



UNIVERSITY OF
TECHNOLOGY SYDNEY

UTS ANNUAL REPORT 2008

REVIEW OF OPERATIONS

20
UTS
ANNIVERSARY

UTS ANNUAL REPORT 2008

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Letter of submission

The Hon. Verity Firth MP
New South Wales Minister for Education and Training
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

We submit to you the *UTS Annual Report 2008*, which accounts for all our major operations and financial matters for the calendar year.

This year we celebrated our 20th anniversary as a university and set direction for our next decade and beyond with the development of a new strategic plan, a renewed focus on research, the reorganisation of our faculties and the drafting of a master plan for our City campus.

We had a strong year in terms of securing research funding and experiencing an increase in student enrolments. These improvements and our new plans, combined with an improving national environment for universities, sets us in a good position for the future.

The financial statements in this report are endorsed by the Council of the University of Technology, Sydney. The report complies with the *Annual Reports (Statutory Bodies) Act 1984* (NSW).

Yours faithfully,



Professor Vicki Sara
Chancellor



Professor Ross Milbourne
Vice-Chancellor

April 2009

Purpose of UTS

In our 20 years as a university our central objectives of teaching and research – set by the *University of Technology, Sydney, Act 1989* (NSW) – have not wavered.

What have changed are our methods, structure, mix of students and staff, and place in the education market, as we have matured to become one of Australia's most renowned teaching and research technology universities.

Our focus is to prepare students for business, industry and the professions – all that we do stems from this. Our official adoption of the 'UTS Model' – a global practice-oriented approach to learning – beginning 2009, will strengthen this position. The model delineates the focus of our teaching to expose students to professional practice in an international context in a rigorous learning environment.

We aim to produce graduates who thrive in their chosen area of work. We aim to be known as a university that is relevant to and connected with business, industry and the professions. And we aim to advance practical knowledge to benefit our students, industry and the wider community.

Our first 20 years

In May we turned 20, a young age in comparison to other universities in Sydney, but, for us, one representing two decades of growth and achievement.

Our antecedents go back to 1833 with the Sydney Mechanics' School of the Arts, which became Sydney Workingman's College in the 1870s and then became the Sydney Technical College. Though plans were in place since 1940 it wasn't until 1964 that the state government created the New South Wales Institute of Technology.

In 1988 the School of Design, Institute of Technical and Adult Teacher Education and NSW Institute of Technology were amalgamated to create the University of Technology, Sydney, and we expanded in 1990 with the addition of Kuring-gai College of Advanced Education.

The University's first task, occupying several years, was the melding of its various institutions, which were very different, into one structure with one approach to teaching and research. To achieve this, staff and programs were moved between campuses while a culture of research and teaching was forged throughout the University.

Beginning in the mid-1990s, with the UTS brand strongly established, we looked for new revenue sources as public funding declined. We particularly focused on fee-paying students: both international and postgraduate domestic students. A significant development at this time was the creation of the Institute for International Studies – now integrated with the Faculty of Arts and Social Sciences – which offered programs in language and culture, with overseas study. This drive to 'internationalisation' was accompanied by greater emphasis on research and more flexible learning.

By 2000 we were into our 10-year strategic vision 'Setting the Pace: A Vision for the Next Decade'. To clearly focus our research we concentrated funding into four major institutes. This decade we have also upgraded infrastructure at the City campus, enhanced teaching and learning facilities, and continued entrepreneurial activity and community engagement.

Structure of UTS

CHANCELLOR AND COUNCIL

Vice-Chancellor and President

Senior Deputy Vice-Chancellor and Senior Vice-President

Faculties • Jumbunna Indigenous House of Learning • Planning and Quality Unit

Deputy Vice-Chancellor and Vice-President (International)

UTS International • Institute for International Studies • UTS Gallery and Art Collection

Deputy Vice-Chancellor and Vice-President (Research)

Research and Innovation Office • University Graduate School • University research institutes • Centre for Local Government

Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity)

ELSSA Centre • Equity and Diversity Unit • Institute for Interactive Media and Learning • Student Ombud • Student Services Unit • University Library

Deputy Vice-Chancellor and Vice-President (Resources)

Commercial Services • Facilities Management Unit • Financial Services Unit

Deputy Vice-Chancellor and Vice-President (External Relations) and Registrar

Alumni and Development Offices • Governance Support Unit • Student Administration Unit • UTS Legal Services • UTS Shopfront • 2SER

Deputy Vice-Chancellor and Vice-President (Corporate Services)

Human Resources Unit • Information Technology Division • Marketing and Communication Unit • Risk and Assurance Unit

Major related entities

accessUTS Pty Ltd • INSEARCH Ltd • UTS Union Ltd

Five-year summary

	2004	2005	2006	2007	2008
Income (%) (excluding deferred government contributions)					
Government grants	34.0	35.6	34.9	36.0	37.7
Fees and charges	30.5	32.8	31.7	29.3	27.5
HECS-HELP	18.2	18.1	18.9	19.2	19.0
Other revenue	17.3	13.5	14.6	15.5	15.8
Expenditure (%)					
Employee benefits	62.0	62.6	61.5	60.8	60.8
Other	25.7	23.5	23.8	23.7	24.7
Depreciation and amortisation	8.8	10.2	10.7	12.2	11.6
Buildings and grounds	1.9	1.9	2.7	2.1	2.2
Bad and doubtful debts	0.2	0.2	0.1	0.0	0.0
Borrowing costs	1.4	1.5	1.1	1.2	0.7
Course completions¹					
Total number of degrees and diplomas, etc., completed	8707	11,214	9996	9196	8982
Undergraduate	4425	6131	5492	5456	5025
Postgraduate by coursework	4157	4959	4338	3577	3770
PhD and research degrees	125	124	166	163	187
Enrolments¹					
Total applications for courses	60,587	61,468	60,969	62,138	64,990
Total enrolments	31,311	31,602	32,708	32,204	32,027
Undergraduate enrolments	19,139	19,403	21,371	21,664	21,125
Postgraduate enrolments	12,172	12,199	11,337	10,540	10,902
Total international students	7419	8173	8952	8106	7324
Finance (\$'000)					
Total assets	1,010,298	1,070,254	1,111,195	1,199,375	1,400,398
Total revenue from continuing operations	341,661	373,441	356,506	402,549	641,864
Total expenses from continuing operations	354,146	359,747	332,927	367,523	593,461
Library					
Number of libraries	3	3	2	2	2
Total loans from libraries	669,459	646,867	584,199	579,704	521,927
Digital Resources Register (views and downloads)	–	578,503	566,026	609,919	565,668
Non-serial volumes	624,453	644,970	668,548	668,548	713,698
Current serial titles	41,704	51,482	76,025	73,143	80,102
Research					
Cooperative Research Centres (partner in)	4	6	6	6	5
University research institutes	4	4	5	2	2
Key University Research Centres	8	8	8	–	–
ARC Centres of Excellence	2	2	2	2	2
Centres of enterprise, research and/or community service	24	21	20	22	18
Research strengths ²	–	–	–	25	26
External research funding (\$)	24,745,372	28,738,120	31,240,619	35,627,228	32,201,983
Research income from National Competitive Grants (\$)	9,372,909	12,083,839	12,171,354	14,777,864	11,092,694
Staff					
Full-time equivalent (continuing, casual and fixed term)	2614	2599	2566	2552	2603
Actual persons (continuing and fixed term)	2149	2190	2154	2112	2156

¹ Figures are student headcounts

² Research strengths replaced our structure of research institutes and centres in 2007

Achieving our goals

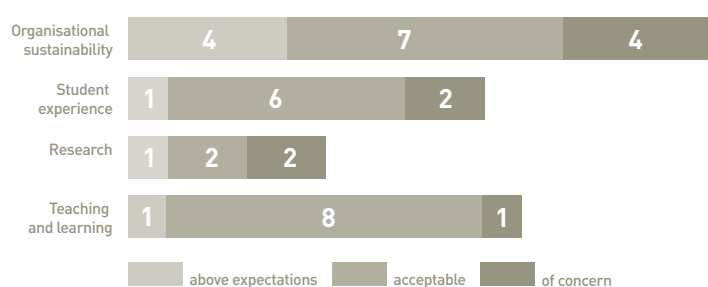
The UTS Strategic Plan 2006-2009 guided us during the year toward our vision of becoming a world-leading university of technology. Our most significant achievements in 2008 are listed below against the relevant objectives of this strategic plan. We developed a new plan – UTS Strategic Plan 2009-2018 – during the year which can be read on page 51.

Themes and objectives	Achievements in 2008	Page(s)
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 Increase graduate preparedness to pursue successful careers in a changing professional workplace	<ul style="list-style-type: none"> > completion of major curriculum renewals > architecture, planning, engineering and IT courses accredited by professional associations > work-ready project and integration of 'graduate attributes' in our teaching 	22-35 26, 28 41
Objective 2 Generate research outcomes that benefit society, particularly through research strengths that have impact nationally and internationally	<ul style="list-style-type: none"> > formation of strategic research areas, e.g. choice modelling > funding for large-scale research projects, e.g. 'iGrid' and hospital waiting times > finalising a five-year research investment strategy to increase our capacity and outcomes 	17 19 17
Theme 2: UTS is international, intellectually challenging and nurtures both student and staff capabilities		
Objective 3 Improve the quality of teaching	<ul style="list-style-type: none"> > progression of Learning and Teaching Performance Fund projects > opening of anatomy facility > formation of working party on valuing teaching 	11 34 11
Objective 4 Build researcher capacity through staff and research students, and strengthen national and international linkages to increase the impact of UTS research	<ul style="list-style-type: none"> > improved Australian Research Council Discovery and Linkage Projects funding > solid research student load > agreement with UniQuest and 90 intellectual property disclosures 	19 40 17
Objective 5 Increase and improve students' capacity and motivation to participate in the University through effective information, advice, service and support and access programs	<ul style="list-style-type: none"> > upgrade of library services and facilities > making academic literacy familiar and accessible across the University > Australian Learning and Teaching Council citation for ELSSA Centre 	41 41 41
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	<ul style="list-style-type: none"> > IDP scholarships > 20th anniversary celebrations > increased cultural, sporting activities 	41 8 43
Objective 7 Maintain an effective, helpful and sustainable learning environment for all students	<ul style="list-style-type: none"> > launch of Environmental Sustainability Initiative > approval of City Campus Masterplan to improve UTS as a learning environment > upgrade of library learning facilities 	58 53 54
Objective 8 Develop a dynamic research environment, including the provision of strategic research infrastructure	<ul style="list-style-type: none"> > bio-imaging facility > business research hub > increased commercialisation focus 	35 25 17

A snapshot of our performance

The University's overall performance during 2008 was strong, with 75 per cent of our key performance metrics recording 'acceptable' or 'above expectations' results. Performance improved over the previous year for 52 per cent of metrics tracked.

The adjacent graphs show the results of our key performance indicators in 2008. Figures represent the number of metrics in each of the four performance areas of the University.



Key dates in 2008

January	February	March
3 • UTS advisory day 25–31 • student enrolments (Kuring-gai campus)	4–21 • student enrolments (City campus) 11–22 • student orientation 25 • Autumn semester begins	17 • March session begins
April	May	June
4 • applications for Spring semester 9 • UTS Careers Fair 22–24 • graduation ceremonies (Kuring-gai campus)	5–16 • graduation ceremonies (City campus) 22 • inaugural anniversary address 23 • UTS 20th anniversary dinner 26 • UTS third decade launch day	6 • Autumn semester ends 7–27 • examinations 12 • UTS writers' anthology launch 27 • international students' farewells
July	August	September
5–12 • international graduations 16 • release of semester results 14–25 • student enrolments 21–25 • student orientation 28 • Spring semester begins	1 • applications for scholarships for Autumn semester 2009 22–31 • Ultimo Science Festival 30 • UTS information day (City campus)	1 • applications for postgraduate coursework (Autumn semester 2009) 10 • UTS information evening (Kuring-gai campus) 29 • graduation ceremonies begin (City campus)
October	November	December
3 • graduation ceremonies end (City campus) 16 • international student information day 28 • UTS human rights awards	7 • Spring semester ends 8–28 • examinations 28 • international students' farewells	1 • Summer session begins 15 • close of international students' applications for Autumn semester 17 • release of semester results

Preparing for the next decade

This year was a year of preparing for the future. A number of top-level plans were formed and agreed upon to guide us for the next decade and beyond. Three of the most significant are below.

- > In consultation with the senior executive and the wider UTS community, the University Council approved a new strategic plan to guide UTS from 2009–2018. (See page 51.)
- > Council's Physical Infrastructure Committee worked with the Facilities Management Unit and architects to create a master plan for our City campus to 2020. This caters for our needs and student load over that time, and supports our Environmental Sustainability Initiative. (See page 53.)
- > Council endorsed a research investment strategy created by the Office of the Deputy Vice-Chancellor and Vice-President (Research). Under this plan we will spend approximately \$40 million over five years to boost our standing and achievements as a research university. (See page 17.)

Our plan for the future



Photo: Joanne Saad

UTS Chancellor Professor Vicki Sara delivers her address at the University's 20-year anniversary gala dinner.

In 2008 UTS commemorated 20 years of achievements while preparing for the next decade.

The most significant part of this preparation was reviewing the University's direction, which the Council, senior executive and I spent time on at the beginning of the year. The result of all our work was captured in a new strategic plan to take effect in 2009.

Having agreed upon our vision of being a world-leading university of technology, our review focused on setting long and short-term objectives and strategies that would enable us to achieve it. The review was conducted over several months and included all chief guiding documents – mission, vision, guiding principles and strategic plan – with input from all parts of the University.

I am excited about this new strategic plan. Council and I reviewed it several times throughout the year, watching it grow as input from across the University shaped it, until its final form was approved by Council in December (see page 51).

The new strategic plan with an 'own the future' theme is shorter, more integrated and has specific success indicators – outcomes we need to reach to fulfil our vision to become one of the world's leading universities of technology.

I believe the involvement of the UTS community in the formation of the plan, its practical objectives and the fact that

it builds on what we've achieved in the 20 years of our existence, will lead to its successful fulfilment in the years ahead.

To keep us on the right track we established an initial set of five-year objectives, which will be subject to annual review and will evolve over the life of the plan. We also have a range of smaller, detailed plans across the University which support specific objectives and provide guidance.

These supporting plans set targets for the University's research, staff recruitment, campus and sustainable operation, to name a few areas. In these plans we have set ambitious objectives for the next decade, such as substantial research investment, a range of new buildings that will be built to high environmental standards, and to retain and attract high-quality staff.

The combined result of these plans is to achieve our new strategic objectives and the University's vision to be a world-leading university of technology.

I feel that these plans, which were carefully devised in the understanding of the University's current and future capacities, will give UTS the surest footing in the years ahead.

Professor Vicki Sara
Chancellor

“In these plans we have set ambitious objectives for the next decade.”

UTS: where creativity meets technology



Photo: Chris Bennett

UTS Vice-Chancellor and President Ross Milbourne

“UTS is committed to continuing to lead the way in sustainability.”

In 2008 we celebrated 20 years as a university. While our beginnings are found in the formation of the Sydney Mechanics' School of Arts in the 1800s, we formally became the University of Technology, Sydney, in 1988.

We have accomplished much in 20 years, and it was fitting that we took stock and commemorated these achievements in 2008.

We launched a week of celebrations beginning with an anniversary dinner for 350 guests, honouring our alumni who have taken their place as leaders in many fields of endeavour. In the presence of New South Wales Governor Her Excellency Professor Marie Bashir, Federal Minister of Parliament the Honourable Maxine McKew, and former Vice-Chancellors Professor Tony Blake and Professor Gus Guthrie, it was my great pleasure to present renowned actor Hugh Jackman with the Chancellor's Alumni Award for Excellence 2008 and the UTS Towering Achievement Award, in recognition of his significant contribution to entertainment.

Celebrations continued on campus, with a series of events reflecting our spirit as a university. We were honoured to host leading environmental scientist and 2007 Australian of the Year, Professor Tim Flannery, who delivered the inaugural UTS Annual Anniversary Address. Professor Flannery advocated the role of universities in creating a sustainable world, and UTS is committed to continuing to lead the way in sustainability in the higher education sector.

Students showcased their talents in creativity, fashion, sport, comedy and dance and, together with staff and members of the community, reinforced UTS's commitment to Reconciliation during commemorations of National Sorry Day. We created a pictorial history of UTS, which was displayed in our new exhibition space in the Tower Building, and also at Parliament House in conjunction with the awarding of an Honorary Doctorate to Rodney Cavalier AO, who as New South Wales Minister for Education in 1987 was a passionate sponsor for New South Wales Institute of Technology's establishment as a university. The image below was included in the exhibition, and was taken during construction of the UTS Tower. It shows Fairfax journalist Peter Spooner rowing across the flooded foundations of what is now our bustling City campus, which along with our Kuring-gai campus, is home to 30,000 students and 2150 staff. What a long way we have come!

In 20 short years UTS has become a leader in practice-oriented education. Market research confirms that we are the preferred partner of industry, which sees us as preparing our graduates well for the workplace and offering high-quality teaching and learning. This quality continues to be recognised by the federal government.

The 2009 Learning and Teaching Performance Fund results were announced a few weeks after the end of 2008. The satisfaction and success of our graduates assured that we were again ranked within the highest bands of excellence.



Photo: Ted Golding

Fairfax journalist Peter Spooner rows across flooded foundations of the UTS Tower Building in 1969.

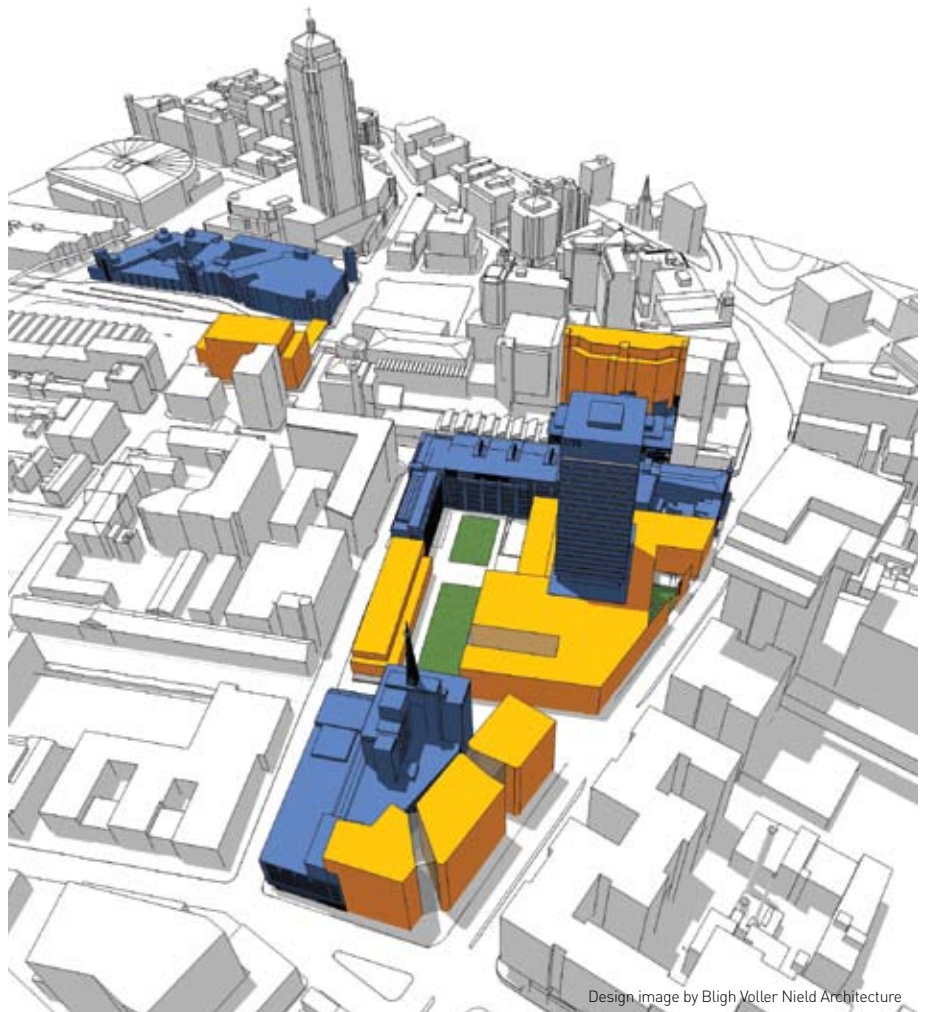
Of course, we cannot rest on our good reputation, and our aim in our third decade is to become a world-leading university of technology. This year we launched a research investment strategy aimed at building capability that will enhance our reputation nationally and internationally in key research areas. We have identified and invested heavily in five centres of excellence, in which we have the potential to become world leaders:

- > biotechnology of infectious diseases
- > plant functional biology and climate change
- > quantum computation and intelligent systems
- > social and cultural change in China
- > choice modelling.

Providing research environments and learning spaces that foster knowledge discovery and sharing is the next step. Over the next five to 10 years, UTS will make a significant investment in its facilities to create a world-class campus. We have developed a City Campus Masterplan which, when completed in 2020, will change the face of education at UTS, placing us at the cutting edge of teaching, learning, research and sustainability. This investment requires fiscal and operational sustainability – a key element of the UTS Strategic Plan 2009–2018.

The first stage of the master plan will commence in 2009 with the construction of a new building on Broadway, where creative and technology-based disciplines will develop technologies, applications and content for new markets and new users of technological products, industrial design, and information and communication technology services. We will build multi-disciplinary spaces in which students, academics and industry will collaborate to learn from each other and develop solutions for issues facing Australian and international communities, and to develop the next generation of professionals and innovators for these critical industries.

No other Australian university will have such a facility, and our vision has been rewarded with the announcement that UTS will host the Creative Industries Innovation Centre (CIIC). This is a \$17 million project over three years, and the federal



Design image by Bligh Voller Nield Architecture

Planned developments from the UTS City Campus Masterplan 2020 (for detail see page 55).

government's announcement recognises UTS's position as one of Australia's top three creative industries educators. We are uniquely positioned to service the creative industries, which are concentrated in Sydney's inner-city triangle from Pyrmont to Surry Hills to Redfern. The CIIC will access UTS's expertise, research and technologies in business, law and technology as well as design, architecture, creative arts and media.

2008's good news continued with the re-election of Professor Vicki Sara for a second term as Chancellor. Vicki's re-election is an endorsement of her strong leadership and of the esteem in which she is held. I thank Vicki for her passion and commitment to UTS. Sadly, we farewell Professor David Goodman, Deputy Vice-Chancellor (International); in 2009 we will welcome Professor William Purcell to this role.

2008 was significant for the release of two reviews: in September Dr Terry Cutler released his report on the Review of the National Innovation System, and the Review of Higher Education, chaired by Emeritus Professor Denise Bradley, released its report in December. I have long advocated the need for reforms that go to the core of our universities' business: our students, and therefore teaching and learning, and our research capacity. These reviews have the potential to realise these reforms, and I look forward to the federal government's response in 2009, which will shape the higher education landscape for decades.

Ross Milbourne

Professor Ross Milbourne
Vice-Chancellor



CHAPTER 1

Learning overview

In 2008 the University completed phase two of the improvement projects we began last year with funding from the federal government's Learning and Teaching Performance Fund.

We are making the most of the funds granted to us, using them to strengthen the culture and practice of our teaching and learning. These include redesigning curricula, incorporation of appropriate learning technologies, and upgrading our learning and teaching facilities, such as groupwork spaces, to improve student learning.

These initiatives will be supported by the allocation of \$16 million to UTS from the federal government's Teaching and Learning Capital Fund for Higher Education, which was created in December 2008. The money will be granted in 2009 and is specifically for upgrading teaching and learning facilities.

Valuing teaching

Our strong performance in the 2008 Learning and Teaching Performance Fund was an endorsement of the quality and efficacy of our teaching.

Maintaining and improving our strong reputation for teaching is an important part of our strategy for future success. This year we continued to seek ways in which high quality teaching and learning can be recognised and rewarded in the same way research is.

To that end, the Teaching and Learning Committee of our Academic Board established a working party to look at practical ways teaching can be valued.

The party was asked to recommend how we can create a culture of best practice, encouraging excellent teaching throughout the University. It is also considering how we should support staff involved in teaching. The working group will report its results in 2009.

Assessing our quality

Complementing this project, we considered how we can benchmark our teaching and learning, so we joined an Australian Technology Network of universities' project on academic standards.

Throughout 2008 and into 2009 the ATN academic working group is developing strategies to improve how the quality of teaching and learning activities are determined. The group is developing a tool that identifies and shares best-practice assessment policies across the network. It is also working to improve how information is collected and surveys conducted among graduates, whose feedback is important in assessing teaching quality.

Our assessment of the quality of students' practical experience was another focus in 2008. This is important at UTS, where we take pride in having a strong focus on practical education through a curriculum centred on contemporary issues and direct workplace experience. (Ensuring the quality of our practicum was a recommendation from the Australian Universities Quality Agency when it audited the University in 2006.)

The resulting assessment report recommended some ways to ensure students get the most out of their workplace experience and to establish what the outcomes of this experience should be.

Reviewing the role of industry

Practical experience is a significant way in which students are exposed to industry, and an important part of how industry interacts with the University. But it is only one facet of our dealings with business, industry and the professions.

Having input and consultation from the private and public sectors is essential for us to produce graduates ready for the contemporary world.

Industry also has a role in informing our curriculum through academic advisory committees, which focus on academic groupings (such as law or engineering), where experts advise faculties on industry practice and trends.

During the year we began a review of these committees, focusing particularly on the role of independent advice in the management of our courses, which will be completed in 2009.

Teaching projects in 2008

- > renewing our curriculum
- > reviewing teaching and learning infrastructure with an emphasis on appropriate technologies for learning
- > improving teaching and learning spaces
- > reviewing the Coursework Assessment Policy and Procedures Manual
- > developing an 'Avoiding Plagiarism' resource for students
- > making academic literacy familiar and accessible across the University
- > improving support of casual academic staff
- > ensuring good standards in students' work experience
- > creating a culture where good teaching is highly valued

While the University continues with these improvements it is also important to recognise what we have already achieved. In 2008, Institute for Interactive Media and Learning lecturers Dr Linda Leung and Dr Meredith Jones, Dr Tim Mansfield from the Faculty of Arts and Social Sciences, and UTS Web Team web project manager

Grant Matthews were cited by the Australian Learning and Teaching Council for their outstanding contributions to student learning for "sustained excellence in postgraduate multimedia education as recognised by students, the institutions and the industry".

UTS applications (Universities Admissions Centre and UTS direct) 2004–2008

	2004	2005	2006	2007	2008
UAC undergraduate	44,017	47,023	48,167	49,899	51,485
Direct UTS undergraduate	4786	4761	4490	4355*	4216
UAC postgraduate	1246	877	2247	2215*	2238
Direct UTS postgraduate	10,538	8807	6065	5669*	7051
UAC international students	2065	2896	2068	1752	1465

*application numbers at end of October 2007.

2004–2006 postgraduate figures reflect application numbers at year end.

Data source has changed for years after 2003. Figures for these years differ from those previously published.

Course completions 2004–2008

Headcount	2004	2005	2006	2007	2008
Higher doctorate	0	2	3	2	1
PhD	83	95	115	121	148
Master's by research	42	27	48	40	38
Master's by coursework	2438	3341	2929	2416	2568
Graduate diploma/certificate	1719	1618	1409	1161	1202
Bachelor's	4416	6123	5485	5451	5023
Sub-degree	9	8	7	5	2
Total	8707	11,214	9996	9196	8982



Ensuring quality of learning

Monitoring the results of our various student groups is important in ensuring that each is able to maintain a sound academic standard.

In 2008, students were admitted in five funding categories: Commonwealth supported, funded research, international full fee, unfunded, and domestic full-fee.

Commonwealth-supported students enter according to the standard Universities Admissions Index, while domestic full-fee students can enter up to five points below the UAI cut-off, and unfunded students can enter up to 10 points below the standard cut-off for a course. Unfunded students are those admitted through the inpUTS Educational Access Scheme and UTS Special Admission Scheme, which provides for those who have experienced educational disadvantage or other circumstances.

To track these student groups easily, this year we expanded our reporting capabilities through which subject results for all students can be examined.

The development of this system followed a recommendation from the Australian Universities Quality Agency that we ensure that our different student groups are closely monitored.

The agency also recommended that to encourage good learning practice, we develop guidelines for using anti-plagiarism software and ensure faculties have good practices to assess students' work. So in 2008 we set up a steering group to implement an online tutorial and quiz on plagiarism. We also reviewed the Coursework Assessment Policy and Procedures Manual, with an eye to including a section on plagiarism.

“We expanded our reporting capabilities through which subject results for all students can be examined.”

Students' pass rates 2005–2008 (%)

Pass rate by fee type	2005	2006	2007	2008
Commonwealth supported	90	90	91	92
Domestic full fee	93	93	92	92
International full fee	90	88	89	90
Funded research	71	68	50	58
Average	90	90	91	91

Pass rate by special admission scheme	2005	2006	2007	2008
inpUTS educational access scheme	86	87	89	90
UTS special admission scheme	–	86	85	89
Undergraduate average (all) students	91	91	91	92

First meetings take place in Second Italy

Online virtual world Second Life was trialed as a learning space with international studies' students, in a program called Second Italy, created by Faculty of Arts and Social Sciences senior lecturer in Italian studies Dr Ilaria Vanni.

Dr Vanni originally supervised her students carrying out research in Italy from Sydney using Skype and email, but found she couldn't interact with them as efficiently as she wished. Using Second Life she found it was possible to communicate with students verbally, visually and with text in real time. In the pilot project Dr Vanni met her students in Second Life for three hours, once a week, running research methodologies workshops.

As part of the pilot, Gloria De Vincenti, lecturer in Italian language and culture, explored Italian sims in Second Life with her students, who practised their language skills with Italians using Second Life.

Image [right] supplied by Ilaria Vanni



Reshaping our academic board

Following a review initiated in 2007, it became clear that Academic Board – the University’s top-level teaching and research governance body – was in need of revitalisation. This followed a recommendation from the Australian Universities Quality Agency in its audit of UTS in 2006 that Academic Board should have a stronger role in improving the quality of our courses. This year we reviewed what needed to change and made those changes.

A detailed report was produced in September, which recommended the board fulfil its role as a high-level strategic academic body by being more involved in

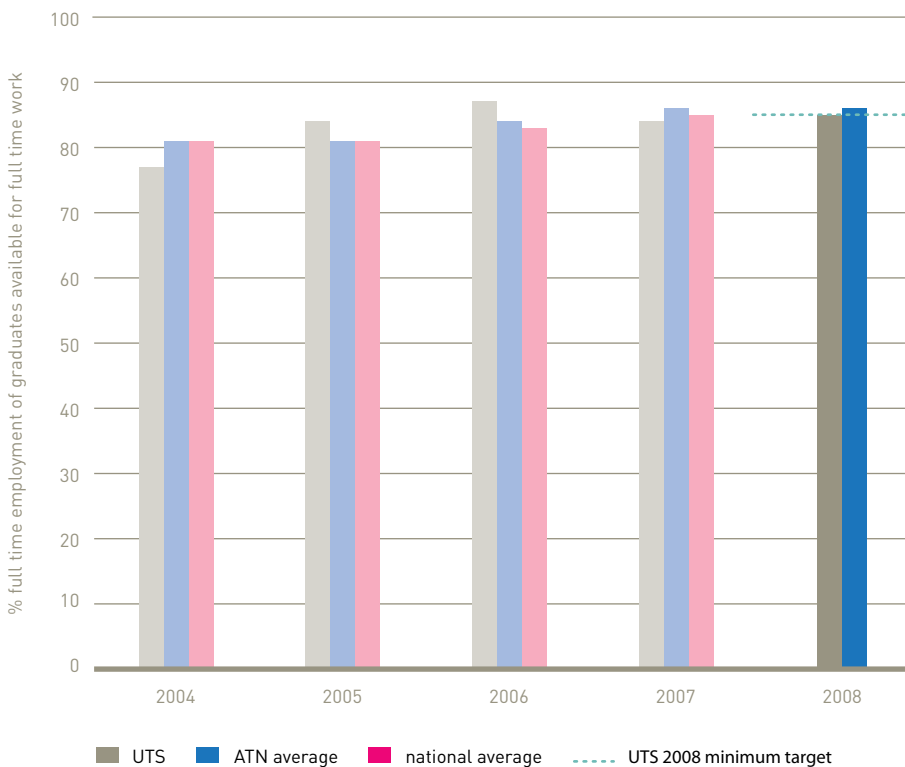
academic strategy, policy and governance, and setting standards and enforcing them.

This stronger strategic role was complemented by recommendations to reform the board’s membership and method of operation, effectively establishing a new board model. Essentially, these were to almost halve the number of members on the board to 63 (to make discussion easier), and increase the proportion of elected academic staff and student members, while changing the board’s focus to strategic, rather than operational matters.

During the year we considered what board models would be best and opened discussions to the UTS community. By mid-year we had settled on the preferred model, considered how to implement it and ensured it had widespread support.

Council approved the new board model late in 2008 and elections for members were held. The new Academic Board (and its committees) will take form in March 2009.

Graduate success



The University’s 2008 result of 85 per cent was a 1 per cent increase from the previous year’s result, which, while being just under our target of 86 per cent was still a strong outcome. Graduate workplace success is influenced by market conditions which can fluctuate from year to year. The strong results over 2005-2007 contributed to our success in the federal government’s Learning and Teaching Performance Fund allocations.

Background: All Australian graduates are surveyed in the Australian Graduate Survey (AGS). Full-time employment is defined as the percentage of respondents reporting that they are in full-time employment as a percentage of those who are available for full-time work, so includes those still seeking full-time work and those in part-time work, seeking full-time work. Graduates who have gone on to further full-time study are excluded. Only Australian-resident graduates are included. First degree graduates are those who have completed bachelor or diploma degrees.

Reference: UTS KPI TL4

Cities of our exchange partners



CHAPTER 2



Research overview

Research was a central focus for UTS in 2008 as we set in motion our most ambitious research plan.

Early in the year we planned how we would invest in research over the next few years and what areas we would focus on to pursue national and international recognition.

This was part of the review of our overall strategic plan and followed the University Council's decision last year that UTS would strive to become one of the top 12 research universities in Australia by 2013.

To achieve this we need to substantially increase our dedicated research staff, research income, journal publications, citations and completions of top-level PhDs.

By April, Council had approved a five-year research investment plan of almost \$40 million to improve our performance and identify research strengths that are, or could be made into, areas of leadership for us. These are:

- > biotechnology of infectious diseases
- > plant functional biology and climate change
- > quantum computation and intelligent systems
- > social and cultural change in China
- > choice modelling.

Under this investment plan, over the next few years we expect to increase research income to perform better in competitive grants, productivity, quality, impact and reputation and have a bigger presence in business, in the community and in research nationally and internationally.

A stronger commercial focus

In part, our aim is to produce research outcomes that have a market application and are suitable for commercialisation.

To improve our capacity to make the most of possible commercial outcomes, in July UTS signed a research commercialisation services agreement with UniQuest Pty Ltd, the research commercialisation company of the University of Queensland. All UTS faculties also joined the agency on an individual basis.

More than 90 new intellectual property disclosures at UTS were generated by UniQuest during 2008. Four provisional patent applications were lodged, and one patent application was completed.

The Research and Innovation Office employed three industry-focused business development and commercialisation staff to build relationships and projects with industry.

We are also looking to raise research funding by appointing a dedicated grants manager focusing on international development opportunities.

Government reviews

While we expect strong results from our internal strategies, the biggest changes are likely to come from the federal government, which began two significant reviews in 2008.

The previous federal government's Research Quality Framework – a national system to deliver research funding to universities – was cancelled by the Rudd government when it came to power late in 2007.

An alternative approach to assess Australia's research quality was introduced by the Minister for Innovation, Industry, Science and Research, Senator Kim Carr, in February. This 'Excellence in Research for Australia' initiative is being developed by the department and the Australian Research Council.

The initiative will evaluate research activity in various disciplines and will report on institutions and disciplines that are internationally competitive, together with emerging areas where there are opportunities for development and further investment. It will be finalised and trialled in 2009.

The 'Review of the National Innovation System', also initiated by the department, was a comprehensive independent review considering all factors in Australia's culture of innovation.

A key recommendation was for full funding of university research, in addition to current funding arrangements. As part of the review process, a separate review of Cooperative Research Centres was undertaken. This recommended greater funding for the centres.

Research activities in 2008

- > The University Graduate School – responsible for quality assurance in research education and managing research training – established a working group to review research training programs in light of best-practice standards.
- > Library staff completed a project for the Research and Innovation Office to digitise the research output of academic staff from 2002 to 2007.
- > To increase ease of access to the University's PhD thesis collection, the library migrated the Australasian Digital Theses Collection into our internal UTSiResearch online database.
- > The 4Rs: Rights, Reconciliation, Respect, Responsibilities international conference held at UTS focused on human rights and social equity. It was attended by people from universities, government, non-government and community organisations.
- > Deputy Vice-Chancellor (Research) Professor Sue Rowley joined an Expert Group on Assessment of University Based Research established by the European Commission. Other group members include staff from European universities and governments.
- > The Institute for Sustainable Futures reviewed the annual survey of the Regional Assistance Mission to the Solomon Islands – a partnership between the Solomon Islands and 15 countries of the Pacific region. The survey gauges the views of Solomon Islanders on the progress of improvement in government, law and the economy. For its review of the survey, institute staff visited the country in November and held discussions with a variety of people involved in the survey and mission.



Photo: Chris Bennett

Research funding

In 2008 UTS received total external funding of \$32.2 million for our research, compared to \$35.6 million in 2007. While much of our funding is from the Australian Research Council, other sources are varied and include the National Health and Medical Research Council, CSIRO and the Attorney General's Department of New South Wales.

Australian Research Council schemes

In 2008 we submitted more than 100 applications for funding to the Australian Research Council, of which 25 were successful: 16 Discovery Projects, six Linkage projects and three Linkage Infrastructure, Equipment and Facilities (LIEF) proposals.

The ARC awarded UTS more than \$8 million in 2008, an increase of approximately \$2 million from 2007.

Out of the 50 institutions that received funding under the ARC Discovery Projects scheme (which provides funding for research projects that can be undertaken by individuals or teams), UTS ranked 13th in terms of the number of projects and funding awarded, receiving 16 grants totalling more than \$5 million. This is a considerable improvement on last year's performance, and our success rate also

increased to 20.5 per cent of applications. (This included our largest ever grant of \$880,000.)

From the ARC Linkage Projects scheme (which supports collaborative research and development projects between organisations) UTS was awarded a total of \$2.64 million in 2008. Again, this was a good result and we improved on our rankings from last year.

We had a 100 per cent success rate with our three LIEF proposals and were awarded more than \$1.4 million of ARC funding. (The LIEF scheme is designed to encourage collaboration between institutions by ensuring that expensive infrastructure and equipment can be shared between researchers in partner organisations.) UTS ranked eighth in funding out of the 23 institutions that applied to the LIEF scheme.

National Health and Medical Research Council

The council is another important research funding body for universities. UTS performed well in NHMRC grants in 2008, receiving more than \$1.25 million in project grants, a capacity-building grant of \$1.5 million and a development grant of \$140,000.

“We had a 100 per cent success rate with our LIEF proposals.”

University-wide major research projects

iGrid (the Intelligent Grid Cluster greener electricity network)

Funding: \$9.2 million

Funding and partner institutions: CSIRO Energy Transformed (\$3.1 million), with the remaining funding from UTS, the University of Queensland, the University of South Australia, Queensland University of Technology and Curtin University of Technology.

'Patient waiting times at public hospitals and the demand for private care'

Funding: \$880,000 (ARC Discovery Project funding scheme)

Awardee: UTS Centre for Health Economics Research and Evaluation

'Tunable metallophthalocyanine complexes for molecular electronics'

Funding: \$307,000 over five years (ARC Discovery Project scheme)

Awardee: Institute of Nanoscale Technology

'Supported biomass membrane bioreactor: optimisation of aeration for better fouling control'

Funding: \$210,000 over three years (ARC Linkage Projects scheme)

Awardees: Faculty of Engineering and Information Technology; Faculty of Nursing, Midwifery and Health; Steri-flow Filtration Systems; Kogarah Council



CHAPTER 3



Faculty reports

Halfway through this year some of the University's faculties and teaching institutes were merged to bring complementary disciplines together, which we hope will strengthen our teaching and research in these areas.

At the beginning of July the Faculty of Information Technology and Faculty of Engineering merged to create the Faculty of Engineering and Information Technology; and we merged the Institute for International Studies with the Faculty of Humanities and Social Sciences, and the Faculty of Education, to create the Faculty of Arts and Social Sciences.

The faculty reports on the next few pages explain major personnel changes that accompanied these mergers and all major operations of the faculties throughout the year.

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> Engineering and Information Technology	28
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Arts and Social Sciences



The Goat That Ate Time, by Bachelor of Media Arts and Production graduate Lucinda Schreiber, screened at several international film festivals in 2008.

“We expect the Bachelor of Global Studies to become a flagship course at UTS.”

The faculty came into being on 1 July with the merging of the Faculty of Humanities and Social Sciences, the Faculty of Education and the Institute for International Studies.

One objective of the merger was to strengthen the overall humanities offering at UTS. Professor Theo van Leeuwen, previously dean of the Faculty of Humanities and Social Sciences, was appointed dean of the new faculty.

The Faculty of Arts and Social Sciences is organised into seven academic groups: communication and learning, creative practices, cultural studies, education, journalism, language studies, and social and political change.

Teaching

One of the faculty's most significant achievements in 2008 was the finalisation of the Bachelor of Global Studies to be offered in 2009, which we expect to become a flagship course at UTS. The cross-faculty course will teach transnational relations, international law, international studies and comparative social studies. Several majors

will be offered in the degree, including communications, education and information technology.

This degree is the first result of the 'New Opportunities for Courses and Disciplines Academic Profile Working Group' report, an internal 2006 study on future provision of courses and areas of study.

In another cross-faculty teaching arrangement, the faculty worked with the Faculty of Design, Architecture and Building to develop a Bachelor of Arts degree focusing on music and sound design.

This year the faculty also launched the Master of Arts in China Studies, Bachelor of Education in Primary Education, and relaunched the Bachelor of Arts in Communication.

The quality of teaching at the faculty was acknowledged with a Citation for Outstanding Contribution to Student Learning from the Australian Learning and Teaching Council for Professor Alison Lee. This was “for the development and sustaining of an innovative research and learning environment for doctoral students in education and the broader university”.

Research

China was a key research focus for the faculty this year. A number of significant research projects based in the China Research Centre received strong funding, such as one that investigated the effects of increasing personal wealth on Chinese society.

Another focus was the newly launched Centre for Media Arts Innovation led by Associate Professor Norie Neumark. It produces and analyses the established forms of cinema, radio/sound, television/video and installation, while concentrating on the interactive and locative media that are now emerging through digital technology.

The faculty collaborated with the University of Sydney on a national project to review the teaching of health subjects to educate students about how the medical, nursing and other health professions work together. Academics leading the 'Learning & Teaching for InterProfessional Practice, Australia' project aim to include all relevant institutions in higher education and health in Australia.

The faculty also had several international research achievements in 2008. Initiatives such as those listed below support our desire to internationalise research at UTS, and provide international experience for students.

- > Head of research degrees Professor Nicky Solomon joined the UK Economic and Social Research Council-funded project 'Semantic technologies for the enhancement of case based learning'.
- > Overseas aid agency AusAID awarded a Pacific economic postdoctoral fellowship to Dr Henry Chen, who is joining UTS in 2009 to work with senior lecturer Dr Kate Barclay in exploring "the distribution of wealth among the harvesters, producers, traders and retailers of fisheries, using a value-chain approach".
- > The faculty completed arrangements with Mexico's Monterrey Institute of Technology and Higher Education for a dual doctoral program in international studies, which began in Spring semester.

Industry and community

With the creation of the faculty in July, an external advisory committee was formed to provide an industry perspective across the faculty's activities. The committee consists of a number of professionals across international studies, education and the humanities. It is chaired by public intellectual Clive Hamilton, author of *Affluenza* and *The Freedom Paradox*.

The faculty worked with industry and community throughout the year in various ways.

- > The Australian Contemporary Fiction Festival, hosted by the faculty's Centre for New Writing in partnership with the NSW Writers' Festival, was opened by Federal Arts Minister Peter Garrett in March. It featured writing seminars and involved writers including Sophie Lee, Gabrielle Carey and Kate Forsyth. The festival was based in Sydney's inner west, and featured a range of participants including poets and critics as well as writers.
- > The faculty worked with Leichhardt Library on an oral history project, recording the transformation of the suburb of Balmain. Funded by Leichhardt Council, volunteers interviewed a cross-section of Balmain residents to form an oral collection on the suburb's transformation from working-class area to one of the most expensive in Sydney's inner west.
- > In November the faculty joined with Tranby Aboriginal College and law firm Gilbert + Tobin in a year-long Indigenous youth program for Aboriginal and Torres Strait Islander high school and TAFE students about achieving future goals.
- > Working with our community arm, UTS Shopfront, the Public Relations Institute of Australia, New South Wales supervised some of the faculty's final-year public relations students in community projects, such as a campaign for the New South Wales Reconciliation Council and an online media plan for the Combined Pensioners and Superannuants Association of New South Wales.

Major research projects

"Open disclosure research and indicator development" including the "100 Patient Stories Project"

Funding: \$440,000 (Australian Commission for Safety and Quality in Health Care)

'The new rich and the state in China: the social basis of local power'

Funding: \$360,000 over three years (ARC Discovery Projects funding scheme)

Awardee: China Research Centre

'Towards a social theory of semiotic technology: exploring PowerPoint's design and its use in higher education and corporate settings'

Funding: \$340,000 (ARC Discovery Projects funding scheme)

'Being famous in China: celebrities, heroes and public figures'

Funding: \$246,000 over three years (ARC Discovery Projects funding scheme)

Awardee: China Research Centre

'Governing prostitution in the People's Republic of China'

Funding: \$133,514 over three years (ARC Discovery Projects funding scheme)

Awardee: China Research Centre

Business

The University's largest faculty is one of Australia's oldest leading business schools, with more than 80 courses, 10,000 students and 350 staff.

The faculty is divided into five schools of study:

- > Accounting
- > Finance and Economics
- > Leisure, Sport and Tourism
- > Management
- > Marketing.

Professor Roy Green was appointed dean of the faculty in September. He specialises in innovation policy and management and was previously dean of Macquarie Graduate School of Management and the faculty of commerce at the National University of Ireland. Professor Green recently completed a federal government-commissioned review of the textile, clothing and footwear industry, 'Building Innovative Capability'. He has published widely in the areas of innovation, industry policy, regional development and workplace analysis.

Professor Green replaced Emeritus Professor Rob Lynch, who retired after holding the position of dean for more than five years.

Of note is the faculty's ranking as the 14th most preferred school of business in the Asia-Pacific region and the sixth in Australia, in the 2007 'Global Top 100 Business Schools' report released in 2008 by vocational event and publishing group QS Quacquarelli Symonds, based on a survey of international recruiters.

Teaching

The faculty revised some of its most important courses in 2007 and 2008: its new Master of Management degree replaced four separate management courses with a single course that has four majors (events, arts, sports, tourism); it relaunched the Master of Professional Accounting program, which attracted more than 100 students; and it revised its Executive Master of Business Administration, which doubled in enrolments this year.

The faculty received a number of acknowledgements, awards and grants from the national body for the promotion of quality teaching – the Australian Learning and Teaching Council.

- > School of Management Associate Professor Anne Ross-Smith and senior lecturer Dr Kylie Redfern received a citation (see story next page).

- > An Australian Learning and Teaching Council application on 'Engaging industry: embedding professionally relevant learning in the business curriculum', led by Theo Papadopoulos (Victoria University) and the faculty's Associate Dean (Teaching and Learning) Tracy Taylor, was awarded \$220,000 by the council. Project partners also include the University of Wollongong and RMIT University. The project will identify and model innovative forms of industry engagement that inform and enhance professionally relevant learning to cultivate personal attributes, enhance professional skills and improve graduate employability. It will achieve this by identifying innovative practice and good practice principles in the development, delivery and evaluation of professionally relevant learning. The project began in late 2008 and will run for two years.

Business in Shanghai

Associate Professor Anne Ross-Smith (left) and course director of the Bachelor of Business Shanghai degree Dr Kylie Redfern (right) were awarded an Australian Teaching and Learning Council Citation for Outstanding Contributions to Student Learning for their work on the Bachelor of Business Shanghai degree.

The degree is largely the same as the Bachelor of Business taught in Australia, except that the subjects – often taught in three-hour weekly blocks here in Sydney – have been converted into a lecture-tutorial format with a distinctly Chinese edge.

Last year 220 students graduated with a UTS Bachelor in Business Shanghai. According to Dr Redfern, "the best sign of success is the retention rate and ours is 100 per cent".



Photo: Joanne Saad



Photo: Linda Roumanos

Eco expert awarded

An Award for Work Integrated Learning from the Australian Learning and Teaching Council was presented to Associate Professor Stephen Wearing. He is an eco-tourism expert who has directed a number of community-based leisure and tourism projects in Papua New Guinea, Costa Rica, Solomon Islands, Guyana and Australia. The award particularly recognised his work in getting students involved in these projects.

Research

In its research the faculty works with industry to address current business issues and challenges. Its research is based on its five schools of study and its specialised research centres.

The faculty received new facilities when the University Council approved a research space at Mary Ann House on Harris Street in Ultimo. The 'business research hub' was proposed by the Council's Physical Infrastructure Committee, which allocated \$1.5 million to fit out level 4 of the building.

In October, the Centre for the Study of Choice (CenSoC) and the Centre for Health Economics Research and Evaluation were relocated to the premises in support of the faculty's and University's investment in research infrastructure.

Additionally, the University selected CenSoC as one of five priority research areas to receive significant investment over the next five years.

Industry and community

Good business relationships are an important focus for the faculty. It has an executive council of senior industry figures such as Allianz Australia chairman and Westpac deputy chairman John Curtis. The faculty's schools have established relationships with industry some examples follow.

Major research projects

'Building capacity in innovative approaches to health technology assessment'

Funding: \$1,468,500 over five years (National Health and Medical Research Council)

Awardee: Centre for Health Economics Research and Evaluation
Partner: University of New South Wales

'Governance matters: identifying and making sense of the antecedents to project blowouts'

Funding: \$420,000 (ARC Linkage Project funding scheme)

Awardees: UTS Centre for Management and Organisational Studies; Helmsman Funds Management

- > For the faculty's accounting school, sponsorships from more than 35 companies ensure students are familiar with current industry practice.
- > In the school of marketing, courses are accredited by professional bodies.

The faculty held two major events in 2008.

- > One was a symposium with two Sydney local councils (Marrickville and Parramatta) on cooperative living. Opened by New South Wales Fair Trading Minister Lynda Burney MP, it featured international cooperative housing expert Gun-Britt Mårtensson. At the symposium a range of research on affordable housing was presented, including case studies of cooperatives as the practical middle ground between individual private ownership and public ownership.
- > Another was 'Are we served well by the financial sector?' – a conference on the global financial crisis of 2008, hosted by the faculty's Paul Woolley Centre for Capital Markets Dysfunctionality. It featured an executive from the Reserve Bank of Atlanta and academics from Yale University, The London School of Economics and Political Science, and the University of Melbourne.
- > During Spring semester, MBA students from the Managing Consulting subject, under the academic supervision of Ian Douglas, delivered more than \$125,000 worth of free business planning advice to community organisations in a partnership with UTS Shopfront.

Design, Architecture and Building

The faculty has an international reputation for its work in design, sustainability and urban environments.

It is divided into three schools – architecture, design, and built environment – with courses ranging from the Bachelor of Construction to the Master of Design (Research).

Teaching

Courses

In 2008 the faculty began developing new degrees in consultation with industry advisers.

It particularly focused on the post-professional Master of Advanced Architecture degree with majors in urban design and design technologies – a globally relevant degree expected to appeal to international students when it launches next year. It also had the first intake for the Master of Architecture, the professional degree replacing the Bachelor of Architecture, accredited by the NSW Architects Registration Board and the Australian Institute of Architects.

Enrolments in planning subjects significantly increased as a consequence of a new combined planning and property development subject structure. The Master of Planning degree received interim accreditation from the Planning Institute of Australia.

International activities

The faculty participated in a number of student research and teaching trips and projects around the world, including Berlin, Beirut, Sendai and Shenzhen.

It established a joint teaching project with Hunan University in south-east China. Local students joined Chinese students in the faculty's International Construction subject and took a 10-day trip to China visiting construction sites and contractors, design institutes and government agencies.

Awards

In its Citations for Outstanding Contribution to Student Learning, the Australian Learning and Teaching Council recognised Associate Dean (Teaching and Learning) Dr Louise McWhinnie, "for educational excellence, through a sustained commitment to cultural and

cross-cultural learning in undergraduate typographic teaching".

The faculty's students also received many awards in 2008.

- > NASA gave its first-place international award to student Gary Redman, who designed 'Space Craft', in the administration's aeronautics design competition for university students. Sixty-one students from 14 colleges and universities around the globe entered the competition.
- > Industrial design student Ian Edwards received the graduate of the year award in industrial design from the Design Institute of Australia, New South Wales branch, and fashion and textiles student Leanne Crofts took out the textile design category.
- > Our design students swept the Cormack Innovation Award, winning all awards, with Damien Azzopardi taking out first prize.
- > Master's by research student Alexandra Gilmour won the Powerhouse Museum's 2008 Powerhouse Wizard

Fashion and textiles design student Charlotte Hicks's contemporary take on 1980s power dressing won her a NSW Business Chamber award of \$10,000 to set up her own fashion label.



Photo: Nick Hudson

award for her 'Swash' prototype dishwasher that uses steam.

- > For the second consecutive year, a graduating UTS student, Linda Matthews, won The Australian Institute of Architects NSW Design Medal from a field representing all architecture programs in New South Wales. Timmy Lum won the HPA Mirvac Design Award for the best third-year student project with 'Rethinking Sydney Town Hall'.
- > Bachelor of Property Economics students won the national property moot court challenge held by the Australian Royal Institute of Chartered Surveyors in the Land and Environment Court – the ninth successive year of victory for the faculty.

Research

- > To become more productive in research, the faculty appointed a number of professors, particularly in interactivation, digital media and new materials in urban technologies, and in spatial and animation design.
- > UTS Property Rights Research Group secured \$30,000 in AusAID International Seminar Support Scheme funding to co-facilitate the United Nations/University of the South Pacific seminar on 'Good Governance in Land Tenure and Administration in the Pacific Islands'.

Major research projects

'Designing Out Crime Research Centre'

Funding: \$1.35 million over three years (Attorney General's Department of New South Wales)

'A protocol for developing curriculum led human-centred next generation learning environments in higher education'

Funding: \$220,000 over three years (Australian Learning and Teaching Council)

Partners: UTS Institute for Interactive Media and Learning; Faculty of Engineering and Information Technology; Faculty of Nursing, Midwifery and Health; UTS Library; The University of Melbourne; University of New South Wales; and Monash University

- > A significant staff achievement was Frank Minnaert's performance in the professional category of the Boral Roofing Design Awards for his operative roof, which entirely covers and divides a site.

Industry and community

There are many ways in which the faculty is connected to industry. A strong example is the Master of Architecture studio subjects, which combine a practitioner with an academic to develop depth of dialogue between practice and academe as the basis for learning.

Some notable industry and academic figures were appointed as adjunct professors in the faculty's various schools in 2008. In the School of Architecture, Chris Bosse of L.A.V.A. and Steensen Varming's Dan Mackenzie became adjunct professors. Two adjunct professors were appointed to the School of the Built Environment – Aegis Equities Research's David Parker and Brian Kooyman from Tracey Brunstrom & Hammond Group. Joanne Entwistle from the London College of Fashion and Simon Roodhouse from the University of the Arts London joined the School of Design.

The faculty also developed ties with a number of public and private organisations, including the 2008 Biennale of Sydney, Woods Bagot, Bentley, Woolworths, Multiplex, Lend Lease, Westpac and Apple.

Retailer Big W teamed up with the School of Design to run a competition among second-year fashion and textiles design students. The 65 students had six weeks to design three items of swimwear, with Big W guaranteeing to include at least one design in its 2009–10 range.

A notable achievement was the launch of faculty workshop manager Adam Goodrum's 'Stitch' chair by Italian furniture design group Cappellini. Adam is the first Australian since Marc Newson to join Cappellini as a designer.

Exhibitions

Industry visitors featured strongly at the faculty's annual graduate design exhibition held in December. Five thousand people visited the exhibition, with 1300 attending the associated fashion shows. Special guests included fashion buyers and designers, including Akira Isogawa.

Architectural academics Anthony Burke and Benjamin Hewett exhibited at the Venice Biennale's architecture exhibition, at the Architectural Biennial Beijing and at Customs House Sydney. Five student architectural models were selected to be included in the Venice Biennale. UTS was the only Australian university to be represented by student work.

Community activity

One of the faculty's most significant community projects in 2008 was the Developing Communities construction subject in partnership with Habitat for Humanity in Thailand. In this subject 30 students travelled to Thailand and developed plans and several dwellings for underprivileged people.

Design students also undertook project work for Oxfam, Mission Australia and International Help Fund Australia.



Adam Goodrum's 'Stitch' chair.
Image supplied by Blue Murder Studios

Engineering and Information Technology

The faculty came into being on 1 July with the merging of the Faculty of Engineering and the Faculty of Information Technology.

Its focus is on practice-based education, with courses designed to meet the needs of employers. Industrial training and internships are an important part of its programs, allowing students to gain work experience. Industry is heavily involved across the faculty.

Teaching

The faculty's engineering and IT teaching streams are strongly focused on preparing students for the professional workplace. Proof of its success is that 95 per cent of graduates of its undergraduate engineering courses find employment – a figure above the national average.

To keep graduates' employment chances as high as possible the faculty continued to seek accreditation of its degrees with industry associations Engineers Australia and the Australian Computer Society. As a result, undergraduate engineering degrees and a range of IT degrees were reaccredited in 2008.

The faculty also continued to develop its facilities. Federal Minister for Innovation, Industry, Science and Research, Senator Kim Carr, opened a remote laboratory in May, which students can access online at any time to carry out physical experiments in areas such as computer systems and fluid dynamics.

The faculty also worked to ensure that students were aware of equity access and financial assistance schemes, and to increase scholarships. The faculty offered a range of scholarships to students, as did its industry partners. It retained strong industry sponsorship of the Bachelor of Information Technology course, whose students are fully funded.

Industry also offered scholarships for other courses, with Westpac and MLC providing substantial funding in the Bachelor of Science in Information Technology Diploma in Information Technology Professional Practice combined course.

Research

The faculty excelled in the 2008 Australian Research Council Discovery Projects scheme, being awarded a total of \$1.4 million, and in the ARC Linkage Projects scheme, where it was awarded approximately \$1.5 million during the year.

It also excelled in its number of higher-degree research graduates – 46 students from PhD and master's research programs graduated in 2008, the highest number of any UTS faculty.

Other research highlights included the following.

> It joined forces with the University of Science and Technology of China

to create a new robot soccer team, WrightEagle Unleashed!, which competed at RoboCup 2008 robot soccer championship. The team made it to the finals, taking second place in the four-legged standard platform.

> The work of Professor Vigi Vigneswaran, Dr Huu Hao Ngo and Dr Tien Vinh Nguyen was recognised by the International Water Association in the regional stage of its Project Innovation Awards. They received an honour award in the East Asia and Pacific category for their project 'A novel iron-coated sponge absorption system to remove arsenic from drinking water'.

Major research projects

'Multiple data source discovery: group interaction approach'

Funding: \$410,000 over five years (ARC Discovery Project funding scheme)

Awardee: Centre for Quantum Computation and Intelligent Systems

'Pattern analysis and risk control of e-commerce transactions to secure online payments'

Funding: \$330,000 over three years (ARC Linkage Project funding scheme)

Awardees and partners: Centre for Quantum Computation and Intelligent Systems; A2 Consulting

'Precision three-dimensional localisation system for underground mining vehicles, offering improved productivity and personnel safety'

Funding: \$330,000 over four years (ARC Linkage Projects funding scheme)

Partner: Pempek Systems

'Discovering activity patterns driven by high impacts in heterogenous and imbalanced data'

Funding: \$328,000 over three years (ARC Discovery Projects funding scheme)

'Smart communications network management: delivering bundled interdependent services across internetworked heterogenous domains'

Funding: \$280,000 over four years (ARC Linkage Project funding scheme)

Partner: Alcatel-Lucent (Australasia)

'Membranes coupled with physico-chemical treatment in water reuse: new hybrid systems development and fouling assessment'

Funding: \$255,000 over three years (ARC Discovery Projects funding scheme)



The faculty developed Australia's first plug-in hybrid vehicle with corporate partner Szencorp and the University's Institute for Sustainable Futures. The Institute's senior research consultant Josh Usher, who helped develop the car, is pictured.

Photo: Joanne Saad

Industry and community

The faculty has a strong industrial advisory network which provides strategic advice, with members also giving their time to students in the form of lectures and working groups. The board is chaired by Bruce Grey from Bishop Technologies. Other members are from Thales, ResMed and Oracle. It also runs the Zunz lecture series, where managing director-level speakers such as Optus's Paul O'Sullivan or Oracle's Roland See share their views on engineering and IT.

The faculty offered high school students a number of opportunities to become familiar with engineering and IT. It had high attendance at its Women in Engineering 'Hands On Day', and more than 750 students visited the City campus through the half-day school visit program.

FOXTEL teamed up with the faculty to bus high school career advisers to the broadcaster's headquarters, and to the offices of project managers Sinclair Knight Merz and bionic ear maker Cochlear. The purpose of the trip was to educate school leavers, through advisers, about the variety of work open to engineers.

The faculty's students also contributed to the community, with several Master of Information Technology students developing websites and online plans for a number of community groups. These included refugee advocacy group the House of Welcome, the New South Wales Reconciliation Council and Freshwater Surf Life Saving Club.

Facilitated by Graham Redwood, the faculty took part in the Rotary Australia World Community Service Donations in Kind program. Working with RAWCS, the faculty sent more than 200 hard drives and 400 monitors to Gingoog City on the southern Philippine island of Mindanao.

As well as these community activities, the faculty was involved in a number of projects with government and industry.

> It opened a business intelligence and information management commercial value research unit with information services company Data Agility. The unit analyses how a company's data can be used to boost its performance, such as by using customer data to improve sales of a product line.

- > The faculty is involved in the review of the Engineers Australia handbook *Australian Rainfall and Runoff*. Federal Minister for Climate Change and Water Senator Penny Wong appointed Associate Professor James Ball as editor-in-chief of the \$2 million four-year project.
- > A new subject was developed with the New South Wales Government Department of Environment and Climate Change, and the Floodplains Management Authorities of New South Wales. The subject, Floodplain Risk Management, is offered as a professional course or as part of a postgraduate qualification. It is taught by industry experts.
- > Engineering Professors Keith Crews and Bijan Samali were commissioned by the Roads and Traffic Authority (NSW) to develop a safety code for timber bridges in need of rehabilitation.



Photo: Anna Zhu

Former New South Wales Premier Bob Carr addresses students at the Intersarsity Summit on Australia's Role in Ending Extreme Poverty hosted by the faculty in October.

The faculty offers undergraduate and postgraduate programs that produce graduates which have high levels of employment in Australia and overseas.

According to the most recent UTS graduate destination survey, an average of 90 per cent of undergraduate and 92 per cent of postgraduate UTS law graduates were working full time.

Teaching

Following last year's review of the law curriculum, several courses were launched or relaunched to prepare students for the changing demands of the legal profession.

The Juris Doctor course was launched this year, and the Bachelor of Laws and Master of Laws were relaunched. These courses were shaped in consultation with legal practitioners.

The Graduate Certificate in Australian Law and a new combined degree, the Bachelor of Science in Information Technology Bachelor of Laws, will be launched in 2009.

Research

A priority for the faculty is to build its research capacity, so in 2008 it focused on recruiting staff with research capabilities and international research profiles. At the same time it increased supervisory capacity for its higher-degree research students.

As with the other faculties, the Faculty of Law is focused on research that is of benefit to society. To that end it developed the Health, Family and Community Research Network and joined the China Research Centre.

The faculty also developed its Communications Law Centre, appointing Professor Michael Fraser as director. The centre will be jointly operated with the Faculty of Arts and Social Sciences.

Major research projects

'Enhancing reproductive opportunity in Australia: reconsidering consent, altruism and the legal status of embryos in the ART process'
Funding: \$304,000 over three years (Australian Research Council Discovery Project funding scheme)

'International and Humanitarian Law Library – a global dimension in Australian legal research infrastructure'
Funding: \$150,000 (ARC Linkage Infrastructure, Equipment and Facilities scheme)
Partners: University of New South Wales; University of Western Sydney; Department of Foreign Affairs and Trade; The Australian National University; The University of Sydney

Industry and community

The faculty engages with the legal profession, a wide range of external groups and judiciary. This can include guest teachers from the professions, industry and academia, consultation with the legal profession in teaching, and participation in joint initiatives of the faculty, the professions and the wider community.

In March the faculty launched a short professional development course: *The Mental Health Act – Issues and Consequences*. It was launched by New South Wales Governor Professor Marie Bashir, and featured guest speakers Greg James QC, Deputy Chief Magistrate Helen Synme and professionals in the health field.

Several visiting academics gave talks at the faculty. Professor Cindy Schipani from the University of Michigan's Ross School of Business gave a talk on accountability and conduct among company directors.

Dr Natalie Klein, senior lecturer at Macquarie University's law school, was a guest speaker at the faculty's Research

Seminar Series. Dr Klein was researching Australia's use of international litigation. She was one of several lawyers invited to give an opinion on the legality of Japan's scientific whaling program for the International Fund for Animal Welfare.

Also in the series, Dr Robin Hui Huang, a senior lecturer at the University of New South Wales faculty of law, spoke on the trend towards privatisation in China's economy.

Visiting British academic Steven Truxal Jr, lecturer at the University of Westminster Law School, spoke on competition policy.

Events

In October, the faculty and UTS joined the 40K Home Foundation in hosting the Interservice Summit on Australia's Role in Ending Extreme Poverty. The summit formed a national student representative voice for Australia's commitment to international development.

In attendance were 300 students from 47 universities from Australia, New Zealand, the Pacific and Papua New Guinea, and 100 special advisers from the Australian Government, the corporate sector and non-government organisations.

The faculty initiated the Annual Lawyers and Ethics Eminent Speakers' Series to raise the profile of moral and ethical issues among university students. Each year, an intellectual with a high public profile is invited to address students, staff and the wider community on a challenging topic about the moral dimension of law in Australia. The inaugural speaker, Cardinal George Pell, began the series by posing the question 'Conscience: do lawyers need one?'

Another first-time event was the faculty's China Research Symposium, held in August, where presenters focused on intellectual property rights, corporate culture and regulation in China.

UTS Anti-Slavery Project

Associate Professor Jennifer Burn, director of the UTS Anti-Slavery Project, participated in the federal government's first National Roundtable on People Trafficking, hosted by Federal Minister for Home Affairs Bob Debus. The round table was held in Canberra, and included a wide range of government and non-government groups.

Following the round table, the project hosted a national forum on trafficking at the UTS City campus in July. It was attended by World Vision Australia chief executive Tim Costello, Federal Minister for the Status of Women Tanya Plibersek and sex discrimination commissioner Elizabeth Broderick.

In October, the federal government awarded \$250,000 in funding to the project to "provide vital outreach for trafficking victims and conduct education and awareness initiatives on people trafficking".



Photo: Joanne Saad

Nursing, Midwifery and Health



Photo: Carmen Lee Spiers

Western Pacific nursing and midwifery leaders attend the launch of the World Health Organization Collaborating Centre for Nursing, Midwifery and Health Development in April.

“The faculty launched three important new courses in 2008.”

The faculty is a leader in its field, with innovative, practice-oriented degrees that prepare graduates for the contemporary healthcare environment.

Professor John Daly was appointed dean of the faculty mid-year, following the departure of Emeritus Professor Jill White. Professor Daly was most recently head of the school of nursing at the University of Western Sydney.

Teaching

The faculty launched three important new courses in 2008: Doctor of Health Services, Bachelor of Midwifery (Honours) and a revised Bachelor of Nursing (Honours).

The degrees provide graduates with the opportunity to undertake clinically focused research and to produce work of value to the professions.

The faculty also expanded its international links, signing a memorandum of understanding with the nursing school of Oregon Health Science University to allow for joint curriculum development of simulation scenarios and increase student opportunities to develop clinical skills. The schools anticipate visits and cultural exchanges between students and staff as well as sharing of information such as library materials and publications. They hope to combine their efforts to develop research activities and design nursing courses.

Research

This year saw a number of firsts in the faculty's research activities.

In November the faculty held the first UTS Health Research Showcase. All UTS researchers involved in health research had the opportunity to gather and share information on activity in health research across the institution, stimulate cross-disciplinary debate and facilitate further cross-disciplinary collaboration in health research in the future.

Also in November, the faculty's Centre for Midwifery, Child and Family Health hosted the inaugural Birth after Caesarean Interventions Consortium Seminar. More than 80 midwives and doctors attended the seminar, including visitors from Japan, Fiji and Micronesia.

Major research projects

'Person-centred environment and care for residents with dementia: a cost-effective way of improving quality of life and quality of care?'

Funding: \$1,473,395 over three years (National Health and Medical Research Council Project grant)

'Evaluating midwifery-led units: a prospective cohort study of primary-level (free-standing) midwifery-led units'

Funding: \$660,000 (NHMRC project grant)

Awards

- > Research student Jenny Burrows won the National Stroke Foundation's New Investigator Award. Jenny and her team trained mentors who had themselves experienced a stroke, or had cared for someone who had, to provide information and support in a way that new stroke patients and their carers could easily understand.
- > Professor Sharon McKinley was awarded a prestigious Fulbright Alumni Initiatives Grant to work with researchers in the US. Professor McKinley's work focuses upon increasing understanding of cardiac symptoms in patients with a history of heart disease, and reducing the time they wait before visiting hospital after the onset of such symptoms. Professor McKinley will work with Professor Kathleen Dracup, dean of the school of nursing at the University of California, San Francisco, and her fellow staff to develop and pilot an intensive educational and behavioural intervention to promote early hospital presentation for heart attacks.

Industry and community

The World Health Organization chose the faculty to be a Collaborating Centre for Nursing, Midwifery and Health Development – part of an international network supporting WHO objectives for global public health. It is currently the only such centre in Australia.

The centre spearheads regional programs in areas such as skills and workforce development for nurses and midwives

and preparedness for disasters and pandemics. The centre also acts as the secretariat for the South Pacific Chief Nursing and Midwifery Officers Alliance.

The centre collaborated with WHO, the Papua New Guinea Department of Health and the Australian Nursing Federation to produce the Work Value Report to the PNG Conciliation and Arbitration Tribunal in April. The current and future needs of the PNG health system were evaluated, along with nurses' existing levels of remuneration and their skills, responsibility and educational levels.

Professor of Clinical Practice Development and Policy Research Mary Chiarella was one of 1000 Australians chosen to help shape the nation's future at the Rudd government's Australia 2020 Summit.

With 10 critical areas for discussion at the summit, Professor Chiarella was among the 100 leading Australians to debate and develop options for a long-term national health strategy.

Professor John Daly was appointed as the new chair of the Global Alliance for Nursing Education and Scholarship. The alliance is the only international body that provides strategic-level expertise in the education and professional development of nurses worldwide. Its membership comprises national associations of nursing deans and schools of nursing, and it offers information, support and advice to healthcare policymakers and nurse educators around the world.

Midwifery students help developing nations

Papua New Guinea was among the countries for which first and second-year Bachelor of Midwifery students raised money throughout 2008 to produce and distribute birthing kits as part of the Zonta Birthing Kit Project. They raised \$800, which attracted a 'matching' \$1600 contribution from AusAID. The total \$2400 provided for materials for 1000 kits. The kits were added to collections that are sent to Papua New Guinea, East Timor, Afghanistan, Sudan, Tibet, Uganda, Kenya, Ethiopia and many other countries.



Photo: Caroline Homer

Science



Senior lecturer Dr Philip Doble (left) spoke at the launch of the faculty's bio-imaging facility, opened by Agilent director Dr Rudolf Grimm (right).

The faculty's academic programs and research focus is on practical science and its value to people's lives, products, industry and the environment.

Its courses are designed to be relevant and innovative, and to impart comprehensive scientific and practical skills. It specialises in biotechnology, nanotechnology, physics, forensic science, environmental science, medical sciences and mathematical and statistical modelling.

The faculty has longstanding relationships with local and international institutions and industry in a range of fields. Industry partners help shape courses to satisfy industry trends, and take on students in the faculty's work-based programs. The faculty also engages in consultancy and community service.

In November Professor Bruce Milthorpe was appointed dean of the faculty. Professor Milthorpe, who was previously head of the graduate school of biomedical engineering at the University of New South Wales, is a biomaterials researcher and has experience in working with government and the commercial sector. He replaced Professor John Rice, who completed his term as dean at the end of June.

Teaching

A modern anatomy facility was opened at the City campus in April, following last year's grant from the federal government of \$1.4 million. The facility is designed to enable the faculty to work in partnership with the University of Notre Dame Australia, with the faculty offering the clinical science component of Notre Dame's postgraduate medicine degree. The facility is also being used to expand studies in traditional Chinese medicine, sports medicine and forensic studies.

As part of the University-wide work-ready project, the faculty integrated 'graduate attributes' – those qualities and skills that it is desirable for graduates to possess – into first-year subjects. A major part of this project was the development of a University-wide 'wiki' of work-ready skills – an open website of downloadable teaching resources. The faculty added 34 learning activities to the science section of the work-ready wiki.

The faculty also began an external review of its mathematics courses and teaching, which will continue into 2009.

Research

The faculty developed its capabilities and support for research in 2008. It developed workplans focusing on research success and held 'research days' to promote

interdisciplinary research and opportunities for collaboration.

To improve conditions for higher-degree research students, the faculty ran workshops aimed at retaining these students and supporting them to complete their projects on time. It also made laptop computers available to students and modified its budget to improve laboratory infrastructure.

Throughout the year the faculty achieved a significant increase in the number of provisional patent applications and research commercialisation opportunities, with around 35 intellectual property disclosures lodged and two commercialisation opportunities in progress by year's end. It also integrated research commercialisation into its structure and activities.

Associate Professor Liz Harry, one of the faculty's researchers in infectious diseases, received the Australian Society of Microbiology Frank Fenner Award, which is given to a researcher at an early stage in their career. Associate Professor Harry recently began work researching antibiotic-resistant bugs that particularly affect hospital patients.

And in a first for UTS, Associate Professor Cynthia Whitchurch was awarded a prestigious National Health and Medical Research Council Senior Research Fellowship.

Major research projects

'Microbial and cellular imaging and analysis facility'

Funding: \$750,000 (ARC Linkage Infrastructure, Equipment and Facilities scheme)

Partners: La Trobe University, The University of Melbourne, The University of Sydney, The University of Wollongong

'Parasite immunomodulatory molecules prevent rejection of islet transplants'

Funding: \$645,692 (Australian Islet Transplantation Program, Juvenile Diabetes Research Foundation)

Partner: Garvan Institute of Medical Research

'Plasmodium falciparum neutral aminopeptidases: structure–function analysis for the discovery of anti-malarial drugs'

Funding: \$608,000 (National Health and Medical Research Council)

Awardee: Institute for the Biotechnology of Infectious Diseases

'A high-performance computing cluster and storage for the INTERSECT Consortium of NSW'

Funding: \$500,000 (ARC Linkage Infrastructure, Equipment and Facilities scheme)

Partners: The University of Sydney, the University of New South Wales, Macquarie University, The University of Newcastle, the University of Wollongong

'Optimisation of the electrical and optical properties of ZnO nanowires for advanced nanodevice applications'

Funding: \$345,000 over three years (ARC Discovery Projects funding scheme)

'Development of low cost, high quality nitrides for solid-state lighting and other power saving applications'

Funding: \$290,000 over three years (ARC Linkage Projects scheme)

Partner: BluGlass



Photo: Terry Clinton

Professor of Environmental Science Derek Eamus was awarded a prestigious Land & Water Australia Senior Research Fellowship in January.

Industry and community

In 2008 the faculty worked with other universities and companies and took part in external events to market itself and to increase funding and opportunities for its students and staff.

One of its most significant achievements was a project with measurement and instrumentation company Agilent Technologies Australia to create a bio-imaging facility. Agilent contributed \$1 million to the state-of-the-art laboratory – a world-first facility to view metal elements in human tissue.

This facility can be used to pinpoint clinical diagnoses and confirm drug actions for a range of diseases. In 2008 it was used to conduct research into Alzheimer's and Parkinson's diseases.

The faculty also worked with the University of Notre Dame to develop short professional development courses and collaborative research projects.

It held several events to reach out to high school students, including a 'hands-on' science experience program for targeted schools, a one-day Women in Science outreach, a three-day outreach for Year 10 students, and it hosted 40 Year 10 students at the U@UTS Day in August (a day that provides a taste of university life to Year 10 students from priority schools across New South Wales).

The faculty was a key participant in the Ultimo Science Festival, a week of science-based activities and events involving the Australian Broadcasting Corporation, Sydney Institute of TAFE, the Powerhouse Museum and the NSW Office for Science and Medical Research.

The festival showcased the scientific credentials of these organisations, bringing together scientific research, technology, engineering, design, education, communication and entertainment for 10 days and nights. The faculty held sessions on acupuncture and on the future of the home, and gave tours of laboratories.

A close-up photograph of a man with grey hair and a beard, looking down. He has white body paint applied to his face, including his forehead, nose, and beard. He also has white paint on his chest and arms, forming a pattern that resembles a stylized bird or a large handprint. The background is blurred, showing other people in a crowd.

CHAPTER 4



Industry, community and students

Involving industry in our teaching and research and in our student and academic life is essential for us to be a university relevant to business that advances knowledge beneficial to students, our partners and the wider community.

Our interactions with external organisations are for mutual benefit. For UTS it ensures our relevance and enables us to understand and address real issues in the outside world with external funding and support. For external organisations the relationship gives them access to talented graduates, internships that are great value, access to leading edge innovative thinking and development with our academics, and continuing education for their employees.

It is our faculties that are at the forefront of our external relations. Their involvement with industry is centred on the external advisory networks that input into their strategy, course development, marketing, funding and links to industry, community and government. Industry also participates in faculty events, funds scholarships and partners in research projects, events and consulting. (For more information on faculties' external activities see Chapter 3, 'Faculty reports'.)

Building on our strong reputation as a university "good to do business with", we aim to be easily accessible to outside partners, understanding their needs to truly help us shape the future.

Consequently, in 2008 we set up structures to improve how we engage with industry. Chief among these was a network for external engagement to assist faculties and units to work together on external projects. As a result we believe this will guide the University in strengthening relationships with industry and attracting revenue.

Highlights

- > Industry was widely represented at our Careers Fair, an annual event for final-year students to meet with potential employers. Approximately 120 companies participated in the fair, including Bloomberg LP, IBM Australia, KPMG, Qantas Airways, Suncorp-Metway and Sinclair Knight Merz.
- > Our careers service was recognised at the 2008 Graduate Recruitment Industry Awards – the only New South Wales university nominated in the best careers service for employers category.
- > We partnered with Sydney's Powerhouse Museum in 'Star Wars: Where Science Meets Imagination' – an interactive exhibition of scientific research and real-world technologies. Developed by Lucasfilm and the Museum of Science, Boston, it included artefacts from the *Star Wars* films, interactive displays and real technology linked to concepts in the films. The exhibition began in December 2008 and will go to April 2009.
- > Partnerships can grow from single transactions between UTS and companies, and so we aim to grow our consulting arm, accessUTS, as an entry point to the University. In 2008 we grew this venture to approximately 200 consulting projects.

A 'Welcome to Country' ceremony was held on the University's third decade launch day, March 26, featuring Indigenous dance group NAISDA.

Photo: Carmen Lee Spiers

Focus on community

In various ways all our faculties are involved with the community, locally and internationally. This ranges from practical activities with neighbourhood groups to research projects that last for years.

UTS Shopfront

Though a small operation in itself, UTS Shopfront is the 'gateway' that links the academic side of the University with the community. In 2008 it oversaw the successful completion of 45 community-initiated and student-run projects across five faculties. (Some of these can be read about in Chapter 3, 'Faculty reports')

A major achievement was Shopfront's launch of research publication *Gateways: International Journal of Community Engagement and Research*. Produced with Loyola University Chicago, the annual journal focuses on interactions between universities, communities and policy.

Shopfront also commenced work on its 'Cultural Asset Mapping for Regional Australia' project, examining cultural industries in regional areas.

And Dr Rose Searby completed a case study of the arts program at The Bridge, a residence for people with HIV-related psychiatric conditions.

Public talks

At a university-wide level we continued our UTSpeaks series of public lectures on contemporary issues. Eleven lectures were held throughout the year, including Professor Larissa Behrendt's talk on what needs to follow the national apology to the Stolen Generations. The library continued to hold its Market Forums throughout 2008, where UTS academics and other notable speakers gave open talks on contemporary topics.

We were involved in another series of public lectures through our Institute for Sustainable Futures: the 'One Just World' national forums focusing on international equity issues. The only Sydney session held in 2008 was hosted in the UTS Great Hall, in the Tower Building on Broadway. It focused on gender inequality and development and was moderated by journalist Jenny Brockie.

Honorary awards

In June, we awarded an honorary degree to Rodney Cavalier, making him a Doctor of the University (*honoris causa*). Rodney is a former New South Wales minister for education, who ushered through the legislation creating the University of Technology, Sydney, in 1988.

We also awarded an honorary Doctor of Letters (*honoris causa*) to JM Coetzee, the Man Booker prize-winning author of *Life & Times of Michael K* and *Disgrace*, and winner of the 2003 Nobel Prize in Literature. He was also guest of honour at a UTS-hosted literary breakfast, attended by alumni, students and staff from the University.

Institute for Sustainable Futures

The institute is one of the most active and externally engaged bodies in the University. It worked on a wide range of projects for communities and industry, in Australia and globally, in 2008.

- > It led the development of a greener electricity network, the 'Intelligent Grid Cluster' (iGrid) with the University of Queensland, the Australian Technology Network of universities and the CSIRO.
- > The institute developed Australia's first plug-in hybrid electric vehicle with the Faculty of Engineering and Information Technology and sustainable development company Szencorp.
- > The institute developed Carbon Offset Watch – an independent ranking of carbon offset providers – with the Total Environment Centre and CHOICE, to inform offset purchasing decision-makers.

Our sustainable neighbour

Frasers Property worked with the UTS Institute for Sustainable Futures and Elton Consulting to plan the redevelopment of the 5.8 hectare former Carlton and United Brewery on Broadway (opposite the UTS Tower Building) into a mixed-use development of apartments, offices, shops, restaurants and community services.

The project integrates innovative sustainability initiatives with world-class architecture and people-centred spaces. The institute identified suitable best practice and leading-edge sustainability initiatives (energy, water, transport, waste, construction, social and cultural sustainability), undertook feasibility studies and initial modelling, and developed a sustainability strategy for integration into the amended concept plan.



Image supplied by Frasers Properties

Strengthening ties with alumni and donors



Photo: Joanne Saad

Hugh Jackman receives the UTS Towering Achievement Award at the 20th anniversary gala dinner in May.

Over the past 12 months the Alumni Relations Office took further steps towards building stronger alumni networks, a more engaging alumni events program, a new body of principles and protocols, and improved publications and website.

To enhance alumni engagement with UTS, the office launched new alumni networks overseas and locally. These have included the China Network and the Sustainability Network, both of which have attracted considerable interest from graduates. We have also placed renewed emphasis on our alumni links with Asia, with staff visiting the region in the second half of the year. The office also plans to launch additional Asia-based networks in nations such as India where considerable numbers of graduates reside.

Locally, hundreds of alumni attended one or more of the approximately 30 alumni events held during 2008. These included the UTS 20th anniversary cocktail event at the City campus, which attracted more than 400 alumni, and the sold-out annual wine and cheese tasting night. A recent highlight on the events calendar was the launch of the alumni literary breakfast series, the first of which was held in September with Nobel laureate JM Coetzee. Further breakfasts are planned for 2009.

To improve the quality and newsworthiness of the alumni print and online publications, the office reviewed its website and began weekly updates to online news stories and events listings. The number of

visits to the website improved markedly as a result. The monthly electronic newsletter *e:Connect*, which is sent to around 27,000 alumni, was also revised and the feedback from graduates was overwhelmingly positive.

The flagship alumni publication, *Stay Connected*, underwent a thorough review in 2008 and will be relaunched in 2009 with a stronger design and more engaging content. The circulation of *Stay Connected* continues to improve year by year, with well over 100,000 alumni receiving the magazine in 2008.

In total, more than 140,000 UTS graduates can now be found working across the professions, in government, private business and the community sector – many in senior leadership roles – around the globe.

The University has also taken steps to strengthen relationships with benefactors. To achieve our vision to be a world-leading university of technology we need the support of donors. Private support can make an enormous difference in enabling us to provide the best education for the next generation of students, to lead in crucial areas of research and build a first-class campus. To this end UTS recruited a new development team to work with the University community in seeking private support. In 2009 and beyond, the new Development Office will work closely with our donors and friends to help make our ambitions a reality.

Alumni achievements

- > We created a special alumnus award to celebrate our 20th anniversary in May. The UTS Towering Achievement Award was presented to actor **Hugh Jackman** (Bachelor of Journalism, 1990) at the anniversary dinner, along with the 2008 Chancellor's Alumni Award for Excellence.
- > Out of 60 candidates, **Donna Sgro** (Bachelor of Design in Fashion and Textiles, 2007) was chosen as one of five finalists for Japan Fashion Week's SHINMAI Creator's Project. The competition was judged by industry executives and identities from organisations including Chanel, Issey Miyake and *Elle* magazine. Donna will receive support in introducing her fashion line into Japan.
- > Working at Sydney law firm Gilbert + Tobin, **Katie Price** (Bachelor of Business, 2001) was awarded an internship at The Hague Conference on Private International Law. The six-month internship allows Katie to work side by side with some of the leading figures in international law. Katie is the second recipient of this internship established by the International Law Association.
- > Britain's Open University appointed **Martin Bean** (Bachelor of Education in Adult Education, 1992) as its fifth Vice-Chancellor. Martin left a senior role at Microsoft to take the position. The university is Britain's largest university and the world leader in distance education.
- > Canadian indigenous rights campaigner **Chief Shawn Atleo A-in-chut** (Master of Education in Adult Learning and Global Change, 2003), became chancellor of Vancouver Island University in September. Chief Atleo is a chief from the Ahousant First Nation (an indigenous government) and the British Columbia regional chief of the Assembly of First Nations.

Student market trends

There are four major categories of UTS students for admission purposes. Each is funded differently and has different processes and criteria for selection and admission. The target load for each category is set each year using distinct criteria. The four categories are:

- > Commonwealth-supported students (domestic undergraduates, some postgraduates)
- > domestic fee-paying coursework students (2008 was the last year undergraduates were admitted)
- > international fee-paying coursework students (onshore and offshore)
- > higher-degree research students (domestic research-training-scheme supported and international).

Commonwealth-supported students

Our Commonwealth-supported load of 14,012 was almost 6 per cent above the federal government funding agreement of 13,305 (all figures are equivalent full-time student load).

This result reflects the continuing strong demand for UTS courses.

Domestic fee-paying coursework students

The load for undergraduates exceeded our target by 9 per cent. This will decline in 2009 due to changes in federal government policy, with no further undergraduate intakes permitted.

The postgraduate coursework student load was within 2 per cent of our target, a significant improvement on 2007 results. The demand pattern for domestic full-fee-paying postgraduate students has strengthened this year, with new/ revised programs and revised marketing efforts resulting in significant increases in demand in some faculties.

Major market research reports were finalised towards the end of 2007, which indicated the strong market positioning of UTS in this segment and the potential for enhancing our competitive position. This will continue to be a focus during 2009.

International coursework students

In 2008 our onshore international student load was 5 per cent above the target of 4500. This resulted from commencing postgraduate intakes significantly improving.

Our revised international recruitment processes and courses improved international coursework student demand this year. This has been driven by significant increases in postgraduate commencing load.

In 2009, UTS anticipates stronger international demand for its postgraduate courses. This will be dependent on the global economic crisis. Efforts will continue to improve undergraduate onshore international enrolments to achieve a more even mix of international student load.

Higher-degree research students

The domestic research student load was 653, below our target of 782. Despite this we consider our load to be solid, as we set the target high, reflecting our desire to increase in this category. The load UTS achieved was strong relative to the federal government Research Training Scheme funding we received.

Student load in 2008

The table below summarises the 2008 enrolment load by the four student categories and unfunded students. Figures are equivalent full-time student load.

Student load by fee type*

Category	2004		2005		2006		2007		2008	
Commonwealth supported	12,948	(59%)	12,794	(58%)	13,250	(57%)	13,422	(60%)	14,012	(62%)
Domestic full fee	2786	(13%)	2485	(11%)	2449	(11%)	2541	(11%)	2662	(12%)
International full fee	5408	(25%)	6016	(28%)	6629	(29%)	5751	(26%)	5330	(23%)
Research (funded)	491	(2%)	703	(3%)	711	(3%)	687	(3%)	653	(3%)
Unfunded	172	(1%)	0	-	0	-	0	-	0	-
Total	21,805		21,998		23,039		22,401		22,656	

* figures are equivalent full time student load, which is calculated based on credit points taken as a percentage of standard full-time credit point load.

Student support and resources

Support and learning resources are readily available to students at UTS through such organisations as the ELSSA Centre, the Students' Association, the University Library and the Student Services Unit.

The ELSSA Centre, which enhances learning at UTS through teaching academic literacy, was recognised this year in the nation's most significant teaching awards. Centre director Alex Barthel received a citation for his contribution to student learning from the Australian Learning and Teaching Council for "outstanding leadership in the provision of sustainable academic language and learning support that has influenced and enhanced learning and teaching".

Another notable development was a boost in our scholarships, with student placement and English-language testing company IDP Education Australia awarding five \$5000 overseas scholarships to UTS students. Denmark, the Netherlands and Japan were the destinations for the awardees.

The University also put resources into making sure students' professional capabilities would be developed through the work-ready project. The knowledge and skills identified by professional societies as critical for contemporary university graduates were used to develop key 'graduate attributes', and a range of associated learning activities were made available online through our work-ready wiki, for academics to use as learning and teaching resources.

Student services

Our Student Services Unit offers a range of services to support students vocationally, academically, financially and in a range of their basic needs.

The careers service helps students to find employment; counsellors assist local and international students with a wide range of personal, relationship, psychological, study and administrative difficulties; and the financial assistance service assists students with practical and financial aspects of life at university. The unit also maintains an on-campus health service, a range of accommodation services for students, a multi-faith chaplaincy and support for students with disabilities and the educationally disadvantaged.

Library

The UTS Library and other participants in the work-ready project created and delivered activities to improve students' information literacy and management skills in preparation for successful study and careers in a changing workplace.

The Library continued to make finding and using online resources easier. It began to adopt a discovery platform as well as other Web 2.0 initiatives such as a Google-like information discovery resource. A service using instant messaging was put in place to provide research and study assistance, as was a platform to deliver online tutorials. The Library also added 70 computers, bringing its total to more than 450.

To complement these initiatives the Library relaunched its website, after research into user experience and a review of university websites, tailoring it into specific sections for students, staff and community.

Over the 2007–2008 summer break the Blake Library was refurbished. In response to feedback and to research into contemporary learning spaces and the emerging needs of students and researchers, it installed social spaces as well as additional study seats on levels three, four and five. This included 'silent study' rooms and presentation practice rooms designed to minimise noise.



As well as these general services, the unit runs specific programs to reach out to students in need. These include:

- > the Network Café, which matches new international students with experienced UTS students
- > the U:PASS program, designed to assist students who are studying subjects perceived as difficult or which historically have a high failure rate
- > the Peer Network voluntary program to assist new students in making a positive adjustment to university and to improving student life
- > the Residential Networkers program, where experienced residents respond to questions students may have about life in the residences.

Administration

Following our reorganisation of student administration in 2007, we continued to refine and assess the new systems this year. For example, in April and May we reviewed the effectiveness of our Student Centres and looked at how we organise subjects.

Students' Association

Run by students for students, the Students' Association represented the needs and interests of students in 2008 through a range of services including academic representation and advocacy, research of issues affecting students, peer tutoring and a second-hand bookshop.

The association also supports a number of specialised collective groups that focus on particular issues such as the environment. These collectives organise awareness-raising campaigns, hold forums, produce publications, run workshops and organise actions.

Supporting disadvantaged students

We continued to increase access to UTS for academically capable but educationally disadvantaged students. In 2008 we exceeded our 10 per cent enrolment target for students gaining entry through the inpUTS Educational Access Scheme, which allows applicants to enter a course with a lower UAI score than normal, in recognition of long-term educational disadvantage.

We formalised active community partnerships with The Smith Family

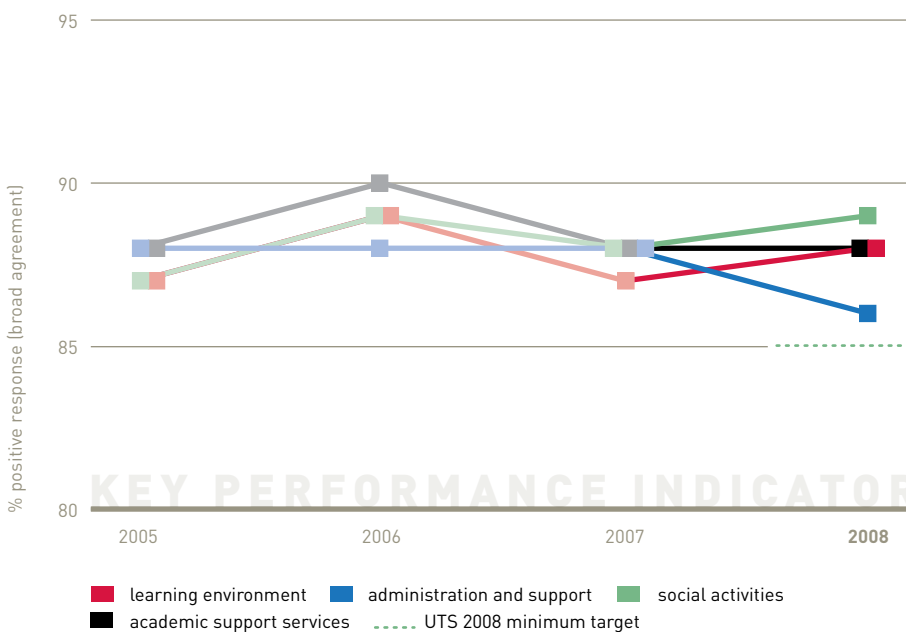
and the Country Education Foundation of Australia (CEFA) to build aspiration for higher education in school students from disadvantaged backgrounds.

Through the CEFA partnership, 20 students from three regional schools attended U@UTS Day, the UTS university experience day for state priority schools (schools in low socioeconomic areas which receive extra government funding). Financial and in-kind scholarships to rural CEFA students attending UTS will also be provided.

With The Smith Family, we are contributing to its scholarship funds and promoting opportunities to UTS staff to be mentors and volunteers within the Learning for Life program, which provides educational opportunities for disadvantaged children and their families.

The UTS *Parents' guide to university* was published in 2008 and has also been translated into three community languages: Chinese, Arabic and Vietnamese. The publication is for parents of prospective students and first-year students from disadvantaged backgrounds, and covers topics such as the benefits of university study, costs, careers and job pathways, the transition from school to university and the changing role of parents.

Student satisfaction



The University tracks student satisfaction with four aspects of student life. In 2008 satisfaction was stable overall, with results for two KPIs improving slightly, one stable and one, administration and support, declining slightly. This decline was not surprising given the impact of faculty restructuring during 2008 on the delivery of student services. All results remained above the minimum target of 85 per cent broad agreement.

Background: These four KPIs are based on the Student Satisfaction Survey, an internal survey every two or three years since 1994 and annually since 2005. Survey items relate to the perceived performance of student administration and support services (e.g. enrolment process, class timetable), academic support services (e.g. Library, ELSSA, study centres), physical learning environment (e.g. lecture theatres, class times and sizes) and social, cultural, recreational and sporting activities at UTS, and the services provided by the UTS Union.

Reference: UTS KPIs SE1, SE3, SE4, SE5

Culture and sport at UTS

The most significant development in non-academic student matters in 2008 was the federal government's Review of Voluntary Student Unionism. Following the review's completion the government created legislation for universities to charge students compulsory fees. Subject to passing parliament, this would raise money for student support services and amenities, such as the delivery of childcare, sporting, health, counselling and other services.

Despite less funding, the total number of students and staff involved in social and cultural activities and clubs and societies increased in 2008. 5200 students, staff and alumni participated in social clubs on campus, which hosted 1400 events, meetings and activities.

The UTS Union, which operates a range of non-academic services including social, cultural and sporting programs, introduced an entertainment and activities program and had 32,000 people attend events throughout the year. This included an outdoor music festival during Orientation that attracted more than 1700 students.

Sport

Students, staff and alumni were involved in more than 6000 sport and recreation activities in 2008 – an increase of more than 5 per cent from 2007.

Collaborating with the Australian Sports Commission, the union organised for UTS to be a 'fee for service' testing centre for the commission's National Talent ID Program. Liaising with the Faculty of Business's School of Leisure, Sport and Tourism at Kuring-gai campus, the first testing day was held in October 2008.

UTS won the 2008 East Coast Challenge university games, ranking first out of 14 universities and colleges. We followed this with a rank of eighth out of 42 universities in the 2008 University Games, up from 10th the previous year.

Individual and team achievements

- > At the University Games our rugby union team, UTS Union 7's, won gold, as did decathlete Michael Barber. Swimmers James Stacey and Andrew Beato won two and four gold medals respectively.
- > At the World Rowing Championships, UTS Rowing Club women's coach Ellen Randell led Australia to gold and bronze medals. UTS Rowing coach Nick Baxter won bronze in the men's pair, and alumnus Miranda Bennet won gold in the women's four.
- > Angela Farrell was part of the Australian Sailing Team's women's Yngling team that won a silver medal at the Yngling World Championship 2008.

- > Peter Proctor, a student in the Faculty of Design, Architecture and Building, won the men's open marathon at the 2008 Australian National Speed and Marathon Water Ski Championships.
- > UTSSU, the UTS/University of Sydney women's volleyball team, won gold at the 2008 Australian Women's Volleyball League, topping the competition.

UTS at the Beijing Olympics

Our students and alumni performed well at the Beijing 2008 Olympic Games, with all six qualifying members of the UTS community making the finals of their sports.

We had four rowers in the men's eight – Sam Loch, Dave Dennis, James Chapman and Stephen Stewart – who placed sixth. All are long-time members of the UTS Rowing Club.

Master of Design student Angela Farrell was a member of the Australian Sailing Team which competed in yngling. Angela and team came sixth in the medal race.

And alumnus Mark Bellofiore competed in the two-man slalom kayak race and made it into the men's semi-finals, placing seventh, improving on his 12th place in Athens four years ago.



Photo: Andrea Francolini

Student Angela Farrell (pictured top) was a finalist in the Beijing Olympics and came second at the Yngling World Championships in 2008.

A photograph of a modern, multi-level building interior. The space is characterized by its glass railings and metal frames. The walls are painted in vibrant colors, including green and red. The lighting is warm and modern, with recessed ceiling lights. The overall atmosphere is clean, bright, and contemporary.

CHAPTER 5

Governance and strategy

The UTS Council is the governing authority of the University.

Council's functions and primary responsibilities include overseeing University performance; approving our mission, strategic direction, annual budget and business plan; and approving significant commercial activities.

Council comprises 20 members as follows:

- > three official members: Chancellor, Vice-Chancellor and Chair of Academic Board
- > six external members appointed by the New South Wales Minister for Education on the recommendation of Council
- > six members appointed by Council, including two members of Convocation
- > five elected positions: two academic staff members, one non-academic staff member, one undergraduate student and one postgraduate student.

In 2000 Council set the mission, values and 10-year vision for the University. It established four major strategic development themes: enhancement to teaching and learning; renewed emphasis on enhancing the student experience including a major upgrade of our physical facilities; a major emphasis on research; and an entrepreneurial focus for the University in a challenging environment.

In June 2007 Council received the second annual report on UTS's performance, covering progress in 2006 against the Strategic Plan 2006–2009 and the key performance indicators and targets.

In December 2008 Council approved a new UTS strategic plan for 2009–2018. The plan provides one unifying vision designed to inspire staff and students, and outlines to the external community what the University intends to achieve over the next 10 years.

During the year significant Council resolutions related to:

- > the City Campus Masterplan
- > embarking on a building program to create an environmentally sustainable campus
- > building more student accommodation
- > increasing our research strengths and profile
- > enhancing our academic structure to make teaching and research more integrated, promote industry and community engagement and encourage innovative course design
- > implementing the External Engagement Enabling Plan and including external engagement performance measures into the UTS key performance indicators framework.

Council also reviewed the self-evaluation survey it undertook at the end of 2007. The subsequent outcomes were implemented throughout 2008. This was part of its biennial formal review and assessment process.

As a part of this, Council agreed that a governance performance measure should be developed from the results of the survey for its members, overseen by the Governance Committee.

This was done throughout 2008, with the resulting performance measure – of Council's perception of its effectiveness – at 78 per cent. The committee regarded this as a sound result that will comprise the benchmark measure for governance performance.

For Council to continue to be accountable for its performance, a combination of self-evaluation, and internal as well as external governance audits have been scheduled.

Following an independent external review of Council's effectiveness in 2005, another is scheduled for 2010.

Council members



UTS Chancellor

- ¹ **Professor Vicki Sara**, BA(Hons), PhD (Syd), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), HonDoc (QUT), FAAS, FAATSE
15 Dec 2004 to 14 Dec 2008
15 Dec 2008 to 14 Dec 2012

Vice-Chancellor and President

- ² **Professor Ross Milbourne**, BCom, MCom (UNSW), PhD (Calif), FASSA, FAICD

Chair of Academic Board

- ³ **Professor Anthony Baker**, BSc(Hons), PhD (UNSW), FRACI, FAICD, Professor of Chemistry, Faculty of Science
1 Nov 2007 to 17 Mar 2009

Members appointed by the Minister

- ⁴ **Ross Laidlaw**, BEd (Monash), GradDipAppFinInvest (SIA)
13 Feb 2008 to 16 Apr 2008
- ⁵ **Dianne Leckie**, BBus (KCAE), MEcon (Macq), FCPA, MAICD
1 Nov 2006 to 31 Oct 2010
- ⁶ **Dr Ron Sandland**, AM, BSc(Hons) (Syd), PhD (UNSW), FTSE
1 Nov 2008 to 31 Oct 2012
- ⁷ **The Hon. Penelope (Penny) Sharpe** MLC
1 Nov 2008 to 31 Oct 2010
- ⁸ **The Hon. Anthony Stewart**, MP, BA, DipEd (UNSW); Member for Bankstown, Legislative Assembly of New South Wales
1 Feb 2006 to 3 Jun 2008
- ⁹ **Russell Taylor**, MBA, GradDipPSM (UTS), GradDipArts (ANU), CEO, NSW Aboriginal Housing Office
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2012

- ¹⁰ **Warwick Watkins**, Deputy Chancellor, JP, MNatRes, DipScAg (UNE), AMP:ISMP (Harvard), HDA (Hawks), FAPI, Hon FISA, FRICS, Director General, NSW Department of Lands; Surveyor General of NSW; Registrar General of NSW; NSW Commissioner of Soil Conservation
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 30 Nov 2010
- ¹¹ **Brian Wilson**, Pro-Chancellor, MCom(Hons) (Auck), Managing Director, Lazard
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2010

External members appointed by Council

- ¹² **Tim Dugan**, BAppSci (RMIT), MBA (MBS), GradDip (CompSecPrac) (CSU), CEO, Sydney Cancer Foundation
1 Nov 2008 to 31 Oct 2012
- ¹³ **Robert Kelly**, BCom (UNSW), LLB, LLM (Syd), MBA (UNSW), FCIS, FAICD, barrister
1 Nov 2006 to 31 Oct 2010
- ¹⁴ **Michael Sexton SC**, LLB(Hons) (Melb), LLM (Virginia), Solicitor General for NSW
12 Dec 2005 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2012
- ¹⁵ **Dr Katherine Woodthorpe**, BSc(Hons) (UMIST), PhD (Leic), FAICD
1 Nov 2006 to 31 Oct 2010

Members of Convocation appointed by Council

- ¹⁶ **Megan Cornelius**, AM, BA (Syd), FAICD, FAIM, FACS, Fellow of UTS
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2012
- ¹⁷ **Dr Valerie Levy**, Pro-Chancellor, BA (Columbia), MA (Pennsylvania), PhD (Claremont)
1 Nov 2006 to 31 Oct 2008,
1 Nov 2008 to 31 Oct 2010

Members elected by and from academic staff

- ¹⁸ **Professor Jenny Onyx**, MA (Well), PhD (Macq), Professor of Management, Faculty of Business
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2010
- ¹⁹ **Professor Greg Skilbeck**, BSc(Hons), PhD (Syd), MAIG, Associate Dean (Research and Development), Faculty of Science
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2010

Member elected by and from non-academic staff

- ²⁰ **Christopher Cahill**, GradDipInfoSys (CSU), Director, Information Technology Division
1 Nov 2006 to 31 Oct 2008
1 Nov 2008 to 31 Oct 2010

Members elected by and from undergraduate students

- ²¹ **Michael Nguyen**
1 Nov 2006 to 31 Oct 2008
- ²² **Michelle Swainson**
1 Nov 2008 to 31 Oct 2010

Members elected by and from postgraduate students

- ²³ **Peter Brady**, BE DipEngPrac (UTS), MIEAust, APESMA
12 Jun 2007 to 31 Oct 2008
- ²⁴ **Mayank Sharma**
1 Nov 2008 to 31 Oct 2010

Photos: Vatché Evanian and Vanessa Chaperlin.
(Ross Laidlaw and Tony Stewart supplied.)

Senior executives

Vice-Chancellor and President



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

The Vice-Chancellor is the University's chief executive officer, responsible for strategy, external relations, planning, oversight of senior executive, establishing annual priorities and the overall performance of UTS.

Senior Deputy Vice-Chancellor and Senior Vice-President



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

The Senior Deputy Vice-Chancellor and Senior Vice-President is accountable for the academic operations of the University, strategic planning, target setting, quality assurance, performance reporting and review.

Deputy Vice-Chancellor and Vice-President (International)



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

The Deputy Vice-Chancellor and Vice-President (International) leads our international activities to build the University's global reach, cultural diversity and international capability. Professor Goodman left the University late in 2008 and will be replaced in 2009 by Professor William Purcell.

Deputy Vice-Chancellor and Vice-President (Research)



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

The Deputy Vice-Chancellor and Vice-President (Research) is responsible for research activity and research policy development, postgraduate education, industry liaison, intellectual property and commercialisation.

Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity)



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

Major responsibilities of the Deputy Vice Chancellor and Vice-President (Teaching, Learning and Equity) include ensuring an effective teaching and learning environment, developing a University-wide student focus and promoting equity.

Deputy Vice-Chancellor and Vice-President (External Relations) and Registrar



Dr Rosalind Dubs, BSc(Hons) (ANU), Dr ès Sc (Lausanne), FAICD

The Deputy Vice-Chancellor and Vice-President (External Relations) and Registrar is responsible for engagement with industry, government, alumni and community; enterprise development; legal services; student administration; and governance support.

Deputy Vice-Chancellor and Vice-President (Corporate Services)



Anne Dwyer, BBus (CSturt)

The Deputy Vice-Chancellor and Vice-President (Corporate Services) is accountable for marketing, shaping a performance culture, human resource management, IT, communication, developing organisation capabilities and risk management.

Deputy Vice-Chancellor and Vice-President (Resources)



Patrick Woods, BSc (Guelph), MBA (McM), ACPA, AICD

The Deputy Vice-Chancellor and Vice-President (Resources) is accountable for financial and commercial services, property development, crisis management and building services.



Our operating environment

The federal government reviewed the Australian higher education system in 2008 to “examine and report on the future direction of the higher education sector, its fitness for purpose in meeting the needs of the Australian community and economy and the options for ongoing reform”.

In our submission to what was informally known as the Bradley review we stated what we regarded as the most necessary changes in higher education:

- > increased government funding to meet identified skills shortages and skills development essential to our future national growth
- > increased infrastructure investment to improve our research, teaching and learning
- > a reformed income support system for students
- > a simple funding framework
- > a clear and consistent regulatory framework that reconciles expectations and standards for international and domestic higher education.

The final report of the review satisfied most of our concerns by recommending a student voucher system, and increased funding and independent accreditation of institutions. But it will be the government’s response, due in 2009, that will determine what changes will take place.

Funding

In May’s federal budget a number of higher education issues were addressed.

The \$11 billion Higher Education Endowment Fund was renamed the Education Investment Fund, with the first disbursement from this fund due in 2009 for building and infrastructure requirements. The government abolished local full-fee-

paying undergraduate places, replacing them with Commonwealth-supported places; doubled federal scholarships for students; and allocated half a billion dollars over four years to encourage the study of maths and science.

At the beginning of the year the government increased student income support for a number of Master’s courses in law, finance, design, education and property. Youth Allowance, Austudy, the Pensioner Education Supplement and rent assistance were all extended to cover these courses.

Support was also extended for higher-degree research students, with an increase in the number of federal government Australian Postgraduate Awards, which assist with living costs.

International market

International students in higher education increased 5 per cent on 2007 across Australia this year.

A striking change was the increase in Indian students coming to Australia for higher education – up 60 per cent compared to last year. Indian students now comprise the second-largest number of international students at UTS. The largest are Chinese students, whose numbers also significantly increased. There was also a notable increase in the number of students enrolling at UTS from Nepal and Vietnam.

International rankings of universities are becoming increasingly important to international students as a way to gauge universities’ performance, compare them and decide on a place of study.

One of the most important international rankings of universities is *The Times Higher Education Supplement* – QS World University Rankings. For 2008 UTS ranked 234th, an improvement of 25 places on last year’s ranking. UTS ranked 14th out of all the Australian universities in the list.

World city universities look to UTS

The World Cities University Network held its inaugural congress in Sydney on 21 May 2008. At the congress the network addressed one of the most important issues currently facing world cities and their universities – environmental sustainability.

UTS is one of the foundation members of the network, which was established in New York in 2007. The network provides a framework for universities located in the hearts of cities to interact globally. Its seven other foundation members are Pace University (New York); Shanghai University; University of Westminster (London); Ryerson University (Toronto); Baptist University (Hong Kong); Beijing Union University; and Tec de Monterrey (Mexico City).

The launch of the UTS Environmental Sustainability Initiative in April highlighted our leadership potential in this regard and the other members of the network have shown a keen interest in our approach.



Managing our risks

Under our Risk Management Framework the University reviews significant risks twice-yearly. Following an initial report early in the year, we re-assessed our risks late in 2008, factoring in new policy decisions and initiatives introduced by the Rudd government, as well as student load targets.

As can be seen in the key strategic risks table below, there was only one risk considered 'high' at the end of 2008 – research strategy – which relates to our overall research income and performance.

In analysing our performance and needs we found threats to the University's future positioning and research performance generally – in particular our need to achieve a higher level of performance in science, engineering and technology research, which is core to our future positioning. Achieving a reasonable level of research funding is key to our reputation and impacts on our ability to attract and retain high-quality academic staff and further industry partnerships.

To counter this risk, this year we settled on a research strategy and research investment plan (see page 17). Research has also been flagged by the University's executive as becoming critical in 2009.

As indicated by the table below, our moderate future risks relate to a need for greater student accommodation, positioning UTS as a leading university for industry and the professions, having qualified staff for all our needs, and our capacity for change.

This year we completed the integration of our risk management strategy into overall University planning. We did this by updating policies and guidelines, developing awareness and education tools and sessions, and formalising risk plans for every division.

UTS key strategic risks 2008

Risk	Inherent risk	Risk assessment			Comments
		2008	2009	2010	
1 student load – international	critical	low	mod	high	2008 targets exceeded by approximately 17%
2 student load – domestic undergraduate fee-paying	high	low	mod	high	2008 targets met; need to replace income stream in future
3 student income – HECS	mod	low	mod	mod	2008 25% HECS top-up tail finishes
4 achieving operating result	critical	low	mod	high	Combination of above and rising employment costs
5 research – Excellence in Research for Australia	high	low	high	high	Government policy changes, replacing RQF with ERA partially mitigated risk
6 research strategy	critical	high	high	high	
7 campus development planning	critical	mod	high	critical	City Campus Masterplan released; Kuring-gai campus rezoning application approved
8 competitive positioning	critical	mod	high	high	This risk was under assessment at the end of 2008
9 achieving staff profile	critical	mod	high	high	Tight recruitment market, increasing employment costs
10 organisational change capability and capacity	high	mod	mod	mod	New academic structures now fully implemented, therefore risk partially mitigated

Risk ratings: **Critical** – needs active management, planning and decision making at senior levels within three months to reduce risk to acceptable levels. **High** – senior management attention and action needed within three to six months to reduce risk to acceptable levels. **Moderate** – line management responsibility must be defined to ensure risks are being monitored and managed effectively. **Low** – no major concern and can be managed by routine controls or procedures

A strategy for the next decade

“For the first time the strategic plan includes the values of the University.”

In 2008 the University completed the development of a strategic plan for its next decade.

The review process began in 2007 when the broad strategic directions of the University were examined. In that year the University Council endorsed the core identity of UTS as a leading teaching and research technology university with a clear focus on industry and the professions.

In reviewing the Strategic Plan 2006-2009, the University reconsidered the mission, vision, guiding principles and the planning framework underpinning the plan leading to the development of a new plan – the UTS Strategic Plan 2009-2018. This was endorsed by Council in December 2008.

The UTS Strategic Plan 2009-2018 – builds on our achievements of the past ten years. The new plan sets out a number of objectives to support the University in becoming a world leader in the next decade.

The centrepiece of the new strategic plan is our vision – to be a world-leading university of technology – and our purpose – to advance knowledge and learning to progress the professions, industry and communities of the world. The vision builds on our strengths of teaching excellence, highly employable graduates and industry leadership.

Practice-oriented and research-inspired learning remains a major emphasis in this strategic plan, as well as our focus on research. Our emphasis on being the university of choice for industry, business and professions remains a very important dimension of all of our strategic objectives. This is described in the UTS model of global practice-oriented learning (see strategic plan, next page).

For the first time the strategic plan includes the values of the University. These values are ‘discover, engage, empower, deliver, sustain’, which reflect the qualities that will help our staff to fulfil the UTS vision and the statement of purpose.

The new plan was developed with the contribution of many people: focus groups with external stakeholders, staff forums, and discussions with students and alumni.

This consultation process with the UTS community was critical in the development of the plan. In fact, it was the direct feedback from industry and potential undergraduate students that revealed the most defining and respected dimension of UTS was our position as a technology

university, focused on innovation. This evolved into a fresh way to define a core UTS strength – the ability to combine technology and creativity.

As with previous years, the strategic plan will be translated into action through the ‘action planning process’ which is undertaken annually by every faculty, unit and institute of UTS. In this process, each unit prepares an action plan outlining planned activities for the year. These action plans are aligned with the University’s strategic plan to guide activity across UTS.

Complementing the development of the new strategic plan, in 2008 we continued a review of our planning and quality management framework, the overall structure behind our plans and budgets for delivering the strategic plan. One result of the review will be to rationalise and clarify our plans as we implement the new strategic plan from 2009. This new framework will also allow us to improve the coordination of the different elements of planning and quality management at UTS and ensure that we have a more integrated approach to monitoring and improving performance across the University.

As part of the review of the planning and quality management framework, we also revised one of the most important ways we gauge and measure performance – our key performance indicators. Currently, four performance areas are tracked and measured: teaching and learning, research, student experience, and organisational sustainability. In 2008 we revised our research performance indicators to better reflect our new research investment strategy and the federal government’s new research quality and evaluation system for allocating research funding to universities. (For more information on KPIs see page 4.)

At the same time we set about improving how information about our performance is gathered and used across the University. Supported by funding of \$1.4 million over three years from the federal government’s Workforce Productivity Program, which commenced in 2008, we are delivering an integrated ‘business intelligence program’ to improve our compilation of performance data from all areas of the University, combined with external data used for benchmarking. This will create a single electronic platform for performance reporting at UTS, enabling users to consider all areas of performance together in a more timely manner.

UTS Strategic Plan 2009–2018

OUR VISION: To be a world-leading university of technology

OUR PURPOSE: To advance knowledge and learning to progress the professions, industry and communities of the world

We shall achieve our purpose by being internationally renowned for practice-oriented and research integrated learning that develops highly valued graduates • research which is at the cutting edge of creativity and technology • a university experience that is intellectually vibrant and socially engaging • enduring relationships with the professions, industry and our communities • globally relevant academic achievements and outlook

We shall realise our vision and purpose through a reputation for being a university of first choice for career commencement and development • graduates who are highly employable and effective in the global workplace • being a workplace with a progressive approach to attracting staff, developing careers and retaining talent • being a university community where cultural diversity is valued • having a coherent academic identity that integrates teaching and research • internationally recognised research that contributes to economic and social development • being excellent to do business with • leadership in internationalising student experiences • alumni who are strong advocates for, and active contributors to, our development • state of the art facilities, networks and services • leadership in public debate and a valued corporate citizen • being a financially, socially and environmentally sustainable university

Our values that guide our performance are:

DISCOVER and share new knowledge and new ways to lead through our teaching, research, intellectual debate and use of technology

ENGAGE and collaborate with each other, our students, alumni, partners, professions and communities, locally and internationally

EMPOWER each other and our students to grow, contribute, challenge and make a difference

DELIVER on our obligations to each other, our students, our partners and communities while maintaining high standards and ethical behaviour

SUSTAIN our local and global environment, our organisational health and our ability to create a positive, viable future

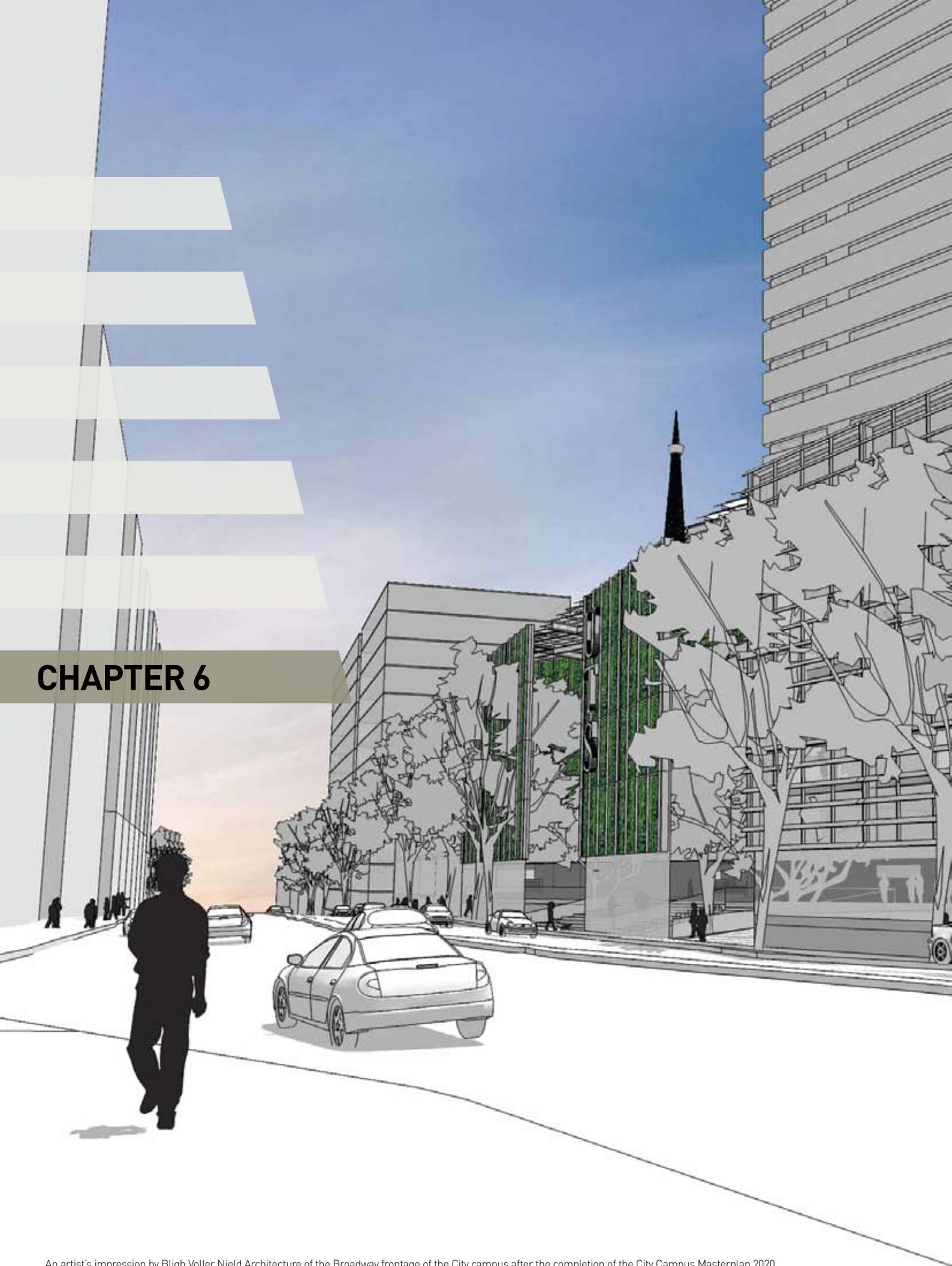
Objectives	Key strategies
To build our reputation by 2013 we need to:	To make this improvement we will:
1 Strengthen the standing of the UTS Model of practice-oriented learning	Systematically renew and embed the UTS Model including research integration in course and learning provision and renewal • Strengthen graduate attributes for a global workplace and systematically embed them into the curriculum • Develop and implement approaches to increasing the informed use of technology in students' learning • Strengthen cross-cultural learning through inbound and outbound student experiences, appropriate technologies, professional and social networks, and staff development • Strengthen relationships with business, industry and the professions to support valued and future oriented graduate attributes
2 Increase the scale, quality and impact of research in our discipline fields	Implement the research investment strategy, incorporating dynamic review and renewal cycles, to build performance and profile • Embed research threshold benchmarks, key performance indicators and research performance management across all academic areas • Develop high quality research students to provide human capital for research and industry workforces • Develop high quality international research links with targeted universities and research groups • Develop multifaceted strategic partnerships to leverage UTS research strengths
3 Enhance our strong, inclusive university environment through providing state-of-the-art learning, research and social spaces, infrastructure and highly responsive services	Implement Campus Masterplan to revitalise the campus and support teaching and research growth and development • Increase the appropriate use of virtual environments to support learning and social networking in contemporary contexts • Increase structured opportunities for staff/student/alumni interaction to strengthen knowledge, capabilities and networks • Strengthen cross-cultural experiences within the university community to develop global relationships • Create whole-of-UTS external engagement capabilities that build our reputation for being excellent to do business with
4 Build the capabilities of our people and processes to sustain and improve performance into our third decade and beyond	Foster a positive and rewarding career environment for all staff to improve satisfaction and ensure retention of valuable knowledge and expertise • Build long-term staff capability by identifying future talent pools and creating attractive career pathways • Drive continuous process improvements that provide increased productivity and outcomes • Develop a sustainable operating model based on a diverse mix of income sources, effective resource management and far sighted infrastructure investment • Engage staff, alumni and friends in giving programs supporting the future development of UTS • Include environmental sustainability principles and targets into all aspects of our decision-making

The UTS Model – global practice-oriented learning for the 21st century

The UTS model of learning has three distinctive interrelated features:

- an integrated exposure to professional practice through dynamic and multifaceted modes of practice-oriented education, including work placements in industry, clinical placements and simulations, projects for community organisations, consulting projects, and high levels of practitioner/professional engagement in the classroom and in curriculum design;
- professional practice situated in a global workplace, with international mobility and international and cultural engagement as centrepiece – UTS promotes expanded student international exchange opportunities and study abroad, the study of languages as part of professional degrees and genuine multicultural learning and understanding among students, staff and alumni;
- learning which is research-inspired and integrated, providing academic rigour with cutting edge technology to equip graduates for lifelong learning.

CHAPTER 6



An artist's impression by Bligh Voller Nield Architecture of the Broadway frontage of the City campus after the completion of the City Campus Masterplan 2020.

Staff and resources

This year UTS set in motion the most ambitious development phase of our City campus – the City Campus Masterplan 2020.

Approved by the University Council in August, the major features of the plan include several new buildings, a new front along Broadway, creative spaces including a new gallery and cinema, a new central library and student accommodation.

The combined effect of these developments will be to create a connected, environmentally sustainable city campus with cutting-edge technology based on the needs of students and staff. This revitalised campus will allow for expected future growth and provides an opportunity to reshape the University to make it more open to the community.

Its central feature will be our Alumni Green, a 4500 square metre green space around which will be teaching, learning and social spaces, including a new learning commons incorporating the City campus library (currently located in the Haymarket precinct).

Drafted by architects Bligh Voller Nield, the plan's major components are:

- > new buildings: a nine-storey 'gateway' building on Broadway adjacent to Building 10, a five-storey building facing Thomas Street and a nine-storey building on the former Dairy Farmers' site on Ultimo Road
- > student housing in a multi-storey block to be built above the rear of Building 6
- > extension of the Tower podium to create an entry zone, improved Broadway street frontage and a 'student commons' hub
- > refurbishment of existing buildings, including a major reconfiguration of Building 2 to house an 'integrated learning commons' comprising a new library and associated study spaces

- > the rejuvenation of Alumni Green, including the construction of a multi-purpose hall under its northern end
- > new intra-campus pedestrian walkways, including the proposed closure of Jones Street to create a pedestrian thoroughfare.

A plan for Kuring-gai

Our concept plan and rezoning application for the 20.8 hectare Kuring-gai campus were approved in June by then New South Wales Minister for Planning Frank Sartor. The concept plan includes commercial, residential and educational uses of the site.

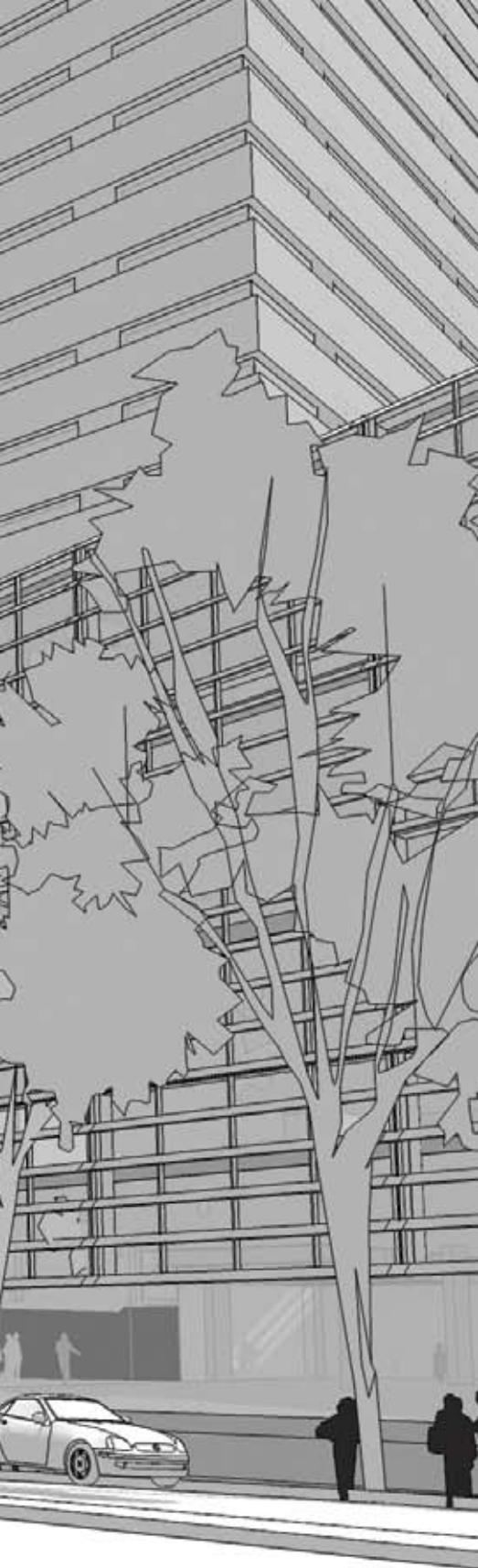
In September we called for expressions of interest for the use of part or the whole of the Kuring-gai campus. In response to local concerns, residential development plans were scaled down from 440 to 345 units, with buildings restricted to two storeys in height.

A decision about the future of the campus is not expected before mid-2009 and UTS will offer education at Kuring-gai campus until at least 2012.

Accommodating students

Plans to develop more student accommodation were progressed. By December 2007 a shortlist of partners for the public-private accommodation project was made. Early in 2008 a request for a detailed proposal from the three short-listed partners was prepared, and they lodged responses in late October.

By November, the Physical Infrastructure Committee had chosen a preferred proponent, and worked with our internal student housing project control group, Macquarie Capital Advisors and PriceWaterhouseCoopers to further consider the preferred proposal. This will be finalised in 2009.



Library upgrade

We upgraded the Blake Library at the beginning of the year in time for the commencement of the 2008 academic year.

Refurbished spaces on levels three, four and five were redeveloped into contemporary learning spaces and complemented by a new lift, a second stairwell, widened aisles, improved lighting and air-conditioning.

A new University library next to the Tower Building is planned for completion in 2013.

Funding boost

UTS received \$13.7 million in funding from the federal government following its one-off allocation of \$500 million into the Better Universities Renewal Fund for urgent capital works.

We identified 20 projects to which the funds can be allocated, which were approved by Council's Physical Infrastructure Committee. These include the development and upgrade of student learning spaces and research facilities at Mary Ann House for the Faculty of Engineering and Information Technology; for several research centres; and for the Faculty of Science.

New function centre

Approximately \$3.5 million of the Better Universities Renewal Fund grant will go to a significant project proposal – the \$7 million relocation of the UTS Union function centre from level six of the Broadway Tower Building across the road to Building 10.

Following a tender process, Tzannes Associates was chosen as the architects to design the new function centre. Building 10 will require an extension to accommodate the centre, which will include purpose-built meeting and function facilities, a bar and an outdoor area. It will be available for hire and will be used as a venue for conferences and academic events.

We expect the centre to be ready at the beginning of 2010.

Other campus developments

- > Building T was demolished early in the year, with the vacant space expanded to join the Alumni Green, which now spans two football fields in size.
- > University Hall in Building 4 was upgraded.
- > In Building 6, new design studios, teaching spaces and a sewing room were built, and the UTS Gallery was upgraded.
- > Public spaces and a lecture theatre were upgraded, and a new media centre was built in the Bon Marche Building.
- > Classrooms at the Haymarket section of the City campus were upgraded.
- > Buildings 1 and 2 were renovated, classrooms upgraded, and we built a new robotics lab and a new lecture theatre.
- > We upgraded the Union Centre.

New multi-purpose hall alongside existing gym under alumni green
Approximately 1000m² GFA

Dairy Farmers
9-storey building
Approximately 15,800m² GFA

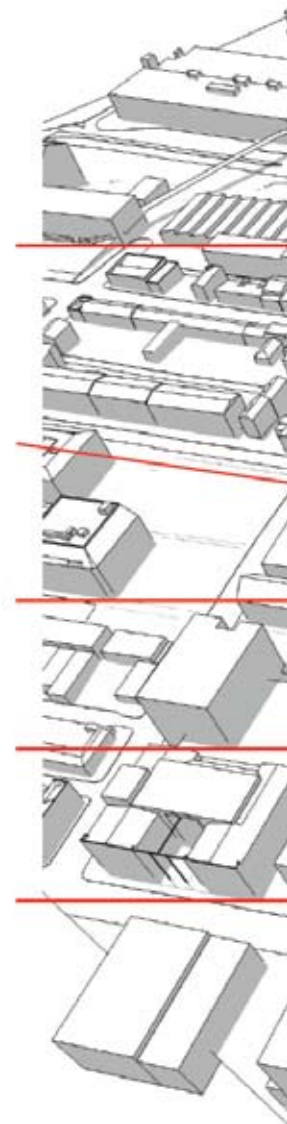
Thomas Street
5-storey building
Approximately 8000m² GFA

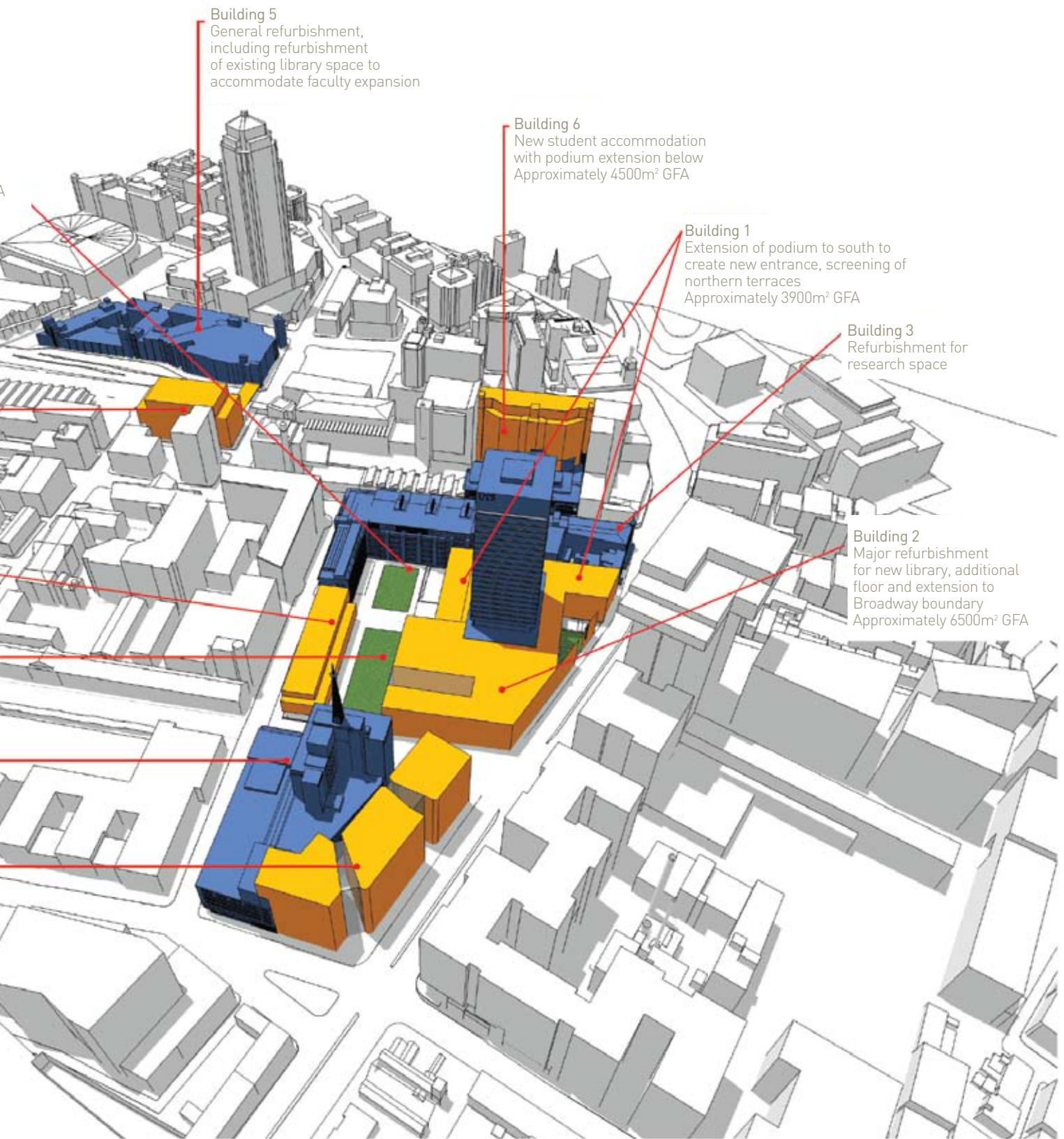
New automatic storage and retrieval system under alumni green
Approximately 2000m² GFA

Building 10
Refurbishment for faculty space

Broadway
9-storey building
Approximately 32,195m² GFA

GFA = gross floor area





Left: an artist's impression of the developed Alumni Green at the rear of the Tower Building.
Above: UTS City campus development sites (in orange) and sites to be refurbished (in blue) in the City Campus Masterplan 2020. Images by Bligh Voller Nield Architecture.

Creating the right staff culture

A number of workforce challenges resulting from an ageing workforce, labour shortages and global competition for talent, are affecting organisations globally and locally, including UTS.

Our Human Resources Unit has actively partnered with faculties and units to identify priorities and strategies to meet these challenges and maintain an effective workforce. The areas of remuneration, retention, attraction and recruitment were identified as priorities for 2008.

An inspiring culture

By incorporating a performance pay scheme in our senior staff agreement, we have promoted a culture of reward for performance. This will continue to be fostered in the years ahead embracing the Australian Universities Quality Agency's recommendation that UTS "fully implement a performance management program for all staff".

Through 2008 we focused on international recruitment – immigration, relocation and acculturation; deployment of our 'employer of choice' proposition in our recruitment advertising, policy/guidelines and internal communications; and the identification of high risk and pivotal staff and the development of targeted retention strategies.

In support of the University's research investment plan we began updating policy and practices around academic promotion, workload and staff classifications, which will continue to be a focus into 2009. The further development of skills for managers including the coaching and development of their staff was also a focus in 2008.

Improving support and communication

As a member of the Australian Technology Network of Universities, UTS is a partner in two HR related projects. The first, over three years, is a review of pay and career structures. The second project is reviewing the first year experience of high-performing academics, particularly those recruited internationally. UTS staff have input to these projects through focus groups.

During 2008 our Teaching and Learning Committee oversaw a project to improve the management and support of casual and adjunct academic staff (many casual academics are drawn from industry, supporting our practical academic focus). A working group of the committee will report early in 2009 on good practice in supporting these positions.

Following AUQA's recommendation that the University regularly survey staff and take their views into HR planning, we identified a range of staff matters from the 2007 staff survey. Senior executive, faculties and divisions then identified priority projects and used the feedback to inform the 2008 information technology, communication and human resources' plans. Progress on the University's response to survey results was communicated to staff midyear. 'Staff engagement' was developed as a key performance indicator from the survey data and will be updated with results from the next survey in 2009.

Environment, health and safety

During the year we worked on increasing awareness of staff accountability and responsibility for health and safety, an issue also highlighted through the staff survey. 'EHS Due Diligence' – incorporating a mock WorkCover prosecution – was attended by

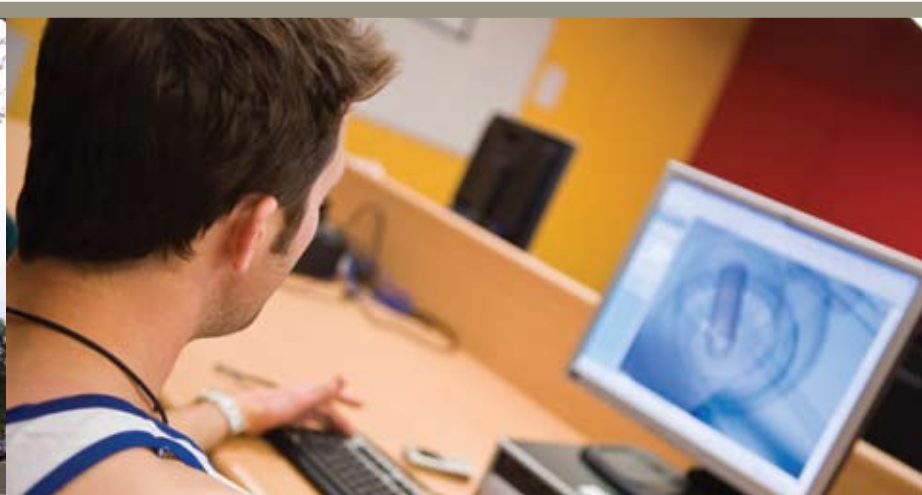
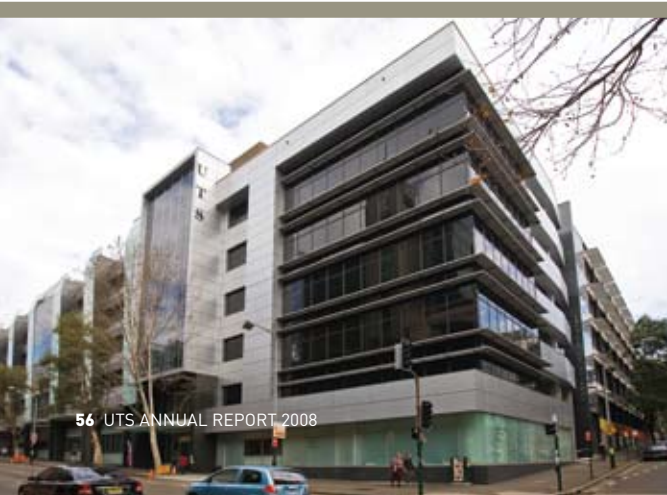
more than 110 staff in November. A staff wellness program to increase awareness of personal health and wellbeing was developed and implemented. The Wellbeing Expo in October saw 320 staff participate in a range of health activities that included checks of cholesterol, blood pressure, diabetes and massage treatments. Post-event feedback was positive. Other programs included resilience training and mental health awareness. More than 320 staff participated in the UTS Staff 10,000 Steps Challenge with staff teams using pedometers to gauge their physical activity while walking the equivalent of the distance around Queensland.

Policies and practices

In 2008, HR policies were reviewed in line with the UTS Policy Framework – distinguishing between 'higher order' policies, which are approved by Council or Academic Board, and 'lower order' directives issued by the Vice-Chancellor. As a result, a range of HR policies were rescinded in June 2008 and republished as Operational Directives.

New principles and procedures that were implemented in 2008 include the Workplace Behaviour Statement which identifies linkages between our Code of Conduct and other policies, procedures, and guidelines which contemplate inappropriate behaviour within the workplace and how it will be dealt with by the University. The statement was developed following a commitment by the University to address issues such as bullying in the workplace.

A new Hours of Work guideline was developed that provides a single reference document for hours of work arrangements for support staff. In addition, the guideline clarified aspects of the hours of work arrangements and documented arrangements associated with 'agreed hours arrangements' for casual staff.



Equity activities and recognition

UTS maintains a strong commitment to providing an inclusive work and study environment that reflects the diversity of Australian society. During the year the University continued to support a wide range of ongoing and new programs for women; people with disability; Indigenous Australians; those with a language background other than English; and lesbian, gay, bisexual, transgender or intersex (LGBTI) staff and students.

The Ally program

The Equity & Diversity Unit launched an awareness program for LGBTI staff and students – the Ally program. Allies are trained staff volunteers who provide safe contact for students and staff identifying as LGBTI and those questioning their sexuality.

The program aims to create a more inclusive culture at UTS by promoting greater visibility and awareness of LGBTI staff and students, their issues and challenges.

Indigenous employment

We developed the next phase of our Indigenous employment strategy – Wingara Strategy for 2008–2010 – through consultation with Indigenous staff and community members of the Wingara Management Committee.

The strategy was launched by Aboriginal and Torres Strait Islander social justice commissioner and race discrimination commissioner Tom Calma in September 2008. Indigenous cultural awareness training was undertaken by a number of UTS staff during 2008.

Women at UTS

Our popular Women@UTS program provides professional development for all women employees, with more than 40 per cent of female staff involved in a range of the program's activities.

In August, Federal Minister for the Status of Women, The Hon. Tanya Plibersek, an alumnus of UTS, spoke at a Women@UTS lunch on strategies and advice for women taking on leadership roles at work and in the community.

In December, UTS Chancellor Professor Vicki Sara welcomed women's rights leaders, activists and researchers from across the University, together with community partners, to a UTS forum addressing questions of women's human rights, education, health and poverty.

In 2008, the Equity & Diversity Unit focused on continuing to support early-career women researchers, and began a project to address employment and study opportunities for women in areas where they have traditionally not been strongly represented.

The New South Wales Government director of equal opportunity in public employment commended UTS on continuing to increase the representation of women in all areas (and those whose first language is not English) and our Sex-based Harassment Out of UTS campaign.

At a federal level the Equal Opportunity for Women in the Workplace Agency rated UTS as a best-practice employer of choice for women for the 10th year in a row.

Opportunities for people with disability

UTS was awarded a Commonwealth Rehabilitation Service Employer Award for our commitment to employing people with disability through the Work Training Placement Program.

In the program, qualified skilled people with disability undertake voluntary work experience at UTS for up to 12 weeks, to assist them in their return to employment.



Towards a sustainable university

Our Environmental Sustainability Initiative was formally launched by the Vice-Chancellor in March, supported by an extensive website (www.green.uts.edu.au) as part of our effort to communicate the message of sustainability to the UTS community.

The initiative is our focused approach to improving environmental sustainability in our campus operations. It is overseen by a steering committee and seven working groups: waste, transport, energy, water, procurement, communication and planning.

Complementing the initiative was the enactment of our Environmental Sustainability Policy this year, which replaced the UTS Sustainability Policy. This new policy provides a framework for environmentally sustainable and responsible practices, activities and operations at UTS.

We aim, through this initiative, to become Australia's leading university campus demonstrating sustainable development and promoting sustainability values and principles to students and employees.

This was a key message in our 20th anniversary address from Professor Tim Flannery, who spoke about how close the world was coming to permanent climate change and how important universities are in their research and education of students in matters of sustainability.

Future goals

- > Setting emissions reduction targets for 2013 and 2021
- > Ensuring that all new buildings are rated five green stars
- > Establishing green supply partners and sustainable procurement directives
- > Decreasing energy usage

Key environmental achievements in 2008

- > Energy-efficient lighting in more than 60 per cent of the University
- > Saving the equivalent of 45 Olympic swimming pools of water every year
- > Recycling 85 per cent of waste
- > 2.5 per cent of University energy supplied by green power
- > Organic waste sent to bioreactor, creating green electricity
- > Decreasing chemical use through practising micro-chemistry
- > Using e-commerce and adopting more efficient purchasing practices
- > The Faculty of Engineering and Information Technology launching 'Energy Conversion', a sustainability-themed subject

University hot air put to good use

There were many achievements this year in making our campuses more environmentally sustainable. A notable project was an investigation by postgraduate engineering students to improve the energy systems in our flagship Tower Building on Broadway, making it into a landmark environmental tower.

Sixteen postgraduate engineering students developed ideas, which they presented in May. Of the five finalist projects, an efficient boiler heat recovery system will be the first to be implemented by our Facilities Management Unit.

The system currently consists of three natural gas-fired boilers: two large ones which operate on demand during peak term business hours, and one small one for off-peak service. The exhaust gases from these boilers reach 250 degrees Celsius and, at present, are vented into the atmosphere. The proposal from students Antony Henry and Kavit Pandya was to put this wasted energy through a heat exchanger which will use the exhaust gases to pre-heat the cold water entering the boilers, thereby reducing the amount of energy needed to heat the water.

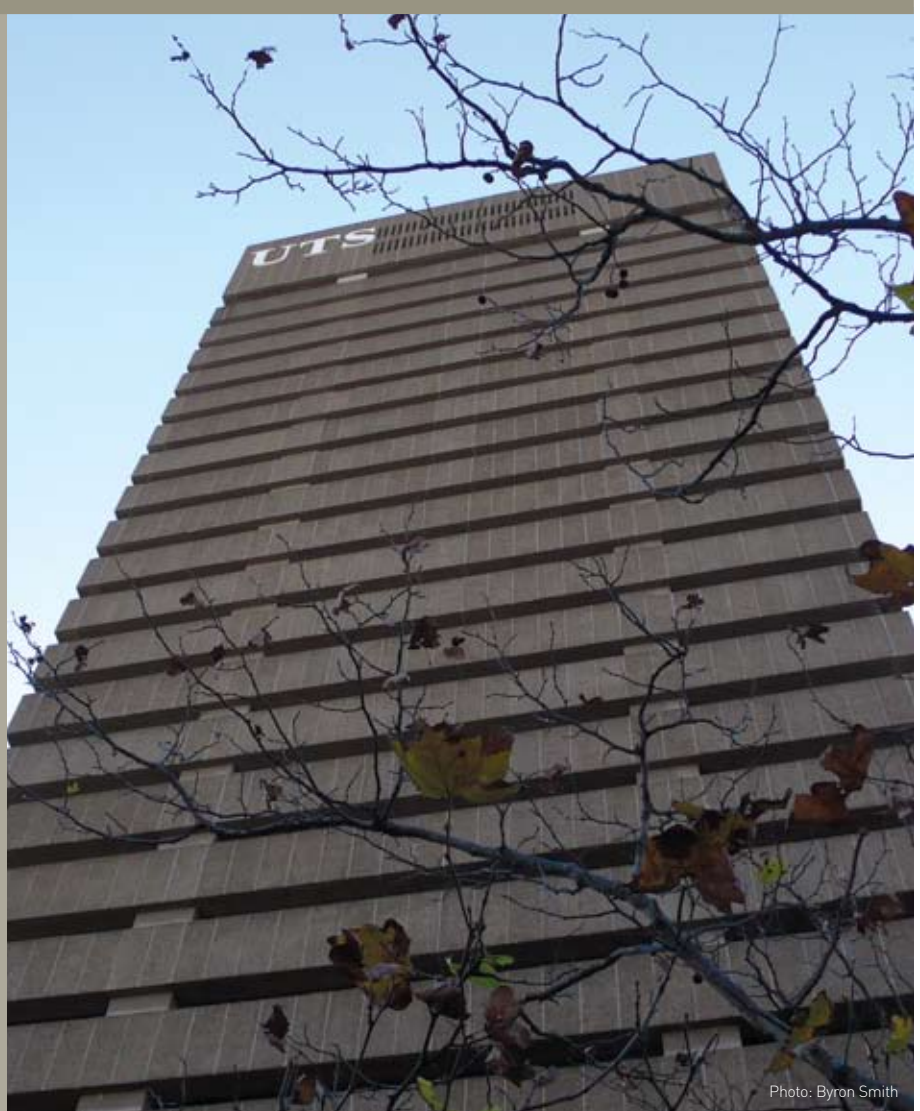


Photo: Byron Smith

Global Reporting Initiative – environmental performance

This table reports on environmental Global Reporting Initiative criteria at UTS. The GRI is a worldwide reporting standard for organisations' environmental and other performance. Over time the quality of our data will increase along with the number of GRI criteria that can be reported on.

Category	Reporting indicator	2008 objectives	2008 performance	2009 targets	Guiding policies and plans
Energy (EN3)	Direct energy consumption by primary energy source (megajoules per square metre)	780 MJ/m ²	769 MJ/m ²	769 MJ/m ²	<ul style="list-style-type: none"> > UTS Design Guidelines > UTS Environmental Sustainability Policy > UTS Energy Management Plan
Energy (EN6)	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	Purchase 2.5% green power	Purchased 2.55% green power, also conducted audit to identify energy efficient projects	To finalise the energy audit recommendations and put in place a plan for future years to achieve the identified outcomes, also to upgrade the lighting control system in Building 10	<ul style="list-style-type: none"> > UTS Environmental Sustainability Policy
Water (EN8)	Total water withdrawal by source (kilolitres)	Reduce water consumption by 20% by 2010 compared to 2002 baseline (246.6kL)	25% reduction compared to 2002 baseline	Maintaining 2008 performance	<ul style="list-style-type: none"> > Water Savings Action Plan > UTS Environmental Sustainability Policy
Water (EN10)	Percentage and total volume of water recycled and reused	Implement a water reuse project with the potential to save 3% of general water consumption per annum	Achieved target of 3% by completing Cooling Towers Water Reuse Project which saves 11 million litres of water per annum	Further 3% reduction of total water consumption per annum	<ul style="list-style-type: none"> > Water Savings Action Plan > UTS Environmental Sustainability Policy
Emissions (EN16)	Total direct and indirect greenhouse gas emissions by weight (tonnes of carbon dioxide equivalent)*	Measure greenhouse gas emissions on financial year-basis according to the government's National Greenhouse and Energy Reporting methods	45,361 tonnes CO ₂ -e	Set emissions reduction targets for 2012–2013 and 2020–2021	<ul style="list-style-type: none"> > UTS Environmental Sustainability Policy > National Greenhouse and Energy Reporting regulations > ATN Commitment to Sustainability
Emissions (EN18)	Initiatives to reduce greenhouse gas emissions and reductions achieved	Implement energy-efficient initiatives	Upgrade of science lab energy efficient lights for Tower Building; upgrade of UTS Library – total saving of 4102 tonnes of CO ₂ -e	To finalise the energy audit recommendations and put in place a plan for future years to achieve the identified outcomes, also to upgrade the lighting control system in Building 10	<ul style="list-style-type: none"> > UTS Environmental Sustainability Policy
Waste (EN22)	Total weight of waste by type/disposal method	Maintain 80% general waste recycling rates; maintain 80% skip bin recycling rate; investigate toner cartridge recycling and mobile phone recycling	Achieved 2008 objectives; started mobile phone recycling; recycled 87% of Building T demolition; recycled 2500 fluorescent tubes	To maintain recycling levels	<ul style="list-style-type: none"> > UTS Environmental Sustainability Policy
Products and services (EN26)	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Promote the selection and use of low-impact construction materials	The selection and use of low-impact construction materials incorporated in the Sustainability Guidelines	Create sustainable procurement procedures/directives	<ul style="list-style-type: none"> > UTS Design Guidelines
Compliance (EN28)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No fines or sanctions	No fines or sanctions	No fines or sanctions	<ul style="list-style-type: none"> > <i>Environmentally Hazardous Chemicals Act 1985</i> (NSW) > <i>Protection of the Environment Operations Act 1997</i> (NSW) > <i>Contaminated Land Management Act 1997</i> (NSW) > <i>Radiation Control Act 1990</i> (NSW) > UTS Environmental Sustainability Policy

*Greenhouse gas emissions of 57,076 tonnes CO₂-e reported for 2007 in the *UTS Annual Report 2007* was incorrect due to an error in calculation. Emissions in 2007 were 46,301 tonnes CO₂-e.

Achievements in key environmental areas

 <p>Communication</p>	<p>Educating the UTS community about our environmental aims and the ways individuals can help achieve these is an important part of our Environmental Sustainability Initiative. This year our communication campaign kicked off with the official launch of the initiative in March, accompanied by its website: www.green.uts.edu.au.</p> <p>We also conducted a staff and student survey on sustainability, where 97 per cent of respondents expressed concern about environmental problems.</p>
 <p>Energy</p>	<ul style="list-style-type: none"> > The Snowy Mountains Engineering Corporation conducted an intense energy audit across the campus, recommending lighting and air-conditioning projects that are expected to decrease UTS emissions by 15 per cent when implemented. > We achieved our target of purchasing 2.5 per cent green power and expect this to increase to 6.5 per cent in the coming years. > We imported state-of-the-art fume cupboards from Germany for all Science Building laboratories, which are significantly more energy efficient than conventional fume. This has resulted in saving of 1124 tonnes of carbon dioxide each year. > UTS worked with the Australian Technology Network of Universities to set emissions reduction targets for 2012–2013 and 2020–2021.
 <p>Planning</p>	<p>For some new buildings at UTS there is a target of five stars on the Green Building Council of Australia's rating tool for educational buildings.</p> <p>The most significant planning initiative in 2008 was the Ecologically Sustainable Development Masterplan, complementing the City Campus Masterplan, to develop or redevelop buildings based on high standards of environmental sustainability.</p>
 <p>Procurement</p>	<p>Both value for money and environmental impact are important to the University. Sustainable procurement initiatives included:</p> <ul style="list-style-type: none"> > replacing manual business processes with electronic systems to reduce paper use and waste > ensuring that materials for the Tower Building level three refurbishment were sustainably sourced > purchasing motion-detection lighting to replace lighting for 20 per cent of the University > ensuring that staff with expertise in efficiency ratings are responsible for purchasing > purchasing energy-efficient T5 light bulbs to replace incandescent light bulbs for 60 per cent of the University.
 <p>Transport</p>	<p>A travel survey was carried out in 2008 that will inform a transport strategy to be produced in 2009. Also this year we joined in the National Ride to Work Day.</p> <p>To promote sustainable travel for UTS staff and students, we started to work on:</p> <ul style="list-style-type: none"> > producing a transport access guide for the City campus > enhancing facilities for cyclists > identifying appropriate targets for greenhouse gas emissions, car space and other criteria > strategising and acting to reduce greenhouse impact of the car fleet, staff vehicles and air travel > integrating with sustainable transport options being developed by City campus neighbours.
 <p>Waste</p>	<p>UTS is committed to working with the City of Sydney, our educational precinct and neighbouring developments and our contractors on programs to reduce, reuse and recycle waste. We improved activities to divert waste from landfill and identified projects to further reduce waste. About 80 per cent of our waste is recycled in the following ways.</p> <ul style="list-style-type: none"> > We recycled 250 tonnes of paper every year, equating to 90 per cent of our paper waste. > General and co-mingled waste was sent to a recycling centre, with a recovery rate of 65 per cent. > We began mobile phone recycling through the UTS Union, which is participating in the Aussie Recycling Program. > We trialled a recycling program for fluorescent tubes, with 2500 recycled in 2008. > Unwanted furniture was recycled, with a recovery rate of 70 to 80 per cent. > Electronic equipment was recycled, with a 98 per cent recovery rate. > We started implementing a paper reduction strategy by defaulting printers to double-sided printing. > The Faculty of Science now practises micro-chemistry to minimise its use of chemicals.
 <p>Water</p>	<p>We aim to reduce total water consumption by as much as 20 per cent per annum by 2010 (based on a 2002 benchmark). To achieve this, campus water is reduced and recycled as part of a best-practice water management system.</p> <p>A grant of \$60,000 will go towards reusing more than 50,000 litres of water that is currently siphoned from the University's cooling tower. This water will be redirected for other uses, including flushing toilets which currently consume great quantities of fresh drinking water.</p> <ul style="list-style-type: none"> > UTS joined the 'Every Drop Counts' program with Sydney Water, where the UTS water management system was assessed and granted 2.8 stars out of five stars (five stars being world best practice). UTS is now acting to move to three stars in 2009. > We are saving 42,000 kilolitres of water annually (the equivalent of more than 30 Olympic swimming pools) despite growth in floor area and student population since 2002. > In 2008, water meters were installed in Building 10 to monitor water use through a web-based management system. > Overall water efficiency is 0.64 kilolitres per square metre per year, which is better than the best practice benchmark of 0.77 kilolitres as established by the New South Wales Government.

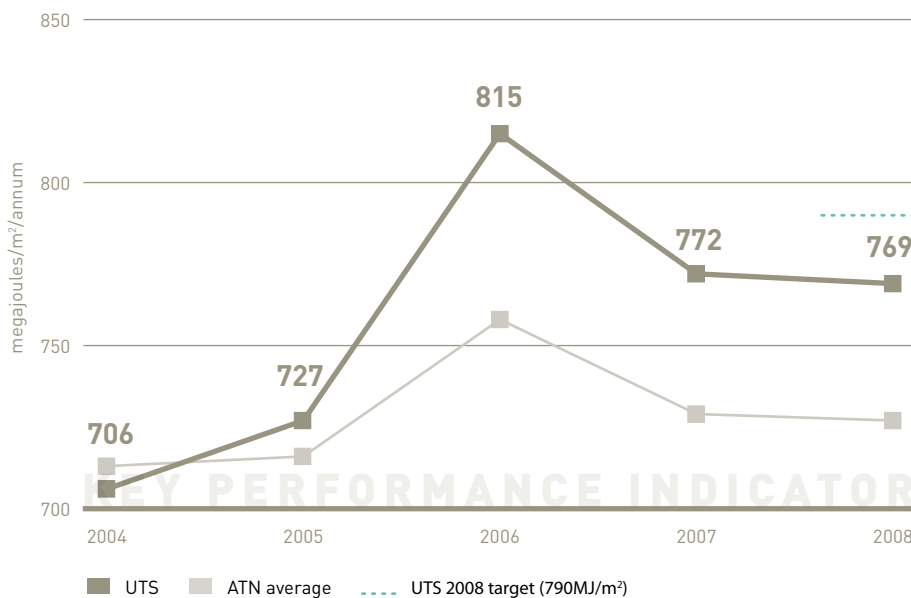
Students' solicitude revealed in sustainability survey

The UTS Institute for Sustainable Futures ran a survey early in the year to gather information to train university students to become peer leaders and equip them with the skills and knowledge to educate other students on the issue of climate change.

The survey of New South Wales university students' attitudes to climate change was funded by a grant from the New South Wales Environmental Trust. There were a number of interesting results for UTS students.

- > 75 per cent are highly concerned about climate change.
- > 78 per cent have acted to reduce greenhouse emissions and 75 per cent had learnt more about climate change in the past year.
- > 69 per cent want to learn how to reduce their personal greenhouse gas emissions.
- > 68 per cent would like to do more in their own lives to take action on climate change.
- > There was strong interest in University-based climate change activities.

Energy usage



The UTS energy intensity result for 2008 was 769 MJ/m², a fall of 3 MJ/m² (a reduction of 0.5 per cent) from 2007. This pleasing result, our second in two years, was better than our target of 790 MJ/m². The installation of low energy consuming T5 lighting across the campuses contributed to this result.

Background: 'Energy usage intensity' (i.e. energy used per square metre 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 construction options and operational modes due to its city location and the educational activities that occur within the buildings. The ATN average results are based on four ATN members only: UniSA, RMIT, QUT and UTS.

Reference: UTS KPI OS2

Lighting up the Tower

A major part of the Tower building's consumption of energy is the need for lighting in all classrooms and offices.

The original light fittings were installed in the early 1970s when the building was constructed, and consisted of 65 watt fluorescent tubes in custom-made fittings. These lights are so inefficient they are now illegal to import and are no longer made.

The need to replace all the light fittings in the tower – all 6500 of them – gave us the opportunity to provide better lighting and reduce energy consumption. We opted for 'third generation' lighting, known as T5 lamps.

The difference between the old lighting and the new is dramatic: the energy savings have had a considerable impact on the University's carbon footprint, avoiding 1500 tonnes of greenhouse gases per year – the equivalent of 300 medium cars travelling 20,000 kilometres per year, or 9000 trees.

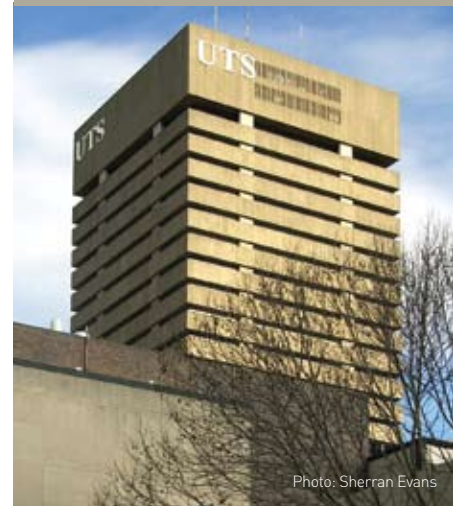


Photo: Sherran Evans

Our economic performance

The University's 2008 operating result of \$48 million exceeds our 2007 record surplus of \$35 million, with strong growth in revenue contributing to the record result.

As a percentage of total revenue, the 2008 result was only exceeded in 2000.

Resourcing

Revenue increased by 11 per cent on 2007 levels with strong increases in Australian Government grants (16 per cent higher than 2007) and student fees (7 per cent higher than 2007).

The 2008 result included Commonwealth grants of \$13.7 million from the Better Universities Renewal Funding scheme and an \$8.4 million Learning and Teaching Performance Fund grant. In addition, we received \$3 million from sale of shares.

Student numbers remain steady with equivalent full time student load (EFTSL) increasing slightly from 2007 numbers. International student fees, which represent 21 per cent of total revenue, increased 4 per cent from 2007.

We have continued to maximise return on investments with a 65 per cent increase in investment income from 2007. This exceptional result is a combination of increased cash reserves and transferring funds into higher yielding term deposits with the big four Australian banks.

Expenditure

Total expenditure on operating activities was \$422.7 million which is 8 per cent higher than 2007. As a percentage of revenue, operating expenses were lower than the previous year.

Capital expenditure

We continue to invest in buildings and infrastructure to improve the learning experience for our students. In 2008 a total of \$47 million was spent on capital equipment with significant amounts of infrastructure spending planned for 2009 and beyond.

Investment portfolio

During the 2008 year we transferred our investment portfolio from Macquarie Investment Management Ltd to term deposits with major Australian banks to maximise investment return. The total investment in term deposits at the end of 2008 was \$130 million. The weighted average return on the investment portfolio for the year was 6.95 per cent, compared to the year end official cash rate of 4.25 per cent.

2009 budget priorities

The 2009 budget was framed in one of the most difficult and uncertain policy and funding environments in recent history. There were five major federal government funding issues confronting us in the formulation of this budget.

- > The phasing out of undergraduate domestic full fee load will cause an estimated loss of revenue of \$3.2 million in 2009. The government has established a transition fund to help with this. We have budgeted this amount as \$1.9 million.
- > The government's review of the effects of the Voluntary Student Unionism legislation was expected to lead to an announcement of a new funding arrangement to partially address the financial effects. This has not eventuated and we have assumed there will be no VSU transition funding for 2009.
- > A reduction in the aggregate value of the Learning and Teaching Performance Fund combined with an announcement that between one-third and one-half of the funding will be directed towards poorer performing universities who show improvement, means UTS can expect a significant drop in this allocation. We have estimated \$3 million for 2009.
- > The Review of the National Innovation System recommended, among other things, the full funding of (indirect) research costs through increased research block grants. The government will respond to the report mid-2009 but has already indicated that any funding increase will be over a long time frame. We have not budgeted for any increase in research block grants for 2009.
- > The Review of Australian Higher Education was delivered in December. The federal government will respond to the report in early 2009. Any financial outcomes are likely to be part of the May 2009 budget. Given the current financial climate and the other budget claims on the government, we have budgeted on the basis of the current funding schemes for 2009, with an estimated 2 per cent increase in base Commonwealth funding per student.

The strategic priorities in the 2009 budget align with the new UTS Strategic Plan 2009-2018. The budget has continued and in some cases enhanced funding for the following strategic initiatives.

- > Strategic investment in research of \$12.5 million in addition to funding received from research grants. This comprises \$7 million to Priority Investment Programs, \$2 million to research institutes and \$3.5 million to support key research appointments, doctoral programs and research activities in Key University Research Centres – supporting realignment of research funding around our strengths (see page 17).
- > Continued support for student activities no longer funded by student contributions due to the introduction of VSU.
- > \$1 million to fund the in-country study component of the International Studies program in the Faculty of Arts and Social Sciences and a further \$500,000 to support the International Exchange Students Scheme.

The 2009 budget also has major new funding for the following strategic initiatives:

- > the establishment of new courses from the academic profile review: global studies (commencing in 2009); and digital media (commencing in 2010) including strategic senior appointments in these fields
- > a pilot English language and communications program as a 'key graduate attribute' of UTS
- > extension of the peer-assisted learning scheme to all faculties
- > student recruitment strategies for India and US study abroad students
- > enhancement of postgraduate student marketing and service delivery
- > additional financial and facilities service support for our new strategic investments.

Budgeted income statement

TO 31 DECEMBER 2008

	University			
	Actual 2008 \$'000	Budget 2008 \$'000	Variance 2008 \$'000	Budget 2009 \$'000
Revenue from ordinary activities				
> Australian Government grants	174,289	157,334	16,955	160,956
> Australian Government grants HECS-HELP payments	67,174	63,950	3,224	67,160
> FEE-HELP	23,076	23,204	(128)	23,038
> State and local governments financial assistance	4,906	3,529	1,377	4,599
> HECS-HELP – student payments	23,055	23,350	(295)	25,099
> Fees and charges	130,641	127,456	3,185	133,992
> Investment income	10,626	6,611	4,015	10,152
> Royalties, trademarks and licenses	612	100	512	155
> Consultancy and contract research	7,945	8,677	(732)	8,220
> Other revenue	17,184	13,533	3,651	15,663
> Gains on disposal of assets	–	41	(41)	10
> Share of net results of associates and joint venture partnerships accounted for using the equity method	–	–	–	–
> Other income	15,601	10,188	5,413	10,378
Subtotal	475,109	437,973	37,136	459,422
Deferred government superannuation contributions	166,755	–	166,755	–
Total revenue from continuing operations	641,864	437,973	203,891	459,422
> Employee benefits and on costs	257,098	260,407	3,309	274,230
> Depreciation and amortisation	49,210	48,133	(1,077)	49,828
> Repairs and maintenance	9,194	9,834	640	8,099
> Borrowing costs	2,962	3,041	79	3,168
> Bad and doubtful debts	(158)	1,069	1,227	369
> Loss on disposal of assets	1,528	–	(1,528)	–
> Other expenses	102,842	94,289	(8,553)	103,728
Subtotal	422,676	416,773	(5,903)	439,422
Deferred employee benefits for superannuation	170,785	–	170,785	–
Total expenses from continuing operations	593,461	417,773	164,882	439,422
Operating result before income tax	48,403	21,200	27,203	20,000
Income tax related to ordinary activities	–	–	–	–
Operating result from continuing operations	48,403	21,200	27,203	20,000

Budgeted balance sheet

AT 31 DECEMBER 2008

	University			
	Actual 2008 \$'000	Budget 2008 \$'000	Variance 2008 \$'000	Budget 2009 \$'000
Current assets				
> Cash and cash equivalents	143,308	4,887	138,421	1,896
> Receivables	6,781	8,201	(1,420)	9,237
> Other financial assets	41	108,000	(107,959)	219,384
> Other non-financial assets	22,237	8,174	14,063	17,773
> Non-current assets classified as held for sale	-	-	-	-
Total current assets	172,367	129,262	43,105	248,250
Non-current assets				
> Receivables	295,386	152,811	142,575	128,631
> Investments using the equity method	-	-	-	-
> Other financial assets	323	-	323	518
> Other non-financial assets	179	-	179	-
> Property, plant and equipment	915,918	828,920	86,998	872,000
> Intangible assets	16,225	24,915	(8,690)	23,035
Total non-current assets	1,228,031	1,006,646	221,385	1,024,184
Total assets	1,400,398	1,135,908	264,490	1,272,434
Current liabilities				
> Trade and other payables	24,651	25,336	(685)	24,909
> Borrowings	2,893	-	2,893	-
> Provisions	51,357	19,001	32,356	19,076
> Other liabilities	9,570	8,176	1,394	9,639
Total current liabilities	88,471	52,513	35,958	53,624
Non-current liabilities				
> Borrowings	42,836	66,884	(24,048)	43,467
> Provisions	307,587	195,036	112,551	167,445
> Other liabilities	-	-	-	-
Total non-current liabilities	350,423	261,920	88,503	210,912
Total liabilities	438,894	314,433	124,461	264,536
Net assets	961,504	821,475	140,029	1,007,898
Equity				
> Statutory funds	21,102	-	21,102	-
> Reserves	445,203	370,318	74,885	464,780
> Accumulated funds	495,199	451,157	44,042	543,118
Total equity	961,504	821,475	140,029	1,007,898

Budgeted cash flow statement

TO 31 DECEMBER 2008

	University			
	Actual 2008 \$'000	Budget 2008 \$'000	Variance 2008 \$'000	Budget 2009 \$'000
Cash flows from operating activities				
> Australian government				
> CGS and other Department of Education, Employment and Workplace Relations grants	123,261	117,946	5,315	123,956
> Higher Education Loan Programmes and FEE HELP	89,567	87,300	2,267	90,958
> DEEWR scholarships	4,786	4,502	284	5,199
> DEEWR research	17,518	17,074	444	17,286
> ARC grants – Discovery	4,248	5,647	(1,399)	5,152
> ARC grants – Linkages	2,580	4,022	(1,442)	3,296
> ARC grants – networks and centres	1,029	950	79	1,005
> Other Australian Government grants	19,564	4,104	15,460	5,422
> State government grants	4,538	3,418	1,120	4,214
> Local government grants	368	111	257	385
> HECS-HELP – student payments	23,049	23,350	(301)	25,099
> Receipts from student fees and other customers	190,960	182,239	8,721	198,171
> Dividends received	538	–	538	–
> Interest received	7,427	8,147	(720)	10,152
> Payments to suppliers and employees (inclusive of goods and services tax)	(382,436)	(380,122)	(2,314)	(414,223)
> Interest paid	(2,962)	(4,676)	1,714	(3,168)
> Income tax paid	–	–	–	–
Net cash inflow (outflow) from operating activities	104,035	74,012	30,023	72,904
Cash flows from investing activities				
> Proceeds from sale of property, plant and equipment	150	–	150	–
> Proceeds from sale of financial assets	354,109	–	354,109	–
> Payments for financial assets	(265,746)	(13,000)	(252,746)	(83,000)
> Purchase of shares	(223)	–	(223)	–
> Payments for property, plant and equipment	(48,434)	(56,883)	8,449	12,584
Net cash inflow (outflow) from investing activities	39,856	(69,883)	109,739	(70,416)
Cash flows from financing activities				
> Proceeds from borrowings	–	–	–	–
> Repayment of borrowings	–	(1,137)	(1,137)	–
> Repayment of lease liabilities	(2,967)	(3,195)	(228)	(2,975)
Net cash inflow (outflow) from financing activities	(2,967)	(4,332)	(1,365)	(2,975)
Net increase/(decrease) in cash held	140,924	(113)	141,037	(487)
Cash at beginning of reporting period	2,384	5,000	(2,616)	2,383
Cash at end of reporting period	143,308	4,887	138,421	1,896

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About the annual report

This annual report relates the significant operations of the University of Technology, Sydney for the 2008 calendar year. It is based on the theme of our 20th anniversary as a university. The 'introduction' and 'year in brief' sections highlight our major activities and results; the first three chapters relate our core operations of teaching and research; and the last three chapters outline developments in our organisation and management, which enable our core activities.

Significant regulations the report was written to comply with include the *Annual Reports (Statutory Bodies) Act 1984* (NSW), *Annual Reports (Statutory Bodies) Regulation 1984* (NSW) and the federal government's Financial Statement Guidelines for Australian Higher Education Providers. In its structure and writing we have striven for best practice reporting, assuming annual reporting guidelines from state and national annual reporting awards and recommendations from the Audit Office of NSW.

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They are also available by request to:

- > Publications coordinator
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