | -                          | -                        |
| <b>Operating result from continuing operations</b>   | <b>23,579</b>            | <b>11,070</b>            | <b>12,509</b>              | <b>12,000</b>            |



## BUDGETED BALANCE SHEET

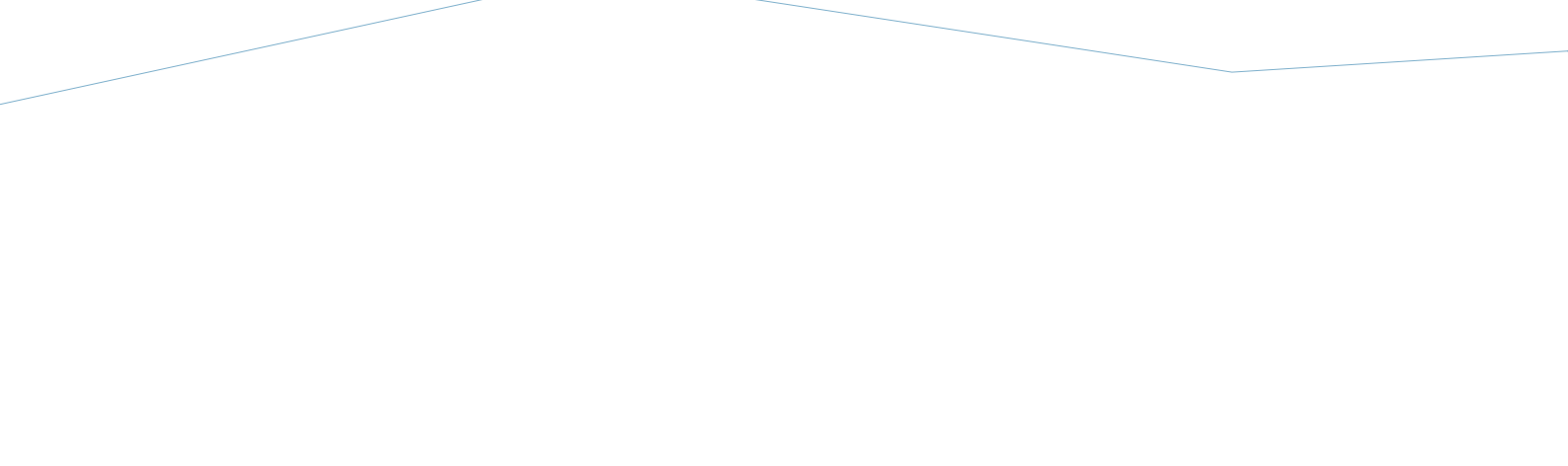
as at 31 December 2006

|  | University               |                          |                            |                          |
|--|--------------------------|--------------------------|----------------------------|--------------------------|
|  | Actual<br>2006<br>\$'000 | Budget<br>2006<br>\$'000 | Variance<br>2006<br>\$'000 | Budget<br>2007<br>\$'000 |
| <b>Current assets</b>                          |                          |                          |                            |                          |
| Cash and cash equivalents                      | 5,984                    | 2,028                    | 3,956                      | 3,976                    |
| Receivables                                    | 8,201                    | 11,093                   | (2,892)                    | 10,599                   |
| Other financial assets at fair value           | 57,370                   | 51,000                   | 6,370                      | 61,430                   |
| Other non-financial assets                     | 8,174                    | 6,515                    | 1,659                      | 10,500                   |
| Non-current assets classified as held for sale | -                        | -                        | -                          | -                        |
| <b>Total current assets</b>                    | <b>79,729</b>            | <b>70,636</b>            | <b>9,093</b>               | <b>86,505</b>            |
| <b>Non-current assets</b>                      |                          |                          |                            |                          |
| Receivables                                    | 152,810                  | 130,960                  | 21,850                     | 193,942                  |
| Investments using the equity method            | -                        | -                        | -                          | -                        |
| Other financial assets                         | 391                      | -                        | 391                        | -                        |
| Property, plant and equipment                  | 860,356                  | 798,843                  | 61,513                     | 789,748                  |
| Intangible assets                              | 17,909                   | 13,840                   | 4,069                      | 10,564                   |
| <b>Total non-current assets</b>                | <b>1,031,466</b>         | <b>943,643</b>           | <b>87,823</b>              | <b>994,254</b>           |
| <b>Total assets</b>                            | <b>1,111,195</b>         | <b>1,014,279</b>         | <b>96,916</b>              | <b>1,080,759</b>         |
| <b>Current liabilities</b>                     |                          |                          |                            |                          |
| Payables                                       | 29,133                   | 18,416                   | 10,717                     | 31,172                   |
| Interest-bearing liabilities                   | 3,848                    | -                        | 3,848                      | -                        |
| Provisions                                     | 47,760                   | 18,361                   | 29,399                     | 16,657                   |
| Other liabilities                              | 8,176                    | 8,644                    | (468)                      | 9,000                    |
| <b>Total current liabilities</b>               | <b>88,917</b>            | <b>45,421</b>            | <b>43,496</b>              | <b>56,829</b>            |
| <b>Non-current liabilities</b>                 |                          |                          |                            |                          |
| Interest-bearing liabilities                   | 75,374                   | 94,207                   | (18,833)                   | 76,425                   |
| Provisions                                     | 160,630                  | 167,604                  | (6,974)                    | 234,938                  |
| Other liabilities                              | -                        | -                        | -                          | -                        |
| <b>Total non-current liabilities</b>           | <b>236,004</b>           | <b>261,811</b>           | <b>(25,807)</b>            | <b>311,363</b>           |
| <b>Total liabilities</b>                       | <b>324,921</b>           | <b>307,232</b>           | <b>17,689</b>              | <b>368,192</b>           |
| <b>Net assets</b>                              | <b>786,274</b>           | <b>707,047</b>           | <b>79,227</b>              | <b>712,567</b>           |
| <b>Equity</b>                                  |                          |                          |                            |                          |
| Statutory funds                                | 11,117                   | -                        | -                          | -                        |
| Reserves                                       | 370,319                  | 296,290                  | 74,029                     | 296,460                  |
| Accumulated funds                              | 404,838                  | 410,757                  | (5,919)                    | 416,107                  |
| <b>Total equity</b>                            | <b>786,274</b>           | <b>707,047</b>           | <b>68,110</b>              | <b>712,567</b>           |

**BUDGETED CASH FLOW STATEMENT**  
for the year ended 31 December 2006

|   | University               |                           |                             |                          |
|---|--------------------------|---------------------------|-----------------------------|--------------------------|
|   | Actual<br>2006<br>\$'000 | Budget<br>2006<br>\$'000) | Variance<br>2006<br>\$'000) | Budget<br>2007<br>\$'000 |
| <b>Cash flows from operating activities</b>                               |                          |                           |                             |                          |
| Australian government   |                          |                           |                             |                          |
| CGS and Other DEST grants   | 97,555                   | 96,687                    | 868                         | 105,877                  |
| Higher Education Loan Programmes and FEE HELP                             | 67,526                   | 70,170                    | (2,644)                     | 79,100                   |
| DEST scholarships   | 3,427                    | 3,438                     | (11)                        | 3,779                    |
| DEST research   | 16,155                   | 15,976                    | 179                         | 16,600                   |
| ARC grants – Discovery  | 5,660                    | 5,587                     | 73                          | 4,691                    |
| ARC grants – Linkages   | 4,917                    | 5,387                     | (470)                       | 5,845                    |
| ARC grants – networks and centres   | 676                      | 1,266                     | (590)                       | 1,816                    |
| Other Australian government grants  | 5,348                    | 4,677                     | 671                         | 4,677                    |
| State government grants   | 3,102                    | 1,916                     | 1,186                       | 3,857                    |
| Local government grants   | 253                      | –                         | 253                         | –                        |
| HECS-HELP – student payments  | 19,812                   | 26,709                    | (6,897)                     | 23,001                   |
| Receipts from student fees and other customers                            | 169,171                  | 148,270                   | 20,901                      | 153,878                  |
| Dividends received  | 702                      | –                         | –                           | –                        |
| Interest received   | 4,320                    | 2,125                     | 2,195                       | 3,200                    |
| Payments to suppliers and employees (inclusive of goods and services tax) | (333,725)                | (334,600)                 | 875                         | (340,268)                |
| Interest paid   | (5,403)                  | (7,545)                   | 2,142                       | (5,980)                  |
| Income tax paid   | –                        | –                         | –                           | –                        |
| <b>Net cash inflow (outflow) from operating activities</b>                | <b>59,496</b>            | <b>40,063</b>             | <b>18,731</b>               | <b>60,073</b>            |
| <b>Cash flows from investing activities</b>                               |                          |                           |                             |                          |
| Proceeds from sale of property, plant and equipment                       | 10,156                   | –                         | 10,156                      | –                        |
| Proceeds from sale of financial assets                                    | 228,728                  | –                         | 228,728                     | –                        |
| Payments for financial assets   | (244,389)                | (9,880)                   | (234,509)                   | (12,000)                 |
| Purchase of shares  | (19)                     | –                         | (19)                        | –                        |
| Payments for property, plant and equipment                                | (54,684)                 | (58,225)                  | 3,541                       | (45,000)                 |
| <b>Net cash inflow (outflow) from investing activities</b>                | <b>(60,208)</b>          | <b>(68,105)</b>           | <b>7,897</b>                | <b>(57,000)</b>          |
| <b>Cash flows from financing activities</b>                               |                          |                           |                             |                          |
| Proceeds from interest bearing liabilities                                | 10,000                   | 20,000                    | (10,000)                    | –                        |
| Repayment of interest bearing liabilities                                 | (5,146)                  | (1,537)                   | (3,609)                     | (2,100)                  |
| Repayment of lease liabilities  | (3,049)                  | –                         | (3,049)                     | –                        |
| <b>Net cash inflow (outflow) from financing activities</b>                | <b>1,805</b>             | <b>18,463</b>             | <b>(16,658)</b>             | <b>(2,100)</b>           |
| Net increase/(decrease) in cash held                                      | 1,093                    | (9,579)                   | 10,672                      | 973                      |
| <b>Cash at beginning of reporting period</b>                              | <b>4,891</b>             | <b>1,050</b>              | <b>3,841</b>                | <b>3,002</b>             |
| <b>Cash at end of reporting period</b>                                    | <b>5,984</b>             | <b>(8,529)</b>            | <b>14,513</b>               | <b>3,975</b>             |

Note: bracketed figures are outflows, all others are inflows.



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## APPENDIX A1

### RESEARCH FUNDING

#### External funding

|  |                   |
|--|-------------------|
| (Provisional)                                      | \$                |
| <b>National Competitive Grants</b>                 |                   |
| Commonwealth schemes                               | 12,112,162        |
| Non-Commonwealth schemes                           | 59,192            |
| <b>Subtotal</b>                                    | <b>12,171,354</b> |
| <b>Other public sector</b>                         |                   |
| Local government (competitive and non-competitive) | 252,868           |
| State government (competitive and non competitive) | 3,266,918         |
| Commonwealth government (other than above)         | 1,338,157         |
| <b>Subtotal</b>                                    | <b>4,857,943</b>  |
| <b>Industry and other funding for research</b>     |                   |
| Australian   | 3,182,816         |
| International                                      | 1,622,847         |
| <b>Subtotal</b>                                    | <b>4,805,663</b>  |
| <b>Other Australian Research Council grants</b>    |                   |
| LIEF Grants  | 1,981,999         |
| <b>Cooperative Research Centres</b>                |                   |
| Funding from Commonwealth grants                   | 752,034           |
| <b>DEST Annual Allocations</b>                     |                   |
| Institutional Grants Scheme                        | 4,216,130         |
| National Priority Reserve Funds                    | –                 |
| Research Infrastructure Block Grant                | 2,455,496         |
| <b>Total external research funds received</b>      | <b>31,240,619</b> |

#### Budgeted allocation of IGS, RIBG and UTS initiatives

|                                   |                  |
|-----------------------------------|------------------|
| Cooperative Research Centres      | 435,000          |
| Centres of Excellence             | 166,000          |
| Early Career Researcher Grants    | 250,000          |
| Research Excellence Grants        | 100,000          |
| UTS Challenge Grants              | 400,000          |
| UTS Partnership Grants            | 400,000          |
| University Research Strengths     | 1,036,000        |
| Research readers and professors   | 1,129,500        |
| Postdoctoral Fellowship           | 250,000          |
| Faculty dividends                 | 1,196,600        |
| Commercialisation of research     | 300,000          |
| Research infrastructure projects  | 1,008,526        |
| <b>Total budgeted allocations</b> | <b>6,671,626</b> |

## APPENDIX A2

### UTS EARLY CAREER RESEARCHER GRANTS

Dr Andrew Beattie, International Studies, \$24,982

*From perpetrators to victims: Soviet internment, denazification and anti-communism in post war Germany, 1945-61*

Dr Melanie Bishop, Science, \$24,687

*You are what you eat: using ecological stoichiometry to predict impacts of nutrient enrichment on detritus-based assemblages*

Dr Longbing Cao, Information Technology, \$25,000

*Self-organizing relational link discovery in mixed data types for compliance*

Dr Sai Tsang Boris Choy, Science, \$24,031

*Investigating innovation: Bayesian statistical methods for improving insurance industry ability to estimate loss reserves*

Dr Bronwen Dalton, Business, \$13,648

*Capitalism with a female face: economic change and the women of North Korea*

Dr Simon Darcy, Business, \$25,000

*Developing a business case for accessible class-three-accommodation in the tourism sector – an analysis of stakeholder perspectives based on comprehensive access auditing and info provision formats*

Dr Tara Forrest, Humanities and Social Sciences, \$24,703

*Alternative public spheres: Alexander Kluge's television experiments*

Dr Youguang Guo, Engineering, \$25,000

*3D vector magnetic properties of soft magnetic composite materials – measurement, modelling and implementation in finite element analysis software package*

Dr Tony Jan, Information Technology, \$22,405

*Predictive-credit-risk-assessment-system using advanced machine-learning techniques*

Dr Catriona Macinnis-Ng, Science, \$23,634

*Environmental relevance of water quality guidelines*

Dr Katarina te Riele, Education, \$18,546

*Alternative education for marginalised youth: negotiating risk and hope*

Dr Melanie Zeppel, Science, \$23,964

*Measuring tree water use in Australian ecosystems*

Dr Andrew Ziogas, Business, \$25,000

*The evaluation of the early exercise premium in higher dimensional derivative security pricing problems*



## APPENDIX A3

### UTS CHALLENGE GRANTS

In 2006 the University changed the funding cycle for these grants, awarding them every two years. For 2006 no grants were provided, making 2007 the next year they will be allocated.

## APPENDIX A4

### UTS PARTNERSHIP GRANTS

Associate Professor James Ball, Engineering, \$30,000  
*Phosphorous release in gross pollutant traps*

Matthew Byrne, Humanities and Social Sciences, \$13,200  
*Transforming the blue: changing the transport industry*

Professor John Ellis, Science, \$23,137  
*Gastrointestinal parasites and their diagnosis*

Jacqueline Gothe, Design, Architecture and Building, \$29,908  
*Communicating shared traditional knowledge*

Dr Robert McLaughlan, Engineering, \$30,000  
*Environmental sustainability of water re-use using pulp mill effluent for irrigation*

Professor Chengqi Zhang, Information Technology, \$25,000  
*Mining activity transactions to strengthen debt prevention: a pilot study*

Christine Burton, Business, \$30,000  
*Drivers of change: economic and management approaches to understanding efficiencies, effectiveness and innovation in selected major non-profit performing arts companies*

Professor Gamini Dissanayake, Engineering, \$30,000  
*Enhancing mobility and controllability of powered wheelchairs – stage 1*

Professor Martin Nakata, Jumbunna Indigenous House of Learning, \$30,000  
*Indigenous digital collections for the public domain*

Dr Ho Kyong Shon, Engineering, \$19,500  
*Preparation of visible-light responsive titanium oxide (TiO<sub>2</sub>) nanoparticles with cationic and anionic dopants from wastewater*

Professor Eng Chew, Information Technology, \$49,881  
*China CIO leadership research project*

Associate Professor Quang Ha, Engineering, \$30,000  
*Empirical and analytical study of induction temperature sensing in automated production processes*

## APPENDIX A5

### UTS RESEARCH EXCELLENCE GRANTS

Dr Jeffrey Browitt, Institute for International Studies, \$29,876

*Genesis and function of the autonomous Latin American literary-intellectual field: the case of Ruben Dario*

Dr Jeku Jeyakumaran, Engineering, \$29,740

*Numerical analysis of powertrain nonlinearities and prediction of noise and vibration characteristics*

Dr Jianchun Li, Engineering, \$29,673

*Theoretical and experimental investigations of smart structure with magneto-rheological fluids based smart pin joints*

Dr Zhi Wei Lin, Engineering, \$29,452

*Characterization of nanostructured soft magnetic materials for advanced applications*

Dr Yusuf Pisan, Information Technology, \$29,311

*SimEnv: understanding and supporting the creation of outcome driven simulations*

Dr Hossein Taiebat, Engineering, \$29,200

*Capacity of caisson foundations in undrained soils under combined loading*

Dr Stephen Teo, Business, \$22,748

*Strategic management of professional workers in Australian knowledge-based firms*

## 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 the Study of Choice

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

Midwifery, Child and Family Health



# APPENDIX B1

## STAFFING STATISTICS

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

|  | Academic     | Support        | Total        |
|--|--------------|----------------|--------------|
| <b>FTE staff (continuing and fixed term)</b>                   |              |                |              |
| 31.12.03   | 778.4        | 1,202.8        | 1,981        |
| 31.12.04   | 808.6        | 1,214.6        | 2,023        |
| 31.12.05   | 819.5        | 1,216.4        | 2,036        |
| <b>31.12.06</b>  | <b>827.4</b> | <b>1,193.1</b> | <b>2,021</b> |
| <b>Casual staff</b>  |              |                |              |
| 31.12.03   | 342.3        | 204.2          | 547          |
| 31.12.04   | 370.3        | 220.4          | 591          |
| 31.12.05   | 340.4        | 197.8          | 538          |
| <b>31.12.06</b>  | <b>341.8</b> | <b>188.4</b>   | <b>530</b>   |
| <b>Actual persons** (continuing and fixed term staff only)</b> |              |                |              |
| 31.12.03   | 816.1        | 1,290.1        | 2,106        |
| 31.12.04   | 846.0        | 1,303.0        | 2,149        |
| 31.12.05   | 858.0        | 1,314.0        | 2,172        |
| <b>31.12.06</b>  | <b>867.9</b> | <b>1,267.3</b> | <b>2,135</b> |

\*From 2006 FTE is averaged over the calendar year

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

Total staff decreased during 2006 by 23 FTE. Academic staff increased proportionately to support staff and represent 46% of staff.

### Profile of academic staff by classification

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

|                     | 31.12.04 | 31.12.05 | 31.12.06 |
|---------------------|----------|----------|----------|
| Professor           | 9.3      | 11.9     | 13.0     |
| Associate Professor | 10.9     | 11       | 12.8     |
| Senior Lecturer     | 35.1     | 34.6     | 32.8     |
| Lecturer            | 35.3     | 34.8     | 33.3     |
| Associate Lecturer  | 7.4      | 7.8      | 8.0      |

These figures exclude casual academic staff.

During 2006 the proportion of academics at Professorial and Associate Lecturer level increased relative to those at Lecturer and Senior Lecturer level.

### Staff turnover

In the 12 months ending 31.12.06, the staff turnover rate due to resignations decreased from 9% to 7%.

### Occupational Health and Safety workers' compensation statistics

|                           |             |
|---------------------------|-------------|
| Number of claims          | 58          |
| Total gross incurred cost | \$425,917   |
| Average cost per claim    | \$7,343     |
| Premium cost              | \$1,542,227 |

The premium as a percentage of salary is 0.73%.

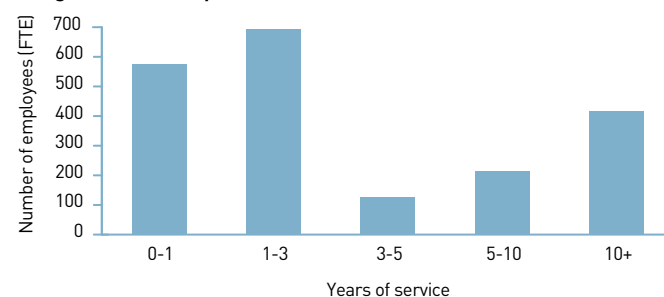
### Professional Experience Programs (PEPs)

#### Number of academic staff proceeding on a PEP during 2006

|                     | Male      | Female    | Total     |
|---------------------|-----------|-----------|-----------|
| Director            | 2         | 1         | 3         |
| Professor           | 4         | 2         | 6         |
| Associate Professor | 14        | 3         | 17        |
| Senior Lecturer     | 21        | 15        | 36        |
| Lecturer            | 17        | 16        | 33        |
| Associate Lecturer  | 1         | 2         | 3         |
| <b>Total</b>        | <b>59</b> | <b>39</b> | <b>98</b> |

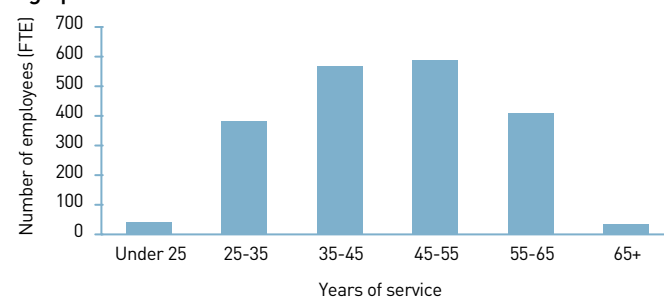
During 2006, 98 academic staff undertook a Professional Experience Program, a decrease of 5 over the 2005 figure. There was also a decrease in the percentage of females undertaking PEP, from 42% of staff on PEPs in 2005 to 40% in 2006.

### Length of service profile



As at 31.12.06, the largest group of staff in terms of service is those with one to three years' service.

### Age profile



UTS's workforce is predominantly middle aged.

# APPENDIX B2

## EQUAL EMPLOYMENT OPPORTUNITY STATISTICS

Table A. Trends in the representation of EEO Groups<sup>1</sup>

|   | Benchmark or target | % of Total Staff <sup>2</sup> |      |      |      |
|---|---------------------|-------------------------------|------|------|------|
|   |                     | 2003                          | 2004 | 2005 | 2006 |
| <b>General Staff</b>  |                     |                               |      |      |      |
| Women   | 50                  | 55                            | 56   | 56   | 57   |
| Aboriginal people and Torres Strait Islanders                 | 2                   | 1.2                           | 1.0  | 1.5  | 1.8  |
| People whose language first spoken as a child was not English | 19                  | 28                            | 30   | 30   | 32   |
| People with a disability                                      | 12                  | 9                             | 11   | 10   | 10   |
| People with a disability requiring adjustment at work         | 7                   | 2.7                           | 2.9  | 2.4  | 2.5  |
| <b>Academic Staff</b>   |                     |                               |      |      |      |
| Women   | 50                  | 40                            | 40   | 40   | 40   |
| Aboriginal people and Torres Strait Islanders                 | 2                   | 1.5                           | 1.5  | 1.6  | 1.7  |
| People whose language first spoken as a child was not English | 19                  | 24                            | 27   | 27   | 28   |
| People with a disability                                      | 12                  | 10                            | 10   | 9    | 8    |
| People with a disability requiring adjustment at work         | 7                   | 3.4                           | 3.0  | 2.6  | 2.6  |

Table B. Trends in the distribution of EEO Groups<sup>1</sup>

|   | Benchmark | Distribution Index <sup>3</sup> |      |      |      |
|---|-----------|---------------------------------|------|------|------|
|   |           | 2003                            | 2004 | 2005 | 2006 |
| <b>General Staff</b>  |           |                                 |      |      |      |
| Women   | 100       | 91                              | 91   | 91   | 90   |
| Aboriginal people and Torres Strait Islanders                 | 100       | n/a                             | n/a  | n/a  | 97   |
| People whose language first spoken as a child was not English | 100       | 93                              | 92   | 94   | 92   |
| People with a disability                                      | 100       | 93                              | 94   | 95   | 95   |
| People with a disability requiring adjustment at work         | 100       | 92                              | 97   | 92   | 96   |
| <b>Academic Staff</b>   |           |                                 |      |      |      |
| Women   | 100       | 86                              | 88   | 89   | 90   |
| Aboriginal people and Torres Strait Islanders                 | 100       | n/a                             | n/a  | n/a  | n/a  |
| People whose language first spoken as a child was not English | 100       | 88                              | 89   | 89   | 88   |
| People with a disability                                      | 100       | 100                             | 102  | 103  | 101  |
| People with a disability requiring adjustment at work         | 100       | 103                             | 106  | 108  | 101  |

Table C. Number and per cent of female executive officers

|        | 2003 | 2004 | 2005 | 2006 |
|--------|------|------|------|------|
| Number | 1    | 2    | 2    | 2    |
| %      | 14   | 25   | 22   | 25   |

### Notes:

- Information is provided on the actual number of all permanent, probationary and fixed-term contract, full-time and part-time staff. Staff records are consistent with the Commonwealth Government Department of Education, Science and Training data collections of the same date.
- Casual staff are not included.
- A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE. The Distribution Index is not calculated where numbers are statistically small.





## APPENDIX B3

### SENIOR ACADEMIC PROMOTIONS

#### To Professor, effective 15 February 2006

Dr Keith Crews, Faculty of Engineering

Dr Deborah Street, Faculty of Science

#### To Associate Professor, effective 13 January 2006

Dr John Dale, Faculty of Humanities and Social Sciences

Dr Quang Ha, Faculty of Engineering

Dr Elaine Lawrence, Faculty of Information Technology

Dr David McKnight, Faculty of Humanities and Social Sciences

Dr Noel Merrick, Faculty of Engineering

Dr Aron Murphy, Faculty of Business

Dr Xianqin Qu, Faculty of Science

Dr Sandra Schuck, Faculty of Education

Dr Robert Steele, Faculty of Information Technology

Dr Stephen Teo, Faculty of Business

Dr Rosalie Viney, Faculty of Business

Dr Colin Ying, Faculty of Law

## APPENDIX B4

### UTS LEARNING AND TEACHING AWARDS

The UTS Learning and Teaching Awards recognise the importance of learning and teaching for both undergraduate and postgraduate students. They are aligned with the national Carrick Awards and state Quality Teaching Awards.

The UTS Learning and Teaching Awards are awarded in Team Teaching (\$10,000), Individual Teaching (\$5,000), Early Career Teaching (\$5,000), Enabling (\$5,000) and Academic Support (\$5,000).

The committee will normally make one award in each category annually but may decide to make none or more than one award in each category in a particular year. It may also commend nominations not given an award.

#### Individual category

##### Dr Yusuf Pisan, Faculty of Information Technology

For an outstanding contribution to learning and teaching, or an exemplary innovation in learning and teaching by an individual member of staff.

#### Team category

##### Institute for International Studies

For an outstanding contribution to learning and teaching or an exemplary innovation in learning and teaching through a collaborative, team based approach; the team can be of two or more staff.

#### Enabling category

##### Sonya Pearce, School of Management, Faculty of Business

For an outstanding contribution to learning and teaching, or an exemplary innovation which has benefited Indigenous students or students who have experienced educational disadvantage.

#### Commendations

The following nominees were commended by the UTS Learning and Teaching Awards Selection Committee.

- > Dr Peter Docherty, School of Finance and Economics, Faculty of Business
- > Ian Douglas, School of Management, Faculty of Business
- > Dr Kylie Redfern and Associate Professor Stephen Teo, School of Management, Faculty of Business

# 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

- > School of Design
- > School of Architecture
- > School of the Built Environment

### Faculty of 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

- > Physics and Advanced Materials
- > Mathematical Sciences
- > Chemistry, Materials and Forensic Science
- > Medical and Molecular Biosciences
- > 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

### 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 Health Economics Research and Evaluation
- > 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
- > Key University Research Centre for the Study of Choice
- > Key University Research Centre: Quantitative Finance Research Centre

### Cooperative Research Centres

- > Australasian Cooperative Research Centre for Interaction Design
- > Cooperative Research Centre for Contamination Assessment and Remediation of the Environment
- > 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

### ARC Centres of Excellence

- > ARC Centre of Excellence for Autonomous Systems
- > ARC Centre of Excellence for Ultrahigh-bandwidth Devices for Optical Systems



### 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 Local Government
- > Centre for Media Arts Innovation
- > Centre for Midwifery, Child and Family Health
- > Centre for New Writing
- > Centre for Object Technology Applications and Research
- > Centre for Social Inquiry
- > Complex Systems Research Centre
- > National Centre for Groundwater Management
- > UTS Community Law Centre

### Other organisations

- > APACE Village First Electrification Group
- > Australian Technology Park Innovations Pty Ltd
- > The Australasian Legal Information Institute
- > UTS Training and Development Services

## APPENDIX C2

### COUNCIL COMMITTEES AND GROUPS\*

#### Audit and Review Committee

*Chair – an external member of Council, but not of the Finance Committee, appointed for expertise in audit and review*

R Kelly

*Vice-Chancellor and President*

Professor R Milbourne

*Four other external members, of whom all should have strategic management expertise and experience in accounting, auditing or risk; up to two should be members of Council with qualifications and experience related to the operations of the University; and at least one should be a member of the Finance Committee (whether or not they are also a member of Council)*

B French

P Kelly

R O'Connor

B Rock

#### Commercial Activities Committee

*Chair – one of the external members of Council who have been appointed to Council for expertise in commercial activities*

Dr K Woodthorpe

*Four other external members, of whom all should have strategic commercial skills and experience, and up to two may also be members of Council with qualifications and experience related to the operations of the University*

R Fowler

D Leckie

Vacant (2)

*Vice-Chancellor and President*

Professor R Milbourne

#### Equity Reference Group

*An external member of Council (Chair)*

Dr V Levy

*Deputy Vice-Chancellor*

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 M Nakata

*Staff representative of equity target group: women*

Vacant

*Staff representative of equity target group: Australian Indigenous people*

J Tranter

*Staff representative of equity target group: people of NESB*

Associate Professor 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 Copley-Finch

*Student representative of equity target group: women*

S Norman

*Student representative of equity target group: Australian Indigenous people*

G Grose

*Student representative of equity target group: people of NESB*

A Lin

*Student representative of equity target group: people with disabilities*

D Mills

*Student representative of equity target group: gay and lesbian people*

J Flestado

*President, Students' Association, or nominee*

M Anupindi

*President, UTS Union, or nominee*

B Sharma

## **Finance Committee**

*Chair – an external member of Council appointed for expertise in financial matters*

B Wilson

*Four other external members, of whom all should have strategic financial expertise and experience, and at least two should be members of Council with qualifications and experience related to the operations of the University*

M Cornelius

B French

Dr J Green

D Leckie

*Vice-Chancellor and President*

Professor R Milbourne

## **Governance Committee**

*An external member of Council (Chair)*

Professor V Sara

*Vice-Chancellor and President*

Professor R Milbourne

*Two or three 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

M Sexton

*Registrar and Vice-President (Students)*

Dr J FitzGerald

## **Honorary Awards Committee**

*Chancellor (Chair)*

Professor V Sara

*Deputy Chancellor*

W Watkins

*Vice-Chancellor and President*

Professor R Milbourne

*A Vice-President*

to be advised

*Three external members of Council*

to be advised

*One academic staff member of Council*

to be advised

*Chair, Academic Board*

Professor A Baker

*Registrar and Vice-President (Students)*

Dr J FitzGerald

## **Nominations Committee**

*Chancellor*

Professor V Sara

*Vice-Chancellor and President*

Professor R Milbourne

*Three persons appointed by Council, including one Ministerial nominee and one Council appointee whose terms of appointment are not about to expire*

Dr C Hirst

P Kelly

W Watkins



### **Physical Infrastructure Committee**

*Chair – an external member of Council appointed for expertise in strategic capital development and management*

W Watkins

*Four other external members, of whom, up to two may also be members of Council with qualifications and experience related to the operations of the University; at least one should be a member of the Finance Committee, whether or not also a member of Council; and all should have strategic skills and experience involving capital development and management*

T Stewart

B Wilson

Vacant [2]

*Vice-Chancellor and President*

Professor R Milbourne

### **Student/Council Liaison Group**

*An external member of Council (Chair)*

M Sexton

*An external member of Council (Deputy Chair)*

M Cornelius, AM

*Student members of Council*

M Nguyen

D Zaater

*Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) or nominee (position begins 2007)*

*Director, Student Services, or nominee*

C Hepperlin

*An Associate Dean (either Teaching and Learning or Research, or equivalent) nominated by the Associate Deans*

to be advised

*President, Students' Association, or nominee*

to be advised

*Overseas Students Officer of the Students' Association*

to be advised

*President, UTS Union, or nominee*

to be advised

*Student representative of UTS Union clubs*

to be advised

*Student representative of UTS Students' Association clubs*

to be advised

*UTS student elected by and from the UTS students resident in University accommodation*

to be advised

*Indigenous student representative*

to be advised

*The undergraduate student members of Academic Board, as elected from each faculty to be advised*

*The postgraduate student members of Academic Board (note that one of the postgraduate student members of Academic Board is required to be a research degree student) to be advised*

\*When the newly constituted Council met in November, members were appointed to its committees and groups, except the Honorary Awards Committee, the membership of which Council will determine at its meeting in February 2007. The membership of all committees and groups as at 31 December 2006 is given below. (None of the Council committees and reference/liaison groups established or reconstituted in November met before the end of the year.)



# APPENDIX C3

## ATTENDANCE BY MEMBERS AT COUNCIL AND ITS COMMITTEES\*

■ Total meetings held ■ Meetings attended

|   | Council             |                   | Audit and Review Committee |                   | Commercial Activities Committee |                   | Finance Committee   |                   |
|---|---------------------|-------------------|----------------------------|-------------------|---------------------------------|-------------------|---------------------|-------------------|
|   | Total meetings held | Meetings attended | Total meetings held        | Meetings attended | Total meetings held             | Meetings attended | Total meetings held | Meetings attended |
| <b>Members of the Council of the University</b>       |                     |                   |                            |                   |                                 |                   |                     |                   |
| Professor Vicki Sara                                  | 7                   | 7                 |                            |                   |                                 |                   |                     |                   |
| Professor Anthony Baker                               | 7                   | 6                 |                            |                   |                                 |                   |                     |                   |
| Emeritus Professor Steve Bakoss (resigned 23.4. 2006) | 1                   | 1                 |                            |                   |                                 |                   | 2                   | 1                 |
| Professor Larissa Behrendt (term expired 31.10. 2006) | 6                   | 5                 |                            |                   |                                 |                   |                     |                   |
| Peter Brady (term expired 31.10.2006)                 | 6                   | 5                 |                            |                   |                                 |                   | 7                   | 7                 |
| Christopher Cahill                                    | 7                   | 7                 |                            |                   |                                 |                   | 7                   | 6                 |
| Megan Cornelius, AM                                   | 7                   | 6                 | 4                          | 4                 |                                 |                   |                     |                   |
| Eva Cox, AO (term expired 31.10.2006)                 | 6                   | 6                 |                            |                   |                                 |                   |                     |                   |
| Rebekah Doran (term expired 31.10.2006)               | 6                   | 5                 |                            |                   |                                 |                   |                     |                   |
| Ross Fowler (from 1.11.2006)                          | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| Colin Grady (term expired 31.10.2006)                 | 6                   | 6                 |                            |                   |                                 |                   | 7                   | 7                 |
| Patrick Healy (term expired 31.10.2006)               | 6                   | 6                 |                            |                   |                                 |                   | 7                   | 5                 |
| Margo Humphreys (term expired 31.10.2006)             | 6                   | 4                 |                            |                   |                                 |                   | 7                   | 4                 |
| Patricia Kelly (from 6.9.2006)                        | 2                   | 2                 |                            |                   |                                 |                   |                     |                   |
| Robert Kelly (from 1.11.2006)                         | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| Dianne Leckie   | 7                   | 5                 |                            |                   | 6                               | 6                 | 7                   | 7                 |
| Dr Valerie Levy                                       | 7                   | 6                 |                            |                   |                                 |                   |                     |                   |
| Professor Ross Milbourne                              | 7                   | 7                 | 4                          | 4                 | 6                               | 4                 | 7                   | 5                 |
| Michael Nguyen (from 1.11.2006)                       | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| Professor Jenny Onyx (from 1.11.2006)                 | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| Ken Rennie, AM (term expired 31.10.2006)              | 6                   | 6                 |                            |                   | 5                               | 4                 | 7                   | 7                 |
| Michael Sexton SC                                     | 7                   | 7                 |                            |                   |                                 |                   |                     |                   |
| Professor Greg Skilbeck (from 1.11.2006)              | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| A P (Tony) Stewart, MP (from February 2006)           | 7                   | 5                 |                            |                   |                                 |                   |                     |                   |
| Russell Taylor (from 1.11.2006)                       | 1                   | 0                 |                            |                   |                                 |                   |                     |                   |
| Warwick Watkins                                       | 7                   | 6                 | 4                          | 4                 | 6                               | 5                 |                     |                   |
| Brian Wilson (from 1.11.2006)                         | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |
| Dr Katherine Woodthorpe                               | 7                   | 7                 |                            |                   | 6                               | 4                 |                     |                   |
| Duha Zaater (from 1.11.2006)                          | 1                   | 1                 |                            |                   |                                 |                   |                     |                   |

### Names of executive officers

|  |   |   |   |   |   |     |   |   |
|--|---|---|---|---|---|-----|---|---|
| Professor Peter Booth                                | 6 | 4 |   |   |   | 2** | 7 | 7 |
| Dr Alex Byrne  | 6 | 5 |   |   |   |     |   |   |
| Anne Dwyer   | 6 | 5 | 4 | 4 |   |     |   |   |
| Dr Jeffrey FitzGerald                                | 7 | 5 | 4 | 3 | 6 | 4   |   |   |
| Professor David Goodman                              | 6 | 4 |   |   | 6 | 2   |   |   |
| Kevin McCarthy (ceased February 2006)                | 1 | 1 |   |   | 1 | 0   | 1 | 1 |
| Professor Carrick Martin (March to June 2006)        | 2 | 2 | 2 | 2 | 2 | 2   | 3 | 3 |
| Professor Ross Milbourne (see Council Members above) |   |   |   |   |   |     |   |   |
| Professor Susan Rowley                               | 6 | 5 |   |   | 6 | 5   |   |   |
| Mr Patrick Woods (commenced July 2006)               | 3 | 2 | 2 | 2 | 2 | 2   | 3 | 3 |

\*Note: as none of the Council committees and reference/liasion groups established or reconstituted in November 2006 met before the end of the year, the following details of Council members' attendance at meetings of the committees of Council reflect the committee

membership as from 1 January until 31 October. The committee membership that is published in Appendix C2 reflects the appointments made by the Council in November.



| Governance Committee |   | Honorary Awards Committee <sup>1</sup> |   | Nominations Committee |   | Student Matters Committee <sup>2</sup> |   | Equity Reference Group |   | Staff Matters Committee <sup>2</sup> |   |
|----------------------|---|--|---|-----------------------|---|--|---|------------------------|---|--------------------------------------|---|
| 3                    | 3 | 0                                      | 0 | 2                     | 2 |  |   |                        |   | 0                                    | 0 |
|                      |   | 0                                      | 0 |                       |   |  |   |                        |   |                                      |   |
|                      |   | 0                                      | 0 |                       |   | 3                                      | 2 |                        |   | 0                                    | 0 |
|                      |   |  |   |                       |   |  |   |                        |   |                                      |   |
|                      |   | 0                                      | 0 |                       |   | 3                                      | 1 |                        |   | 0                                    | 0 |
|                      |   |  |   |                       |   |  |   |                        |   |                                      |   |
|                      |   |  |   |                       |   |  |   |                        |   | 0                                    | 0 |
| 3                    | 3 |  |   |                       |   |  |   |                        |   |                                      |   |
|                      |   | 0                                      | 0 |                       |   |  |   | 4                      | 4 |                                      |   |
| 3                    | 3 | 0                                      | 0 | 2                     | 2 |  |   |                        |   |                                      |   |
|                      |   | 0                                      | 0 |                       |   |  |   |                        |   |                                      |   |
| 1                    | 0 |  |   | 2                     | 2 |  |   |                        |   |                                      |   |
|                      |   |  |   | 2                     | 2 |  |   |                        |   |                                      |   |
|                      |   |  |   |                       |   |  |   |                        |   |                                      |   |
|                      |   | 0                                      | 0 |                       |   |  |   |                        |   |                                      |   |
|                      |   |  |   |                       |   |  |   |                        |   |                                      |   |

|   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|
|   |   | 0 | 0 |   |   | 3 | 1 | 4 | 3 |   |   |
|   |   |   |   |   |   | 3 | 3 |   |   | 0 | 0 |
| 3 | 2 | 0 | 0 | 2 | 2 | 3 | 1 |   |   |   |   |
|   |   |   |   |   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |   |   |   |   |

\*\*as Acting Vice-Chancellor

<sup>1</sup>Honorary Awards Committee dealt with business out of session

<sup>2</sup>These committees were discontinued in November

## APPENDIX D

### 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 hardcopy 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.

The Planning and Quality Unit is responsible for tracking the performance of the University and individual faculties via a range of student and graduate surveys, Key Performance Indicators and the Course Performance Report. The Unit is continually working with faculties and other support units to strengthen and streamline existing tracking mechanisms and to develop new mechanisms to provide a more complete assessment of how well the University is delivering its mission and objectives.

### 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](http://www.gsu.uts.edu.au/lrp).

## APPENDIX E

### EQUAL OPPORTUNITY AT UTS

#### All staff

- > The University was a finalist in the 2006 Equal Opportunity for Women Agency Business Achievement Awards, selected from more than 3,000 organisations that report to the EOWA. Anne Maree Payne, Director of the Equity and Diversity Unit, was one of four national finalists in the category Diversity Leader for the Advancement of Women.
- > The University received a commendation from the Australian Universities Quality Agency for 'its commitment to equity and diversity in staff employment and in particular for its support for women and Indigenous staff'.
- > The University developed and adopted a new Ethnic Affairs Priority Statement (EAPS) in 2006. The EAPS provides an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.
- > UTS reached two significant milestones in women's representation in 2006. For the first time, the overall representation of women staff at UTS is greater than 50% (50.5%), and the number of academic women is greater than 40% (40.4%). Two recently announced appointments to the Executive will increase women's representation in the most senior leadership roles at UTS to 50% when they take effect in 2007.
- > UTS launched and commenced implementation of the SHOUTS (Sex-based Harassment Out of UTS) Program. In August 2006 the University launched a three-year campaign to improve awareness of rights and responsibilities in relation to sex-based harassment and other forms of harassment at UTS.

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 for 2007:

- > implementing outcomes from the review of the Women@UTS initiative
- > developing and implementing the next phase of the University's Indigenous Employment Strategy
- > developing and implementing strategies to increase the representation of EEO groups in management positions
- > continuing to implement SHOUTS awareness-raising training over the period 2007-2008
- > improving coordination of disability employment initiatives at UTS
- > implementing grievance handling training for UTS managers/supervisors.



## **Indigenous staff**

### ***Wingara Indigenous Employment and Professional Development Strategy 2003-2006***

UTS has had 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.

### ***Indigenous Staff Network***

The Indigenous Staff Network was established in 2005 to provide support to Indigenous Australian staff located throughout the University, and a safe and culturally sensitive environment for members for discussions and sharing of knowledge, projects, etc.

### ***Indigenous Women's Network***

The Indigenous Women's Network supports Indigenous women with career and professional development needs and coordinates initiatives to build links between UTS and Indigenous communities. The Network met regularly throughout 2006.

The Indigenous Women's Network organised donations and collection of non-perishable foods and toys for clients of a Women's Shelter and a local Indigenous pre-school – Wunanbiri pre-school at Alexandra Park Community School.

Indigenous women at UTS are also engaged with the Women's Business @ UTS sessions, which aims to build links between Indigenous and non-Indigenous women at UTS.

### ***National Reconciliation Week***

UTS held a number of activities to commemorate National Reconciliation Week:

- > Sonya Pearce, Indigenous academic from the Faculty of Business, presented a lecture for UTSPEAKS
- > Jeff McMullen, journalist and human rights activist, presented a UTS Library Markets forum: *When literacy can mean life: life-empowering education for Indigenous children.*

### ***Key strategies for 2007:***

- > developing and implementing the next phase of the Wingara Indigenous Employment and Career Development Strategy, including a new project to identify employment needs of Indigenous students at UTS
- > ongoing coordination of developmental activities for Indigenous employees through the Indigenous Staff Network and Indigenous Women's Network
- > ongoing implementation of recommendations arising from the *UTS Reconciliation Statement.*

## **UTS Disability Action Plan**

### ***Accessible Environments***

The Accessible Environments Advisory Group continues as an effective mechanism to address issues of physical access to the built environment at UTS. This Advisory Group has broad representation of staff/students from Law, Equity, Security, and Facilities Management. A highlight of the year was the design and installation of accessible laboratory benches in Building 4. The University continues to monitor access and make improvements as opportunities arise.

### ***Work Training Placements for people with disabilities***

UTS was once again nominated in 2006 for a CRS NSW/ACT Award for Leadership in the Employment of People with Disabilities. Since 2004 UTS has worked in collaboration with CRS Australia to provide opportunities for people with disabilities to undertake voluntary work placements in a range of areas across the University. The aim of the partnership is to provide competency-based work experience and a current referee in order to make people with disabilities more competitive for advertised positions – 60% of clients gained paid employment soon after completing their placements, either at UTS or elsewhere. UTS supports between 20 and 30 placements each year.

### ***UTS Disability Action Plan***

Implementation of the Disability Action Plan continued in 2006 under the guidance of the Disability Action Plan (DAP) Committee. Working Groups have progressed issues around Teaching and Learning, Library, communication of the Disability Action Plan to members of the University community, and improving access to the built environment. Progress of the recommendations of the current DAP is now being assessed given that the DAP is to be reviewed at the end of 2007 and a DAP 2008 – 2012 prepared.

### ***Disability Awareness Training***

As part of its commitment to raising awareness on issues impacting on people with disabilities, the Equity and Diversity Unit coordinates annual no-cost Auslan (Australian Sign Language) courses for staff and students. The course covers an introduction to hearing impairment, deaf culture, and basic Australian Sign language. Twenty participants (10 staff and 10 students) completed courses in 2006.

### ***Workplace Disability Fund***

Funding continued in 2006 to provide workplace adjustments through the Workplace Disability Fund for staff with disabilities. Funding covered a diverse range of accommodations, including the provision of voice recognition software, training, and the payment of carer's fees to allow academics to attend conferences.

### ***Disability Projects Fund***

The Disability Projects Fund allows smaller projects to be undertaken provided they show direct benefit for people with disabilities at UTS. In 2006, projects included website development, training on adaptive technology, scholarships for low income students with disabilities, and the completion of a DVD on graduate career development for students with disabilities.

### ***Key strategies for 2007:***

- > continuing implementation of the UTS Disability Action Plan 2003-2007
- > implementing outcomes from the review of disability employment initiatives at UTS
- > continuing to coordinate and promote the availability of core programs and services for people with disabilities within the University, including the Workplace Modification Fund, disability awareness training, Auslan courses, accessible parking permits, work placements and Disability Projects Fund.

## Equal Employment Opportunity for Women

### **Women@UTS**

Women@UTS is an initiative designed to build organisational capability and a stronger sense of community for all women employed at UTS. With a total female staff of 1,105 (351 academic, 754 support), approximately 40% of academic and 40% of support female staff participate annually. The Women@UTS Program is broad ranging and includes seminars, workshops, presentations/discussion forums featuring key UTS women, and local and international guest speakers. 2006 group and individual activities included:

- > Women's Leadership Workshops (piloted in 2006) – dedicated leadership workshops for women (with both academic and support staff participation) including two initial workshop days and follow up career counselling and relevant mentoring
- > dedicated 'Early Career Researcher' stream of activities including the establishment of an advisory group consisting of very senior women and early career researchers
- > an Indigenous Women's Network with a complementary Women's Business @ UTS stream, linking Indigenous and non-Indigenous women
- > nominations and support for UTS women involved in the broader Australian Technological Universities Women's Executive Development Program (WEXDEV)
- > research and investigations through the Equity and Diversity Unit into the experience of women at UTS, including women in non-traditional fields, women in research, and women in more junior administrative roles. Outcomes are reported nationally and internationally through conference presentations and higher education networks
- > mentoring for academic promotion (small group/one-to-one)
- > dedicated career development/enhancement activities for administrative women (including supervisor input)
- > career enhancement workshops and work/life balance seminars
- > community building initiatives including celebrations of UTS women's achievements, fundraisers, outdoor activities, the UTS Blue Stocking Choir, International Women's Day celebrations, introductory and farewell events when senior women join or retire from UTS
- > UNIFEM (United Nations Development Fund for Women) involvement including support for the UNIFEM/IDP Peace Scholarship recipient. The Manager of Women@UTS has been a National Board member of UNIFEM Australia 2004-06.

A major focus in 2006 was the Women@UTS Leadership Workshops, a pilot program for women academic and support staff aspiring to senior management roles. Women@UTS is currently being formally reviewed to ensure that it remains effective in meeting the needs of its key stakeholders: women staff of the University.

### **Women Early Career Researchers (ECR) Network**

The Early Career Researchers' Network was established in 2005 with an Advisory Group of 10 women (senior and junior women researchers). Fifty women early career researchers participated in network activities during the 2006 calendar year.

### **UTS Child Care**

UTS continued to provide funding and in-kind support to UTS Child Care Inc. to assist with the running of three UTS child care centres. Children from over 130 UTS staff and student families attend these centres, with community members also accessing vacancies depending upon demand.

### **Key strategies for 2007**

Continuing to implement professional development and community building initiatives through Women@UTS. Priority areas for 2007 include:

- > implementing outcomes from the formal evaluation of the Women@UTS Program
- > providing mentoring and follow-up support for participants in the Women in Leadership program in 2006
- > investigating pay equity issues at UTS
- > continuing to showcase achievements of UTS women to the broader UTS community
- > arranging for guest speakers to address staff on relevant issues.

### **Ethnic Affairs Priority 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.

### **Development of new UTS Ethnic Affairs Priority Statement (EAPS)**

The revised and updated EAPS Plan was adopted by UTS in August 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 provides an overview of strategies and priorities relating to curriculum, staff selection and support, information and support for students, and social harmony and multiculturalism.

### **Skillmax Training**

Skillmax is a free NSW government program that helps staff from non-English speaking backgrounds to maximise their overseas qualifications, training, skills and experience. UTS provides opportunities for staff who identify the need to improve their professional English skills for the workplace to attend Skillmax training in work time. 20 UTS staff attended Skillmax training in 2006.

### **Cultural Awareness**

UTS held a number of Indigenous cultural activities, Reconciliation events, lectures and training activities that contributed to the richness and understanding of cultural diversity of the University.

### **ELSSA Centre**

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. Inter-cultural awareness was fostered through discussions on socio-cultural and educational differences and similarities as a means of enriching students' experiences on campus.





### **Key strategies for 2007:**

- > implementation of the new UTS Ethnic Affairs Priority Statement
- > continuing to coordinate participation in the Skillmax program for staff to develop their professional English skills for the workplace
- > continuing to raise awareness of cultural diversity issues and implementing policies, programs and activities to promote an inclusive environment at UTS
- > reconvening the Cultural Diversity Network with an expanded membership.

### **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, available from the Equity and Diversity Unit.

Achievements in 2006 included the following.

- > Access by inpUTS and Special Admission applicants increased slightly. This improvement was facilitated through the increased UAI concession of 10 points and changing the eligibility criteria to include applicants with a single severe educational disadvantage.
- > Implementation of a research project on 'Transition to University' experiences, with a focus on the needs of students from equity groups.
- > Publication of the *U@Uni* for years 10-12 high school students at NSW Priority Funded High Schools.
- > Investigations commenced in September 2006 into gender equity in faculties, with the aim of developing faculty-specific strategies where educational or professional disadvantage is shown to be a primary cause of under-representation.
- > Launch of an expanded and updated Good Practice Guide for Academic Liaison Officers.

### **Student Equity Strategy 2005–2008**

The UTS Student Equity Strategy is a comprehensive five-year plan covering the following key areas: Outreach, Admission, Progress and Success, and Inclusive community.

### **Schools Outreach Program**

- > **U@UTS Day**  
In 2006 U@UTS Day changed its focus to year 10 students on advice from schools and the NSW Department of Education and Training. The purpose is to encourage students, prior to HSC subject selection, to consider post-school education and career options. On 4 May 2006, 156 students and their careers advisers from 11 Priority Funded Schools attended the event. Students and careers advisers gave positive feedback about the suitability and timeliness of this program for year 10 students. The event will continue to be held for year 10 students.
- > **Publications**  
The *U@Uni* book for years 10-12 students was launched during U@UTS Day, with positive feedback from students and schools. The book covers topics such as what university is like, how it differs from school, how to choose a course, jobs and careers, costs of study, scholarships, alternative pathways and how to apply for entry.
- > **School consultations**  
School consultations were a key focus in 2006. A program for years 8-12 is being developed in consultation with students, school principals, school careers advisers, the NSW Department of Education and Training, UTS faculties, and the Marketing and Communications Unit. Commencing in 2007 the program will feature a range of components including peer mentoring by UTS students; increased participation in UTS campus-based schools activities; and targeted publications for parents and students from low socio-economic backgrounds and/or who are first in their family to attend university. The program will target Priority Funded High Schools that have participated in U@UTS Day in the past and schools that have expressed interest in UTS schools outreach activities.

### **Gender Equity and Access Scheme**

In 2006 the Equity and Diversity Unit undertook a research project on 'Gender Equity in Non-Traditional Fields of Study at UTS'. The report examines the history and issues of gender equity in fields of study where one gender predominates, and proposes a plan for improving the access, participation, retention and success of students in under-represented gender groups where educational or professional disadvantage is found. Project objectives aim to address issues to which UTS can realistically respond, including:

- > development of a University-wide access scheme to improve the representation of females (and males if supporting evidence is found) in non-traditional fields of study. Such a scheme must complement existing access schemes
- > development of outreach strategies where appropriate, eg. schools outreach, improved marketing strategies
- > development of support mechanisms for enrolled students where appropriate
- > identifying issues relating to curriculum, culture and climate
- > the setting of realistic targets.

## University Transition Program

In June 2006 the Equity and Diversity Unit undertook a project to research and develop a comprehensive and accessible Transition to University Program. The proposed program aims to meet the practical needs of students adapting to their first year at UTS to improve the retention and success of all students. Transition support programs assist all students, in particular those from disadvantaged schools where 75% of students are first in their family to matriculate to university.

A new University Transition Program will present a suite of existing and new programs provided by the Student Services Unit, ELSSA Centre, Jumbunna IHL and the faculties. The program will:

- > have components designed to ease the transition to university and enhance the transition experience for new students throughout their first 12 months of study
- > aim to foster the engagement of new students in university life, and engender in them a sense of belonging to the university community
- > aim to improve rates of student retention, academic success and course completion.

## 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 2006 nine faculties offered 17 places. In 2006 there were 12 applications, four offers and three enrolments. One applicant received a scholarship at Insearch to study English for Academic Purposes.

Application numbers are significantly reduced on previous years, and this is attributed to the improved visa processing guidelines implemented by the Department of Immigration and Ethnic Affairs in October 2005. Correspondingly, there has been a small increase in the number of applications for Special Admission-Refugee, as previous temporary protection visa holders become permanent residents who are then eligible for a Commonwealth-supported place at UTS.

## 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 is available to Australian humanitarian visa holders.

In 2006, UTS assessed 16 applicants under the Refugee Academic Skills Assessment program. All 16 applicants were eligible and made offers of a place at UTS, resulting in 13 enrolments.

## Equity Scholarships

In 2006 UTS awarded 304 Commonwealth Learning Scholarships valued from \$2,082 – \$4,161, and a further 158 UTS Diversity Access Scholarships valued from \$1,250 – \$4,161. In addition, service fee waivers were provided to 259 low income, Indigenous and TPV students.

## Key Strategies for 2007

Ongoing implementation of the Student Equity Strategy 2005-2008, with a focus on:

- > further development of the Schools Outreach Program
- > development and implementation of the University Transition Program
- > implementation of recommendations from the Gender Equity in Non-traditional Fields report, and
- > development of an Equity Endowment Fund to facilitate alumni, staff and industry contributions to equity scholarships.



## APPENDIX F

### WORKS IN PROGRESS AND COMPLETED 2006

| Property/<br>building number |   | \$'000  |
|------------------------------|---|---------|
| Building 1                   | Upgrade Central Plant, levels 1 and 29  | 4,339   |
| Building 1                   | Façade joint resealing and concrete spalling repairs                            | 1,430   |
| Building 1                   | Accommodation options for commercial precinct, level 14                         | 1,020   |
| Building 1                   | Upgrade ITD Computer Centre, level 9  | 600     |
| Building 1                   | Upgrade foyer   | 600     |
| Building 1                   | Upgrade of Hydrant System Stage 1 and 2   | 400     |
| Building 1                   | Upgrade emergency and exit lights, levels 7-28                                  | 400     |
| Building 1                   | Replace 65w light fittings  | 400     |
| Building 1                   | Two new boilers for Central Plant   | 400     |
| Building 1                   | New light fittings  | 400     |
| Building 1                   | Replacement of lift no. 8   | 390     |
| Building 1                   | Roof repairs, level 8   | 350     |
| Building 1                   | Upgrade toilets, levels 4 and 5   | 290     |
| Building 1                   | Upgrade air conditioning, levels 5 and 6  | 250     |
| Building 1                   | Enhancement of research spaces for the Faculty of Engineering                   | 250     |
| Building 1                   | Fitout of spaces for ITD, levels 9 and 10                                       | 222     |
| Building 10                  | Stage 2 accommodation for the Faculty of Nursing, Midwifery and Health, level 7 | 2,443   |
| Building 10                  | New service clusters centres (Building 5 and Building 10)                       | 400     |
| Building 10                  | Water proofing auditorium roof, level 7   | 370     |
| Building 2                   | Replace 65w light fittings  | 200     |
| Building 2                   | Upgrade lecture theatres, level 3   | 865     |
| Building 2                   | Fitout of accommodation for Carrick Institute (Institute funded), level 1 and 2 | 420     |
| Building 2                   | New lecture theatre, level 3  | 400     |
| Building 2                   | New computer lab/student commons to level 3                                     | 370     |
| Building 2                   | Proposed computer laboratory upgrade, level 4                                   | 336     |
| Building 2                   | Upgrade atrium smoke exhaust  | 250     |
| Building 2                   | Replace valve actuators, levels 1, 2 and 3                                      | 200     |
| Building 4                   | Faculty of Science and research institutes project                              | 107,985 |
| Building 5                   | Extension of Haymarket library  | 3,600   |
| Building 5                   | Refurbishment of theatres C1.19, 1.20 1.21 and classrooms C2.36, 2.37 and 2.38  | 650     |
| Building 5                   | Replacement of lift no. 4 in Block B  | 350     |
| Building 5                   | Replacement of lift no. 3 Block B   | 300     |
| Building 5                   | New chiller plant for Block C   | 280     |
| Building 5                   | Accommodation for Federation Fellow, Faculty of Business Block D, level 2       | 252     |
| Building 6                   | Renovations to level 5  | 550     |
| Building 6                   | Architecture studios  | 480     |
| Student Housing              | Major maintenance to Bulga Ngurra   | 630     |
| Student Housing              | Refurbishment of Geegal common room and laundry                                 | 430     |
| Student Housing              | Maintenance to Bulga Ngurra, levels 4 and 5                                     | 346     |
| Student Housing              | Bulga Ngurra common room and laundry facilities                                 | 338     |

### LAND REGISTER

| Property/<br>building number                  | Campus      | Use                        | Building/<br>infrastructure<br>\$'000 | Land<br>\$'000 |
|---|-------------|----------------------------|---------------------------------------|----------------|
| Broadway Building 1                           | City        | Educational                | 91,813                                | -              |
| Broadway Building 2                           | City        | Educational                | 31,735                                | -              |
| Broadway Building 3                           | City        | Educational                | 1,535                                 | -              |
| Broadway Building 4                           | City        | Educational                | 100,750                               | -              |
| Broadway The Terraces                         | City        | Educational                | 621                                   | -              |
| Broadway The Loft                             | City        | Educational                | 449                                   | -              |
| Broadway Building 6                           | City        | Educational                | 42,605                                | -              |
| <b>Broadway land value subtotal</b>           |             |                            |                                       | <b>98,152</b>  |
| Gumal Ngurang student housing (Australand)    | City        | Student housing            | 22,639                                | 15,210         |
| Haymarket campus                              | City        | Educational                | 70,503                                | 51,961         |
| Blackfriars campus                            | City        | Educational/<br>childcare  | 2,945                                 | 9,054          |
| Bulga Ngurra student housing                  | City        | Student Housing            | 5,823                                 | 3,690          |
| Geegal student housing                        | City        | Student housing            | 3,795                                 | 2,185          |
| Building 10                                   | City        | Educational/<br>commercial | 100,186                               | 37,148         |
| Kuring-gai campus                             | Kuring-gai  | Educational                | 4,317                                 | 52,022         |
| Gore Hill research laboratories               | St Leonards | Educational                | 782                                   | -              |
| Biology annex                                 | St Leonards | Educational                | 430                                   | -              |
| Clinical Studies Building                     | St Leonards | Educational                | 1,994                                 | -              |
| Centenary lecture theatre                     | St Leonards | Educational                | 640                                   | -              |
| Yarrowood Conference & Research Centre        | Yarrowood   | Educational                | 399                                   | 2,054          |
| Stroud Research Field Station                 | Stroud      | Research Station           | 68                                    | 225            |
| 24 Point Street (Vice-Chancellor's residence) | Pyrmont     | Housing                    | 2,250                                 | -              |
| 14 Ultimo Road (Dairy Farmers)                | City        | Commercial                 | 157                                   | 15,543         |
| Ultimo, corner Jones and Thomas Sts           | City        | Educational                | -                                     | 12,300         |
| <b>Total</b>                                  |             |                            | <b>486,436</b>                        | <b>299,544</b> |

Note 1: Values are based on Colliers valuation dated 31/12/06.

Note 2: On 07/11/06, UTS released its rights of occupation at the St Leonards' Dunbar land and building, and consequently acquired property in Ultimo, corner of Jones and Thomas streets.

# APPENDIX G

## CONSULTANTS

The University paid \$6.313 million for external consulting services in 2006, of which \$0.753 million was for capital works. A total of \$2.398 million was paid for consultancies consisting individually of less than \$30,000.

Payments in excess of \$30,000 totalled \$3,914,960 and are listed below.

| Consultant   | Area                   | \$                  |
|--|------------------------|---------------------|
| A & R Consulting Pty Ltd   | Course Facilitation    | 36,815.22           |
| Academy Global Pty Ltd   | Course Facilitation    | 54,600.00           |
| ACIL Tasman Pty Ltd  | Research               | 56,584.79           |
| Advanced Solutions International                                   | Information Technology | 64,450.00           |
| ALBA National Pty Ltd  | Research               | 43,400.00           |
| Anstad Pty Ltd   | Course Facilitation    | 31,593.83           |
| APP Corporation Pty Ltd  | Project Management     | 347,920.75          |
| Arup Pty Ltd   | Engineering            | 218,080.00          |
| Attain IT Pty Ltd  | Information Technology | 33,600.00           |
| Australian Universities Quality Agency                             | Audit Fee              | 53,800.00           |
| Australian Playground Safety Institute Pty Ltd                     | Course Facilitation    | 113,697.70          |
| Change2Improve Pty Ltd   | Course Facilitation    | 91,987.18           |
| Clarkson Business Services Pty Ltd                                 | Course Facilitation    | 145,994.00          |
| Class Software Pty Ltd   | Information Technology | 50,000.07           |
| Colin Wood & Associates Pty Ltd                                    | Course Facilitation    | 33,933.00           |
| Colliers International Consultancy & Valuation Pty Ltd             | Asset Valuation        | 102,500.00          |
| Crawford Business Consulting Pty Ltd, trading as Acclaim Analytics | Information Technology | 64,545.96           |
| CRI Project Management Pty Ltd                                     | Project Management     | 44,463.49           |
| Duke Training & Consulting Pty Ltd                                 | Course Development     | 50,839.00           |
| Frost Design Pty Ltd   | Design                 | 41,029.00           |
| Green, Christine Valda, trading as Research Assets                 | Research               | 70,280.00           |
| Hirst Architects Pty Ltd   | Architects             | 71,940.00           |
| I-Link Research Solutions Pty Ltd                                  | Research               | 33,790.00           |
| John Mitchell & Associates Pty Ltd                                 | Research               | 45,825.00           |
| LK Colley & ND Russell   | Project Consulting     | 124,500.00          |
| Lockenet Pty Ltd   | Information Technology | 30,021.82           |
| Lorimer Investments Pty Ltd  | Information Technology | 45,500.00           |
| LTC Language & Testing Consultants Pty Ltd                         | Language Testing       | 897,858.00          |
| Mahaffey Associates Pty Ltd  | Building Consultant    | 33,152.50           |
| Mercer Human Resource Consulting Pty Ltd                           | Human Resources        | 48,300.00           |
| Norman Charles Laing   | Research               | 108,032.79          |
| Page Kirkland Cost Management Pty Ltd                              | Cost Planners          | 67,862.50           |
| Pamela Lloyd Publishing Services Pty Ltd                           | Research               | 45,000.00           |
| Prospect Research & Marketing Pty Ltd                              | Research               | 30,000.00           |
| Pureprofile Pty Ltd  | Research               | 48,630.50           |
| Rajula Imports Pty Ltd   | Course Facilitation    | 87,818.19           |
| Redfield and Partners  | Research               | 32,563.64           |
| Rega Controls Pty Ltd  | Engineering            | 38,505.00           |
| Skill Strategies   | Course Facilitation    | 58,122.22           |
| Solutions Marketing and Research Pty Ltd                           | Research               | 50,000.00           |
| Survey Engine Pty Ltd  | Research               | 48,000.00           |
| Technology One Limited   | Information Technology | 33,468.19           |
| The Leading Partnership Pty Ltd                                    | Course Development     | 33,685.88           |
| The Wolffdene Trust, trading as Consulting Coordination Pty Ltd    | Course Facilitation    | 88,560.29           |
| University of Toronto  | Research               | 63,709.98           |
| <b>TOTAL</b>   |                        | <b>3,914,960.49</b> |



## APPENDIX H

### OVERSEAS TRAVEL

The University paid \$5.21 million for staff overseas travel in 2006. 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 is a company limited by guarantee; it is a controlled entity of UTS. INSEARCH provides academic and English language pathway programs to UTS. INSEARCH also provides courses in China, Vietnam, Thailand, Indonesia and England.

In 2006 INSEARCH provided a donation to UTS of \$4 million; as well, a total of 1,133 students progressed from INSEARCH courses to UTS degree courses in 2006. INSEARCH also provided a total of \$189,000 to UTS through doctoral and post doctoral fellowships and grants to the Research and Innovation Office. INSEARCH's total benefits to UTS in 2006 amounted to \$20 million, including fees paid by students progressing in previous semesters.

INSEARCH's role is to assist and promote the University and it does this through the provision of world-class education in a motivating environment.

#### 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 2006 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](http://www.uts.edu.au)

- > *UTS: Calendar and UTS: Handbook*  
Published annually by the Governance Support Unit.
- > *UTS: Annual Report*  
Published annually by the Governance Support Unit.
- > *Undergraduate Courses Guide*  
Published annually by the Marketing and Communication Unit.
- > *U@Uni*  
Published annually by the Marketing and Communication Unit
- > *Statement of Affairs*  
Published annually by the Governance Support Unit.
- > *Summary of Affairs*  
Published biannually by the Governance Support Unit.
- > *U: a magazine of the University*  
Published monthly 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 K1

### LEGISLATIVE CHANGES

In relation to the operation of the University in 2006, the following significant legislation was amended.

#### Commonwealth legislation

- > *Copyright Act 1968*
- > *Higher Education Support Act 2003*
- > *Workplace Relations Amendment (Work Choices) Act 2005*

#### New South Wales legislation

- > *Occupational Health and Safety Act 2000*

## APPENDIX K2

### PROCEEDINGS ON BEHALF OF THE UNIVERSITY

No legal proceedings were commenced by the University or brought against the University during the year in respect of any matter involving material financial claims (other than matters covered by the University's insurance policies such as workers compensation claims).

## APPENDIX L

### ENVIRONMENTAL REGULATION

The significant environmental legislation impacting on University operations is:

- > *Environmentally Hazardous Chemicals Act 1985* (NSW)
- > *Protection of Environment Operations Act 1997* (NSW)
- > *Radiation Control Act 1990* (NSW)

In 2006 the University did not breach this legislation.

## APPENDIX M

### 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 2007.



# APPENDIX N

## 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 both are 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

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

| FOI request                            | Personal | Other    | Total    |
|--|----------|----------|----------|
| A1 New (including transferred in 2005) | 4        | 3        | 7        |
| A2 Brought forward                     | 0        | 0        | 0        |
| <b>A3 Total to be processed</b>        | <b>4</b> | <b>3</b> | <b>7</b> |
| A4 Completed                           | 4        | 3        | 7        |
| A5 Transferred Out                     | 0        | 0        | 0        |
| A6 Withdrawn                           | 0        | 0        | 0        |
| <b>A7 Total Processed</b>              | <b>4</b> | <b>3</b> | <b>7</b> |
| A8 Unfinished (carried forward)        | 0        | 0        | 0        |

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

| Results of FOI request | Personal | Other |
|------------------------|----------|-------|
| B1 Granted in full     | 1        | 1     |
| B2 Granted in part     | 3        | 2     |
| B3 Refused             | 0        | 0     |
| B4 Deferred            | 0        | 1     |
| B5 Completed           | 4        | 3     |

#### Section C: Ministerial Certificates – number issued during this period

|                                    |   |
|------------------------------------|---|
| C1 Ministerial Certificates issued | 0 |
|------------------------------------|---|

#### Section D: Formal consultations

|  | Issued | Total |
|--|--------|-------|
| D1 Number of requests requiring formal consultations | 3      | 5     |

#### Section E: Amendment of personal records

| Result of amendment request      | Total    |
|----------------------------------|----------|
| E1 Result of amendment – agreed  | 0        |
| E2 Result of amendment – refused | 0        |
| <b>E3 Total</b>                  | <b>0</b> |

#### Section F: Notation of personal records

| Result of amendment request        | Total |
|------------------------------------|-------|
| F1 Number of requests for notation | 0     |

#### Section G: FOI requests granted in part or refused

| Basis of disallowing or restricting access               | Personal | Other    |
|--|----------|----------|
| G1 Section 19 [application incomplete, wrongly directed] | 0        | 0        |
| G2 Section 22 [deposit not paid]                         | 0        | 0        |
| G3 Section 25 (1)(a1) [diversion of resources]           | 0        | 0        |
| G4 Section 25 (1)(a) [exempt]                            | 3        | 2        |
| G5 Section 25 (1)(b),(c),(d) [otherwise available]       | 0        | 0        |
| G6 Section 28 (1)(b) [documents not held]                | 0        | 0        |
| G7 Section 24 (2) [deemed refused, over 21 days]         | 0        | 0        |
| G8 Section 31 (4) [released to medical practitioner]     | 0        | 0        |
| <b>G9 Totals</b>   | <b>3</b> | <b>2</b> |

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

|                           | Assessed costs | FOI fees received |
|---------------------------|----------------|-------------------|
| H1 All completed requests | \$1,680        | \$210             |

#### Section I: Discounts allowed

| Type of discount allowed                        | Personal | Other    |
|---|----------|----------|
| I1 Public interest                              | 0        | 0        |
| I2 Financial hardship – pensioner/child         | 0        | 0        |
| I3 Financial hardship – non-profit organisation | 0        | 0        |
| <b>I4 Totals</b>                                | <b>0</b> | <b>0</b> |
| I5 Significant correction of personal records   | 0        | 0        |

#### Section J: Days to process

| Elapsed time     | Personal | Other    |
|------------------|----------|----------|
| J1 0 - 21 days   | 3        | 2        |
| J2 22 - 35 days  | 0        | 0        |
| J3 Over 35 days  | 1        | 1        |
| <b>J4 Totals</b> | <b>4</b> | <b>3</b> |

### Section K: Processing time

| Processing hours | Personal | Other    |
|------------------|----------|----------|
| K1 0 – 10 hours  | 3        | 2        |
| K2 11 – 20 hours | 0        | 0        |
| K3 21 – 40 hours | 1        | 0        |
| K4 Over 40 hours | 0        | 1        |
| <b>K4 Totals</b> | <b>4</b> | <b>3</b> |

### Section L: Review and Appeals

|   |   |
|---|---|
| L1 Number of internal review requests         | 1 |
| L2 Number of Ombudsman reviews finalised      | 0 |
| L3 Number of District Court appeals finalised | 0 |

| Bases for Internal Review<br>Grounds on which internal review<br>requested | Personal |          | Other    |          |
|--|----------|----------|----------|----------|
|  | Upheld   | Varied   | Upheld   | Varied   |
| L4 Access refused  | 0        | 0        | 0        | 0        |
| L5 Deferred  | 0        | 0        | 0        | 0        |
| L6 Exempt matter   | 0        | 0        | 0        | 1        |
| L5 Unreasonable charges  | 0        | 0        | 0        | 0        |
| L8 Charge unreasonably incurred  | 0        | 0        | 0        | 0        |
| L9 Amendment refused   | 0        | 0        | 0        | 0        |
| <b>L10 Totals</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>1</b> |

## APPENDIX O

### 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](http://www.hru.uts.edu.au/manual/7leg/7_3.pdf)



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Publications Coordinator: Mary Mackenzie  
 Editor: Byron Smith  
 Design: Hoc Ngo (Marketing and Communication Unit, UTS)  
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**University of Technology, Sydney**

**+61 2 9514 2000**

PO Box 123 Broadway, Sydney,  
New South Wales, 2007, Australia

**Course Information**

**+61 2 9514 1222**

[www.uts.edu.au/study/courses](http://www.uts.edu.au/study/courses)

**UTS: International**

**1800 774 816 (within Australia)**

**+61 3 9627 4816 (international)**

[international@uts.edu.au](mailto:international@uts.edu.au)

**Media Inquiries**

**+61 2 9514 1734**

**[www.uts.edu.au](http://www.uts.edu.au)**

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## **CAMPUS LOCATIONS**

### **City campus**

15 Broadway, Ultimo  
702-730 Harris Street, Ultimo  
745 Harris Street, Ultimo  
755 Harris Street, Ultimo  
235 Jones Street, Ultimo  
1-59 Quay Street, Haymarket

### **Kuring-gai campus**

Eton Rd, Lindfield

### **Access**

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### **Postal address**

University of Technology, Sydney  
PO Box 123 Broadway, Sydney  
New South Wales 2007 Australia  
telephone + 61 2 9514 2000  
[www.uts.edu.au](http://www.uts.edu.au)