



UNIVERSITY OF
TECHNOLOGY SYDNEY

UTS ANNUAL REPORT 2010

REVIEW OF OPERATIONS



April 2011

The Hon. Adrian Piccoli, MP
New South Wales Minister for Education
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Dear Minister

The University of Technology, Sydney is pleased to present our annual report for the year ended 31 December 2010.

The report provides a comprehensive overview of our performance and activities for the year, and financial statements endorsed by the university's Council.

It has been prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* (NSW).

Yours faithfully,



Professor Vicki Sara, AO
Chancellor

Professor Ross Milbourne
Vice-Chancellor

UTS ANNUAL REPORT 2010

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WHO WE ARE

The University of Technology, Sydney attained university status in 1988 following the amalgamation of a number of educational institutions. We were formed by the New South Wales Government from the New South Wales Institute of Technology, the School of Design and the Institute of Technical and Adult Teacher Education, and expanded in 1990 with the addition of the Kuring-gai College of Advanced Education.

In 2008 we celebrated 20 years as a university, and we continue to go from strength to strength in our third decade. The UTS Strategic Plan 2009–2018 provides a strong statement about the university's aspirations for its third decade and outlines UTS's vision to be a world-leading university of technology.

UTS is part of the Australian Technology Network of universities: a group of five prominent universities, from each mainland state in the country, committed to working with industry and government to deliver practical and professional courses. Together, these universities teach close to 20 per cent of Australia's university students.

UTS is a multicampus university spread over two locations in the Sydney metropolitan area. Our City campus is based close to the city centre, and our Kuring-gai campus is located north of the city in a bushland setting.

WHAT WE DO

UTS offers over 100 undergraduate and 150 postgraduate courses across traditional and emerging disciplines including architecture, business, communication, design, education, engineering, information technology, international studies, law, midwifery, nursing and science.

In line with the UTS model of global practice-oriented learning, many of our students undertake some professional practice throughout their degree. Students also have the opportunity to study overseas as part of their degree program.

UTS continues to build on its research performance and standing to complement the high regard for its teaching and learning programs. Our research is focused on key areas of research strength, where we work towards producing practical solutions to global problems.

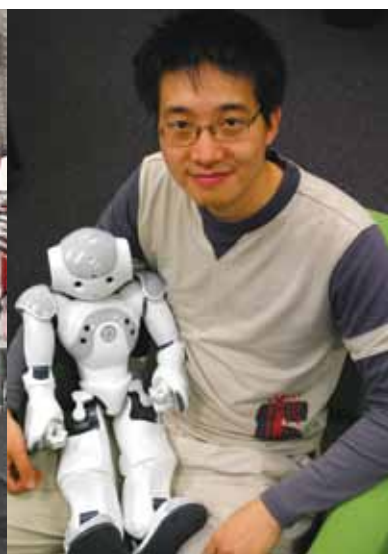
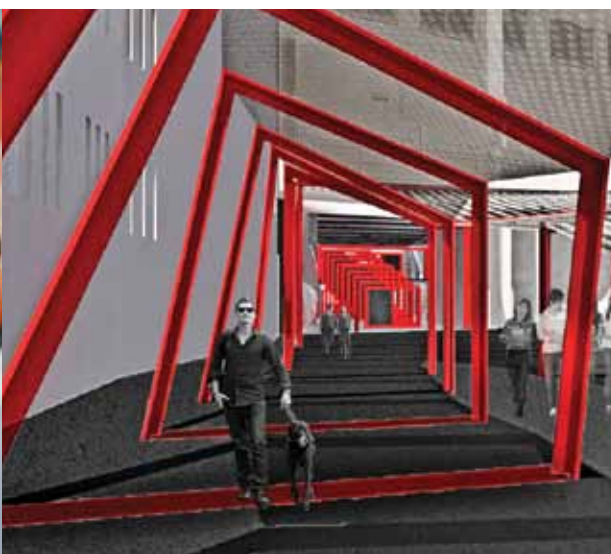
Through various partnerships, projects and events, we also maintain strong relationships with the local community, industry, business and the professions.



PHOTO: CHRIS BENNETT

YEAR IN REVIEW

January	February	March
<ul style="list-style-type: none"> > Enrolment of new students commenced. > New South Wales Premier the Hon. Kristina Keneally, MP, announced the state government's approval of the Broadway precinct concept plan. > Construction began on the university's new student housing tower. 	<ul style="list-style-type: none"> > Orientation for new students. > Vice-Chancellor Professor Ross Milbourne attended opening of the Shanghai Expo. > Bachelor of Education graduate Hannah Campbell-Pegg represented Australia in luge at the 2010 Vancouver Winter Olympics. > UTS graduate Alyssa McClelland was a finalist in short-film festival <i>Tropfest</i>. 	<ul style="list-style-type: none"> > Autumn semester commenced. > New disability action plan launched by Professor Ron McCallum, AO, chair of the UN Committee on the Rights of Persons with Disabilities. > Prominent Australian poet Les Murray, AO, joined UTS as CAL writer-in-residence. > Digital community noticeboard prototype named Best Student Project at the Australian Interactive Media Industry Association Awards.
April	May	June
<ul style="list-style-type: none"> > Global exchange fair attended by over 500 students. > International leadership program launched. > Graduation ceremonies at Kuring-gai campus. > www.creativeinnovation.net.au launched for creative businesses and entrepreneurs. 	<ul style="list-style-type: none"> > National reconciliation week celebrations with an official flag-raising ceremony. > International students' information day. > UTS doctoral student Xun Wang chosen from 400 applicants worldwide for prestigious IBM PhD fellowship. 	<ul style="list-style-type: none"> > UTS Council approved architect Frank Gehry's concept plan for a new business building. > The then deputy prime minister Julia Gillard announced \$50 million for UTS from the federal government's Education Investment Fund. > Chancellor Professor Vicki Sara awarded an Officer of the Order of Australia in the Queen's Birthday Honours. > Former deputy leader of the Australian Democrats and senator, Aden Ridgeway, received Honorary Doctor of Letters.



July	August	September
<ul style="list-style-type: none"> > Global telecommunications giant Alcatel-Lucent to establish a facility for learning and professional development on campus. > Seven members of staff honoured for their contribution to excellence in learning and teaching with citations from the Australian Learning and Teaching Council. > International graduations in Hong Kong, Shanghai and Kuala Lumpur. 	<ul style="list-style-type: none"> > Safety and wellbeing month included sessions for parents managing HSC stress, learner dads, retiring well, sleep workshops and the 10,000 step challenge. > UTS open day attended by over 10,000 prospective students. > UTS, along with the Powerhouse Museum, the Australian Broadcasting Corporation and TAFE NSW, presented the Ultimo Science Festival. > Professor Jordan Louviere from the Faculty of Business awarded the 2010 Charles Coolidge Parlin Marketing Research Award. 	<ul style="list-style-type: none"> > Research students presented three-minute talks on the topic of their thesis in the UTS three minute thesis competition. > Infusion festival celebrated the diversity of cultures that exist in UTS and the wider community. > UTS took the number one position among Australian universities in the ranking compiled by the international Research Papers in Economics project.
October	November	December
<ul style="list-style-type: none"> > Associate Professor Simon Darcy and his team won the World Leisure International Innovation Prize for 2010 with their web portal <i>Sydney for All</i>. > UTS Human Rights Awards with Simon Sheikh, the national director of GetUp!, as guest speaker. > First UTS law doctoral scholarships named after Australia's governor-general: the five Quentin Bryce Law Doctoral Scholarships will be offered from 2011. > Inaugural Vice-Chancellor's Awards for Research Excellence. 	<ul style="list-style-type: none"> > Professor Larissa Behrendt named 2011 New South Wales Australian of the Year. > Key technology partnership agreements formed with three leading Chinese universities. > Industrial design graduate Alex Gilmour won the QANTAS Spirit of Youth Award in the industrial and object design category. > Australian writer David Malouf and columnist and author Elizabeth Farrelly in discussion at the UTS Centre for New Writing's Creative Connections series. > Human and women's rights activist, and youngest woman elected to Afghanistan's parliament, Malalai Joya, presented lecture at UTS. 	<ul style="list-style-type: none"> > Architect Frank Gehry unveiled plans for the UTS Dr Chau Chak Wing Building. > Public event with Frank Gehry in conversation with ABC presenter Geraldine Doogue. > Annual design show, Design '10, showcased the work of students graduating from fashion and textiles, industrial design, interior design and visual communication courses. > The union's Blues Awards celebrated the sporting achievements of our students.



From left to right:
 Hannah Campbell-Pegg at the 2010 Vancouver Winter Olympics. (PHOTO: UTS UNION)
 Interior design student Amanda Sandland's proposed development of Sydney thoroughfares shown at this year's Design '10 show. (IMAGE: AMANDA SANDLAND)
 IBM PhD fellowship recipient Xun Wang. (PHOTO: TERRY CLINTON)
 Elizabeth Farrelly, David Malouf, chief literary critic at *The Australian* Geordie Williamson, director of the UTS Centre for New Writing Associate Professor John Dale and Faculty of Arts and Social Sciences Dean Professor Theo van Leeuwen at the Creative Connections series. (PHOTO: STEPHANIE SIMCOX)
 Julia Gillard's announcement that UTS would receive \$50 million from the Education Investment Fund. (PHOTO: TERRY CLINTON)

BUILDING OUR FUTURE



The undulating brick facade of the Dr Chau Chak Wing Building will overlook a revitalised Ultimo Pedestrian Network. Inset: Frank Gehry at UTS in December.

In December, world-renowned architect Frank Gehry unveiled plans for the UTS Dr Chau Chak Wing Building; his first building in Australia.

UTS worked with Gehry Partners to design a world-class business building as part of its City Campus Master Plan.

With this building, we aim to create a teaching and research environment that inspires creative thinking and encourages collaborative learning and discovery, and engagement with business and the community.

Australian-Chinese business leader Dr Chau Chak Wing donated a total of \$25 million to UTS: \$20 million to support the new Gehry-designed building and an additional \$5 million to create an

endowment fund for student scholarships, making it the equal largest ever philanthropic gift by an individual to a university in Australia.

The university sought Frank Gehry because his work reflects the combination of creativity and technology so characteristic of UTS and our vision of being a world-leading university of technology.

'In one sense, the decision was easy as we were all immediately struck by how Frank Gehry's concept encapsulates the spirit of UTS. His proposal is bold, innovative and synthesises creativity and technology to create unique learning and research environments for the future', says UTS Chancellor Professor Vicki Sara, AO.

We hope to build something extraordinary — a flagship building for UTS: Business that will be renowned not only in Sydney but the world over. Located on a former industrial site of dairy products manufacturer Dairy Farmers, the new 11-storey building is expected to be finished in time for the 2014 academic year.

Frank Gehry is one of the world's most widely recognised and critically celebrated architects. His works include the Guggenheim Museum in Bilbao, Spain, and the Walt Disney Concert Hall in Los Angeles. He was elected to the College of Fellows of the American Institute of Architects (AIA) in 1974, and has received many AIA awards. In 1998 he was awarded the National Medal of Arts and in 1989 he became the recipient of the Pritzker Architecture Prize.

CHANCELLOR'S MESSAGE



PHOTO: ROB TUCKWELL

UTS Chancellor Professor Vicki Sara was awarded an Officer of the Order of Australia in 2010.

UTS is proud of the achievements of its graduates.

2010 has been a most exciting and rewarding year for UTS. Our achievements are reflected in this year's annual report.

We have come a long way towards realising our vision of being a world-leading university of technology and meeting our objectives as set out in our ambitious strategic plan.

The UTS Council approved the concept design for a new building for UTS: Business by architect Frank Gehry in June, and the final design was unveiled in December. With its fusion of creativity, forward-thinking functionality and technology the building captures the spirit of UTS and promises to be a perfect fit for a world-leading university of technology.

The year has seen our capacity for research strengthen, with major investments being made to build high-quality research throughout the university. We are providing increased opportunities and support for our research staff who continue to enhance our research reputation in the community.

Several of our research centres were awarded significant external funding for their research in areas as diverse as health economics and climate change. To further augment our research leadership we recruited 39 researchers, including 20 international researchers.

I was pleased to see the expansion of the UTS Chancellor's Postdoctoral Research Fellowship program, with the award of six fellowships this year. The fellowship enables researchers to expand on their specialisation to produce outcomes that will have a positive impact on society and industry.

I also awarded the inaugural Chancellor's Medal for Exceptional Research to Professor Derek Eamus and Professor Geoff Smith from the Faculty of Science for their work in ecohydrology and green nanotechnology respectively.

Another highlight of the year was our Autumn, Spring and international graduation ceremonies, at which more than 5000 UTS students graduated. It is most rewarding to see our students graduate, knowing they are well equipped for what lies ahead.

I was also delighted to acknowledge the achievements of various members of our community upon whom Council conferred honorary awards during 2010: Neal Blewett, AC; Elizabeth Broderick; Kathleen Dracup; William Mitchell; David Murray, AO; Aden Ridgeway; and Brian Sherman, AM.

UTS is proud of the achievements of its graduates and these are recognised at our annual Alumni Awards. At this event I had the pleasure of presenting the Chancellor's Award for Excellence to Kim McKay, AO, co-founder of Clean Up Australia.

This year saw changes to the membership of our Council — the governing body of the university — with the departure of several members, including longstanding members Dr Valerie Levy and Dr Katherine Woodthorpe. It was with considerable appreciation that I farewelled our departing members, and I thank them for the knowledge and expertise they offered throughout their terms on the Council.

I welcome our new Council members and I look forward to working with all members in the coming years as we continue to steer UTS towards even higher levels of achievement and growth.

UTS went from strength to strength in all its endeavours this year. I am confident that we are well placed for the years ahead, particularly with our redeveloped City campus bringing a new energy to the university and providing outstanding teaching, research and social spaces for our staff, students and community.

Professor Vicki Sara, AO
Chancellor

VICE-CHANCELLOR'S MESSAGE



PHOTO: CHRIS BENNETT

UTS Vice-Chancellor Professor Ross Milbourne

2010 was a landmark year for UTS, and one that saw us move rapidly towards our vision of being a world-leading university of technology. At the centre of this vision is the creation of a revitalised campus that invites students, industry and the community to engage with us.

In June we announced that internationally renowned architect Frank Gehry will design a new home for UTS: Business; the only Gehry building in Australia. Mr Gehry unveiled his design in December to widespread acclaim.

Senator the Hon. Chris Evans, Minister for Tertiary Education, described this inspirational building as reflecting a confident and outward-looking university. I share his view that our new UTS: Business building says to the world that Australia is a great place to do business, delivering job-ready, smart graduates, as well as rigorous and relevant research across a range of areas.

I was honoured by the commitment of a \$25 million donation from Australian-Chinese business leader Dr Chau Chak Wing; the equal largest philanthropic gift to an Australian university. \$20 million will go towards the Gehry-designed building and \$5 million will establish an endowment fund for student scholarships.

In recognition of Dr Chau's generous gift, the new building will be named the Dr Chau Chak Wing Building and we are extremely excited about the prospect of watching this world-class building evolve over the coming years.

We were also very pleased to secure \$50 million in funding from the federal government's Education Investment Fund for the construction of our new Faculty of Engineering and Information Technology building on Broadway. This learning, teaching and research facility will house over 4000 students, delivering Australia's engineers and IT professionals of the future.

These significant financial contributions will help us make our City campus a truly desirable destination for students and researchers, and achieve the goals articulated in our strategic plan, 'Own the Future'.

A key component of our strategic plan is our educational model of global practice-oriented learning. Our faculties constantly renew their curriculums and introduce new courses and areas of study to reflect the changing demands of today's workplaces.

The launch of our international leadership program, BUiLD, demonstrated our commitment to exposing students to global experiences throughout their studies at UTS. This, along with the in-country study component of our Bachelor of International

Studies, ensures our students have the opportunity to study and learn overseas and are ready for life in today's increasingly globalised environment.

We continued to build on our international relationships this year. In November I travelled to China with Senator Evans to sign key technology partnerships with three of China's top universities. These partnerships will open up opportunities for collaboration in research, and in teaching and learning, making exchange of academics possible and sharing investment in major research projects. I was also delighted to attend the opening of the Shanghai Expo, alongside Vice-Chancellors from 30 universities worldwide.

We concentrated on consolidating and strengthening our research strategy to cement our reputation for research leadership. Our School of Finance and Economics was top ranked for research in Australia, which is an outstanding achievement. The Centre for Health Economics Research and Evaluation, a UTS research strength, received a grant of over \$1 million from the Cancer Council Australia to support and evaluate cancer clinical trials across Australia. UTS is now home to the newly configured Centre for Cardiovascular and Chronic Care, combining the research strengths of UTS and Curtin University to benefit people with cardiovascular and chronic conditions.



PHOTO: UTS

UTS Chancellor Professor Vicki Sara, AO, Dr Chau Chak Wing, Frank Gehry and Vice-Chancellor Professor Ross Milbourne at the announcement in June of Dr Chau's donation of \$25 million, of which \$20 million will go towards the Frank Gehry-designed building.

Leading the way in researcher education, we launched the UTS Framework for Doctoral Education, and in October I presented the inaugural Vice-Chancellor's Awards for Research Excellence to recognise and celebrate the achievements of our research staff across the university.

Our researchers also received external recognition this year. Associate Professor Yuan Feng and Associate Professor Xingquan (Hill) Zhu of the Centre for Quantum Computation and Intelligent Systems, and Associate Professor Elaine Jeffreys of the China Research Centre, were awarded ARC Future Fellowships, which are awarded annually to outstanding mid-career researchers conducting significant work in national priority areas. PhD student Xun Wang of our Faculty of Engineering and Information Technology was the only researcher in the country to receive a prestigious IBM fellowship. Dr Peter Macreadie, a UTS Chancellor's Postdoctoral Research Fellow, was awarded a fellowship from the American Australian Association and the Brian Robinson Fellowship, and Professor Rick Iedema and Professor Jordan Louviere were elected to the Academy of the Social Sciences in Australia.

We are also particularly proud of Professor Hung Nguyen, Dean of our Faculty of Engineering and Information Technology, who has developed a smart wheelchair that can be controlled by the user's mind. This is the sort of research that UTS strives to achieve: research that delivers real benefit to society.

Our reputation as a university that is 'good to do business with' was further strengthened this year.



PHOTO: JOANNE SAAD

The Vice-Chancellor's Industry Advisory Board, from left to right: Vice-Chancellor Professor Ross Milbourne, Mark Scott, Jenny Brockie, Glen Boreham, Nerida Caesar, Greg Smith, Tracey Fellows, Giam Swiegers and Chris Roberts.

Many of our people have been recognised for their achievements. Perhaps most notably our Chancellor, Professor Vicki Sara, was awarded an Officer of the Order of Australia (AO) in the Queen's Birthday Honours for her exceptional service to science and education. And Professor Larissa Behrendt, of UTS's Jumbunna Indigenous House of Learning, was named New South Wales Australian of the Year for her passionate advocacy for the rights of Aboriginal and Torres Strait Islander people.

Our reputation as a university that is 'good to do business with' was further strengthened this year with a number of high-profile events.

Then deputy prime minister Julia Gillard attended the launch of Skills Australia's national workforce strategy at UTS in March. In October, the university's Australian Centre for Child and Youth: Culture and Wellbeing held the Building Literate Nations: Literate Australia inaugural forum, which provided the opportunity for UTS and the broader community to come together to discuss significant issues surrounding social and educational disadvantage. Her Excellency Ms Quentin Bryce, AC, Governor-General of Australia, provided support for this key initiative and gave the keynote address.

Our links with industry received a boost this year with the inaugural meeting in April of my Industry Advisory Board. Comprising leading executives from, among others, IBM, Telstra, Microsoft and the Australian Broadcasting Corporation, and representatives of the creative industries, the board is providing vital input into our teaching and research to ensure UTS remains at the forefront of industry direction.

2011 and beyond will see significant changes to the higher education sector, and how universities operate, as we move into a deregulated demand-driven environment. I believe with our strong teaching and research programs, our vibrant staff and student communities, and our sustainable and innovative campuses, UTS will continue its trajectory to becoming a world-leading university of technology.

Ross Milbourne

Professor Ross Milbourne
Vice-Chancellor

KEY STATISTICS

	2006	2007	2008	2009	2010
Student satisfaction (%)	74	71	72	74	75
Graduate employment ¹ (%)	88	85	86	78	72
Course completions (headcount)					
Total	9996	9196	9724	9553	9948
Undergraduate	5492	5456	5735	5536	5471
Postgraduate	4338	3577	3802	3822	4307
Higher research	166	163	187	195	170
Enrolments (headcount)					
Total applications ²	60,969	62,138 ³	64,983	66,183	67,779 ³
Total enrolments	32,708	32,258	32,274	33,811	34,167
Undergraduate	21,371	21,664	21,125	21,426	21,472
Postgraduate	11,337	10,540	10,902	12,003	12,695
International	8952	8106	7324	7910	8675
Low socioeconomic status ⁴	1976	2029	2184	2247	2301
Staff (headcount)					
Academic	868	874	890	933	961
Support	1315	1230	1256	1345	1421
Research					
Research strengths	–	25	26	28	28
Cooperative Research Centres	6	6	5	6	3
University research institutes	5	2	2	2	2 ⁵
ARC Centres of Excellence	2	2	2	2	2
NHMRC Centres of Research Excellence	–	–	–	–	1
Centres	20	22	18	17	19
External research funding (\$'000)	31,241	35,627	32,202	34,466	35,818
> from national competitive grants	12,171	14,118	11,093	14,290	14,219
Income (%) (excluding deferred government contributions)					
Government grants	34.9	36.0	37.7	38.9	34.7
Fees and charges	31.7	29.3	27.5	28.2	30.9
HECS-HELP	18.9	19.2	19.0	18.6	18.0
Other	14.6	15.5	15.8	14.3	16.4
Expenditure (%)					
Employee benefits	61.5	60.8	60.8	60.6	60.3
Other	23.8	23.7	24.7	25.7	26.1
Depreciation and amortisation	10.7	12.2	11.6	11.3	10.3
Repairs and maintenance	2.7	2.1	2.2	1.8	1.8
Impairment losses	0.1	0.0	0.0	0.0	0.7
Borrowing costs	1.1	1.2	0.7	0.6	0.6
Finance (\$'000)					
Total assets	1,111,195	1,199,375	1,400,398	1,457,655	1,574,771
Total revenue from continuing operations	356,506	402,549	475,109	517,193	536,644
Total expenses from continuing operations	332,927	367,523	422,617	458,575	506,808

1. Full-time and part-time employment of first degree Australian graduates.

2. Figures are for total applications, not headcount.

3. Figures are for end of October, rather than year end.

4. Using the Department of Education, Employment and Workplace Relations' low socioeconomic status classification.

5. Institute for Sustainable Futures is also a university research strength.

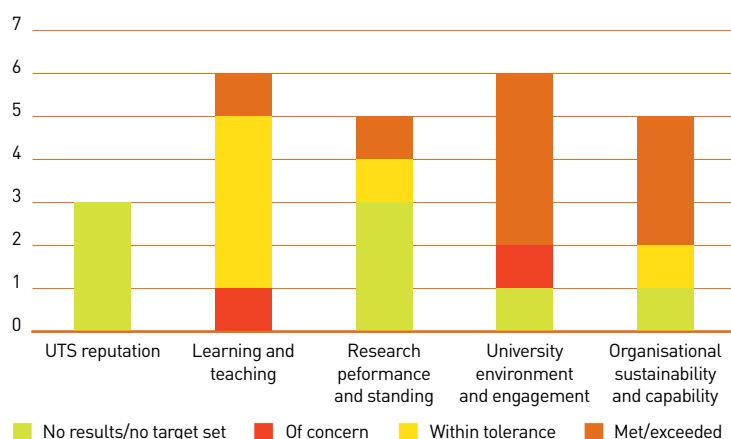
FULFILLING OUR OBJECTIVES

Our vision of being a world-leading university of technology is measured against our key objectives and strategies that underpin the UTS Strategic Plan 2009–2018.

Central to the plan are the four key objectives listed below. The corresponding activities demonstrate how we met these objectives throughout the year. Further information on our strategic planning and performance is provided on pages 64–71.

Objectives	Activities	Page
1. Strengthen the standing of the UTS model of global practice-oriented learning	> teaching internships offered to engineering and information technology PhD students	30
	> environmental sustainability incorporated into the Bachelor of Business	26
	> implementation of BUiLD international leadership program	41
	> introduction of interactive online graduate attribute tool for law students	32
	> development of the UTS Academic Standards Framework	14
	> introduction of the widening participation strategy	39
	> enhanced experience of existing international students	41
2. Increase the scale, quality and impact of research in our disciplinary fields	> cemented our six key research theme areas	16
	> conducted recruitment drive for high-quality research academics	18
	> formation of four key technology partnerships	20
	> four researchers appointed to Excellence in Research for Australia research evaluation committees	20
	> Faculty of Nursing, Midwifery and Health signed memorandums of understanding with Johns Hopkins University and University of California, Los Angeles	34
	> two ARC Future Fellowships awarded to the Centre for Quantum Computation and Intelligent Systems	18
3. Enhance our strong, inclusive university environment through start-of-the-art learning, research and social spaces, infrastructure and highly responsive services	> new business building to be designed by Frank Gehry	49
	> multi-purpose sports hall nearing completion	49
	> embedded accessible environments policy into design guidelines	51
	> implementation of a government relations strategy	55
	> inaugural meeting of the Vice-Chancellor's industry advisory board	55
	> professional development workshops held for alumni living outside Australia	56
4. Build the capabilities of our people and processes to sustain and improve performance into our third decade and beyond	> development of a leadership framework	45
	> review of academic roles and career paths	45
	> intranet project team established to create an online space for staff	46
	> preparations for cycle 2 of AUQA audit	69
	> first annual Green Hero Awards held	52
	> 10 per cent of our electricity purchased as carbon offsets derived from renewable energy projects	52

PERFORMANCE IN BRIEF



Note: KPI results are not final until endorsed by the UTS Council in April 2011.

In the second year of our strategic plan, we have continued to develop a set of key performance indicators (KPIs) to measure our progress in fulfilling the plan.

In 2010, KPI metrics for 18 of the 22 KPIs were operational and used to measure performance. Eight of the 18 active KPIs have multiple metrics and therefore a total of 24 metrics were used to track performance.

Results for 36 per cent of active KPI metrics met or exceeded performance targets set for the year, and 24 per cent were within tolerance of target. Results for two metrics (8 per cent) were below tolerance and therefore considered as 'of concern'. For the remaining eight metrics (32 per cent), there were no results available or no target was set for the year; of these, five are based on surveys¹ that were not run in 2010.

Further information on KPIs is provided on pages 67–8.

1. The reputation survey is undertaken every two years. 2008 and 2010 were not survey years. The staff engagement survey was not conducted in 2010. 2012 is the next survey year. This affects the number of indicators of no results/no target set for the 'UTS reputation' and 'University environment and engagement' performance domains.

OUR SENIOR EXECUTIVE



Vice-Chancellor and President

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

The Vice-Chancellor is the university's chief executive officer, responsible to the UTS Council for the effective management of the university. The Vice-Chancellor is responsible for the strategic positioning of UTS, building the external profile of the university and the overall performance of UTS.

Professor Milbourne has been Vice-Chancellor of UTS since 2002. His previous appointments include Pro-Vice-Chancellor (Research) at the University of New South Wales, Deputy Vice-Chancellor (Research) at the University of Adelaide and Chair of the Research Grants Committee of the Australian Research Council. In 2010 he was Chair of the Australian Technology Network of universities.

His interests lie in the general area of macroeconomics and, in particular, the mathematical modelling and statistical testing of macroeconomic theories. During the last decade Professor Milbourne's research has focused on economic growth in open economies — economies that allow free international movement of goods and capital.



Senior Deputy Vice-Chancellor and Senior Vice-President

Professor Peter Booth, BEc (Sydney), GradDipEd (SydTeachColl), MEc (UNE), PhD (Griff), FCPA, FCA

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

Professor Booth was previously dean and Professor of Management Accounting in the UTS Faculty of Business. He is a former member of CPA Australia's Strategic Business Management Centre of Excellence and former associate director (NSW) of InSite Connect, a collaborative outreach and research centre between industry and academia.

Professor Booth is Deputy Chair of the board of the Securities Industry Research Centre of Asia-Pacific Ltd. He served on the executive of the Accounting Association of Australia and New Zealand from 1993–97 and was Australian president from 1996–97.

His major areas of interest are the impact of information technology on management accounting practices, the role of accounting in collaboration with organisational networks, the development and adoption of management accounting innovations, and how decision-makers form judgments under various circumstances.



Deputy Vice-Chancellor and Vice-President (International and Development)

Professor William Purcell, BCom(Hons), PhD (UNSW), DipJapaneseStud (Kyoto U Foreign St)

The Deputy Vice-Chancellor and Vice-President (International and Development) has overall management responsibility for the international and advancement portfolios, including internationalisation strategy; international partnerships, recruiting and marketing; the alumni program; relations with industry, community and government; and enterprise development and fundraising.

Professor Purcell's previous appointments include Deputy Vice-Chancellor (International) and Dean of Business at the University of Newcastle, as well as senior appointments at the University of New South Wales and the University of Tokyo.

Professor Purcell's research spans Asian business and management, especially the areas of international joint venturing and multinational enterprise operations where he has published widely in major international journals and monographs.

He has had wide consulting and industry experience working with business and government across the Asia-Pacific region, and is a fluent speaker of Japanese.



Deputy Vice-Chancellor and Vice-President (Research)

Professor Attila Brungs, BSc(Hons) (UNSW), DPhil (Oxf)

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.

Professor Brungs's previous position was general manager, science investment, strategy and performance, at CSIRO. Before joining CSIRO, Professor Brungs was a senior manager at McKinsey and Co, managing teams in North America, Asia, New Zealand and Australia. He has also been on the board of a number of entities, including not-for-profit organisations such as Greening Australia NSW.

Professor Brungs is a Rhodes Scholar and recipient of the University Medal in Industrial Chemistry from the University of New South Wales. His research interests lie in the area of heterogeneous catalysis.



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.

Professor Alexander has worked at UTS for the past 18 years, having previously held the positions of director of the Institute for Interactive Media and Learning and dean of the Faculty of Education.

She is Chair of the TAFE NSW Higher Education Academic Board and sits on the Board of Trustees of the Museum of Applied Arts and Sciences (the Powerhouse Museum), the Sydney Institute of TAFE Advisory Council, the TAFE NSW Higher Education Governing Council, the Academic Board of the Australian Catholic University, the New South Wales National Partnerships Evaluation Committee, the Pearson Education Australia Advisory Board and the Australian Learning and Teaching Council's Leadership Standing Committee.

Professor Alexander's research focuses on the use of information and communication technologies in education.



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

Anne Dwyer, BBus (CSU)

The Deputy Vice-Chancellor and Vice-President (Corporate Services) is accountable for marketing, work culture, human resource management, IT, communication, organisational capabilities, student administration, governance support, legal compliance and risk management.

Prior to joining UTS in 1999, Anne Dwyer held several financial and administrative management roles, before moving into information technology where she became director of IT for Arthur Andersen's Australian and New Zealand operations. Her previous positions at UTS include director of the Information Technology Division.



Deputy Vice-Chancellor and Vice-President (Resources)

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

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

Patrick Woods's previous roles include director, financial operations and systems, at the University of Sydney; chief financial officer/chief operating officer with TMP Worldwide AsiaPac; managing director of Merisel; and work as a management consultant.

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 and Development)

Alumni Relations Office • Development Office • UTS International • UTS External Engagement Office • UTS Shopfront • 2SER

Deputy Vice-Chancellor and Vice-President (Research)

Research and Innovation Office • University Graduate School • Institute for Sustainable Futures • 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 (Corporate Services)

Events, Exhibitions and Projects • Human Resources Unit • Information Technology Division • Marketing and Communication Unit
Registrar (Governance Support Unit, Student Administration Unit, UTS Legal Services)

Deputy Vice-Chancellor and Vice-President (Resources)

Commercial Unit • Facilities Management Operations • Financial Services Unit • Program Management Office

Major related entities

accessUTS Pty Ltd • INSEARCH Ltd • UTS Union Ltd

OUR TEACHING



Lecturer Sue O'Neill from the Faculty of Arts and Social Sciences was one of seven UTS staff who were awarded a citation from the Australian Learning and Teaching Council for their contribution to excellence in teaching and learning.

PHOTO: KATIA SANFILIPPO



As part of the university's academic profile planning, in 2010 our Academic Board approved the accreditation of 25 new award onshore courses. The great number of course accreditations is evidence of UTS's commitment to offering relevant courses in areas of demand.

The courses include a master's in non-fiction writing, a master's and graduate certificate in communications law, graduate certificates in online and investigative journalism, and a new master of science with majors in areas such as environmental change management and medical biotechnology.

We also reaccredited 83 of our award courses, and phased out and discontinued 10 award courses.

External articulation arrangements were made for 13 award courses, largely in the areas of business and information technology, with 57 overseas institutions.

Internationalising the curriculum

Internationalising the student experience is a central part of our strategic plan and the UTS model of global practice-oriented learning.

This year, the Faculty of Arts and Social Sciences announced new partner universities for the in-country study component of the Bachelor of Arts in International Studies. In-country study provides the opportunity for students to immerse themselves in the language and culture of another country through a year of study at an overseas host university.

In addition to countries including Canada, Chile, Japan and Mexico, students can now spend their year of study in Argentina, and choose from a wider range of universities in France, Spain and Switzerland.

Seven UTS academics were honoured for their contribution to excellence in learning and teaching.

In July, we renewed our agreement with the Hong Kong Management Association (HKMA) to deliver UTS courses in Hong Kong. The renewed agreement highlights the strength of the partnership, which sees UTS staff teach courses that are administered and promoted by HKMA. Since 2000, over one thousand students have completed UTS courses through the association.

Building on our international agreements, four key technology partnership agreements with overseas institutions were signed in 2010. These agreements will provide opportunities for collaboration in teaching and learning, research, and student and academic mobility (further information is provided in the 'our research' section).

Defining our academic standards

Increasingly, there is an expectation that universities can articulate their academic standards and subject them to external scrutiny. These standards are often embedded in policy or implicit in processes, rather than articulated in a framework that can be assessed as a whole.

As part of a joint project, each of the Australian Technology Network (ATN) universities has begun to document its academic standards with a view to being

able to review and benchmark activities and outcomes within the ATN.

In March, Academic Board endorsed the development of the UTS Academic Standards Framework. Along with the framework will be the implementation of a definition of academic standards that will provide for the inclusion of teaching and learning, research training, and research standards.

Academic standards for higher degree research graduates was opened up to feedback in October and, in December, Academic Board approved the UTS Academic Standards Statements for Coursework Graduates. Further consultation in other areas will continue into 2011.

Adapting to today's environment

UTS introduced a number of short courses in 2010. As a result of our close links with industry, we are able to continually review our short courses to ensure they are keeping pace with today's demands and providing the skills employers are seeking.

This year saw UTS respond to the boom in social media, such as Twitter and Facebook, with a short course in social media marketing. This one-day course has seen a sharp rise in enrolments since it was first offered.

The emerging specialist field of turnaround management — saving critically injured companies — was recognised with the launch of three new executive certificate courses. These courses were developed with the Turnaround Management Association of Australia and conducted by the Faculty of Business and the Faculty of Law. The courses are among the first of their kind in Australia to focus on the skills of restoring value to struggling enterprises and avoiding terminal insolvency.

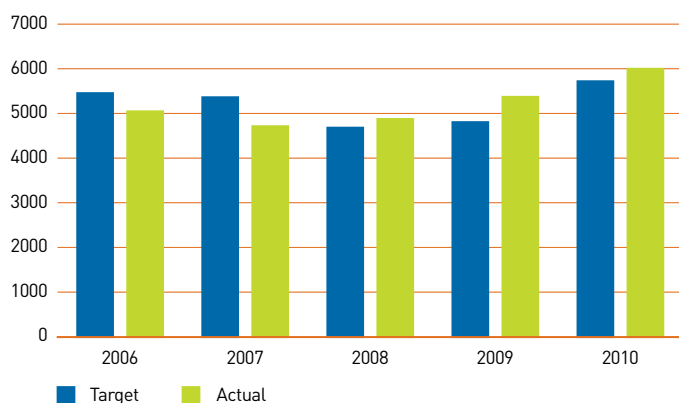
Managers from not-for-profit organisations became the first graduates of a new four-day professional short course designed for managers to build on and refresh their techniques and skills to better engage with the wider business sector.

The investment and philanthropic organisation The Trust Company Pty Ltd provided 19 scholarships (totalling \$50,000) to charity managers to undertake the course.

Run by the university's Faculty of Business, a key feature of the program was the opportunity for participants to apply what they learnt by developing a real-world grant proposal incorporating budgets, project management, strategy, communication and project articulation.

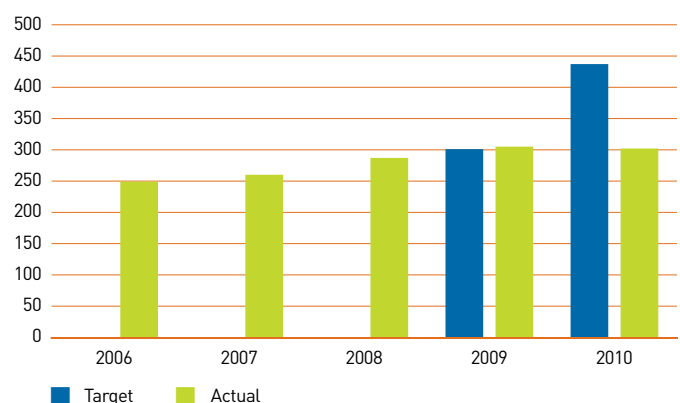
Key performance indicator — Internationalisation of student experiences

Inbound international students



Inbound international students continued to show strong growth in 2010, exceeding the annual target.

Outbound international students



Outbound domestic students remained steady in 2010, falling short of the annual target.

Note: KPI results are not final until endorsed by the UTS Council in April 2011.

Supporting our teaching

Following on from the work done in 2009, we continued our work in identifying strategies for the better management and support of our many casual and adjunct staff.

Further recommendations were implemented this year including the provision of full details of teaching activities (such as marking and subject coordination) on contracts in order to make these duties more transparent

Enrolments by course level (headcount)

	2006	2007	2008	2009	2010
Postgraduate	11,337	10,559	10,905	12,016	12,695
Undergraduate	21,371	21,699	21,369	21,795	21,472
Total	32,708	32,258	32,274	33,811	34,167

2010 total enrolments increased by 1 per cent from 2009. Overall growth is slightly below a four-year average growth trend of 1.12 per cent, however this trend is somewhat skewed by a peak year in 2009.

Undergraduate enrolments decreased by 1.5 per cent from 2009, however the 2007–10 trend shows alternative growth and decline years. Overall, undergraduate enrolments have shown an average 1.12 per cent growth from 2007–10.

Postgraduate enrolments grew by 5.3 per cent from 2009, continuing a general growth trend since 2008.

Course completions

	2006	2007	2008	2009	2010 ¹
Higher doctorate	3	2	1	1	3
PhD	115	121	148	153	140
Master's by research	48	40	38	41	27
Master's by coursework	2,929	2,416	2,588	2,701	3,161
Graduate diploma/certificate	1,409	1,161	1,214	1,121	1,139
Postgraduate cross-institutional	–	–	–	–	7
Bachelor's	5,485	5,451	5,733	5,525	5,422
Sub-degree	7	5	2	11	7
Undergraduate cross-institutional	–	–	–	–	42
Total	9,996	9,196	9,724	9,553	9,948

1. These are preliminary figures for 2010.

and consistent across faculties, and the provision of library access and email login before a contract is due to start and continued access throughout semester breaks.

Awards for our teaching

Seven UTS academics were honoured for their contributions to excellence in learning and teaching with citations from the Australian Learning and Teaching Council (ALTC).

The citations, valued at \$10,000 each, were awarded by the ALTC to both academic and professional staff who demonstrated dedication to improving the quality of the student learning experience.

- > Dr John Buchanan from the Faculty of Arts and Social Sciences for his contributions to students' understanding of social issues, particularly intercultural issues, from a variety of perspectives.
- > Dr Theresa Dirndorfer Anderson also from the Faculty of Arts and Social Sciences for her innovation in socio-technical studies curriculum and in flexible delivery technologies, grounded in both scholarship and student learning outcomes.
- > Michelle Kelly from the Faculty of Nursing, Midwifery and Health for her sustained leadership and mentorship in the integration of health care simulation learning experiences to enhance practice readiness of nurses and midwives.
- > Sue O'Neill from the Faculty of Arts and Social Sciences for her sustained commitment to excellence in the delivery of undergraduate teacher education courses resulting in enhanced engagement and learning by students via enthusiasm and relevance.
- > Associate Professor Toni Robertson from the Faculty of Engineering and Information Technology for her innovative and significant contribution to undergraduate and postgraduate learning in the related fields of human-computer interaction and interaction design.
- > Dr Keith Willey and Anne Gardner also from the Faculty of Engineering and Information Technology for their sustained scholarly contributions to collaborative learning-oriented assessment activities, innovative use of self and peer assessment, efficient feedback mechanisms and development of students' judgment.

OUR RESEARCH

A strong research performance is integral to achieving our vision of being a world-leading university of technology. Throughout the year, we continued to build on our capacity for national and international research leadership and impact-driven outcomes.

Increasing our research profile in the next few years will be a significant challenge. To help us meet this challenge, we have put several strategies and initiatives in place.

In 2010, we enhanced our research strategy to continue delivering against a key objective of the UTS strategic plan: to 'increase the scale, quality and impact of research in our discipline fields'.

The UTS Research Strategy 2010–2015 encompasses:

- > a cross-disciplinary and collaborative approach to research across the university
- > building our research strengths

- > strengthening the relationship between learning, teaching and research
- > developing the next generation of researchers
- > further developing our partnerships with industry and the community.

Our research focus is to deliver real benefit to society, industry and the environment through research strengths in six key research theme areas:

- > Business innovation
- > Communication and intelligent systems
- > Creative and civil societies
- > Future services and industries
- > Health futures
- > Sustainability and the built environment.

A significant effort was made this year to familiarise staff with our new research theme areas, as well as our research strategy. A summary of the strategy was made available to all staff via a variety of channels.

The university's inaugural research exhibition *Inquiring Minds. Inspiring Solutions.*

PHOTO: FIONA LIVY



The exhibition showcased the innovative work of UTS researchers in the fields of diabetes, groundwater management, ecosystem protection and bacterial antibiotic resistance.

Research strengths update

Our research strengths are centres and institutes that are recognised leaders in their discipline areas. In 2010 we saw significant developments in our research strengths.

- > The Centre for Quantum Computation and Intelligent Systems entered into a joint research centre with Shanghai Jiao Tong and Tsinghai universities. The centre was also awarded two ARC Future Fellowships for Associate Professor Yuan Feng and Associate Professor Xingquan (Hill) Zhu, following on from centre member Dr Sanjiang Li's fellowship award in 2009.
- > Professor Maurizio Marinelli was appointed director of the China Research Centre and Associate Professor Elaine Jeffreys was awarded an ARC Future Fellowship. In April, the centre signed a memorandum of understanding with independent international policy think tank the Lowy Institute.
- > The Plant Functional Biology and Climate Change Cluster was awarded \$250,000 in super science funding (a federal government initiative that provides funding to critical areas of scientific endeavour) to expand their work in the area of climate science through their terrestrial ecophysiology research group led by Professor Derek Eamus. Professor Eamus was also shortlisted as a finalist in the plant and animal sciences category of the New South Wales Scientist of the Year Award.
- > Associate Professor Rosalie Viney and her team from the Centre for Health Economics Research and Evaluation were awarded over \$1 million in funding from Cancer Council Australia.
- > The Centre for Intelligent Mechatronic Systems, through its collaboration with the Roads and Traffic Authority, received a further \$500,000 investment into a world-first robot that can inspect and maintain infrastructure.

- > The Institute for Biotechnology of Infectious Diseases was renamed the ithree Institute — infection, immunity, innovation — to better reflect its research direction. Former chief scientist of Australia Dr Jim Peacock was announced as the chair of its scientific advisory board.
- > Centre for the Study of Choice director Professor Jordan Louviere was the recipient of the 2010 Charles Coolidge Parlin Marketing Research Award; awarded to researchers who have demonstrated outstanding leadership and sustained impact on marketing research.

Although not a research strength, we were pleased to announce our involvement in the Centre for Cardiovascular and Chronic Care, which was first established at Curtin University and will now be housed in the Faculty of Nursing, Midwifery and Health at UTS. The newly configured centre will take a collaborative approach to tackling the challenges facing health and social systems.

New framework for doctoral education

As part of our strategy to develop a strong research culture and support for our researchers, Academic Board in September endorsed the UTS Framework for Doctoral Education. This new framework provides an integrated approach to doctoral education, with policy and practical support from the University Graduate School, discipline-specific content and input from each faculty. The individual program planning at the supervisor and student level ensures the research and educational experience is tailored to the individual's professional and development needs.

The faculties of Business, and Engineering and Information Technology, will implement the framework throughout 2011, which will apply to all new doctoral enrolments in these faculties. Other faculties will adopt the framework on an ongoing basis.

Recruiting our researchers

Attracting talented research staff and students is central to building our research reputation. Through our Human Resources Unit, UTS recruited 39 researchers, including 20 international researchers.

We also launched the UTS Distinguished Visiting Scholars Scheme, which provides funding to attract world-class academics and international researchers to the university. Professor Jerry Freidman, a world-leading statistics expert and Emeritus Professor at Stanford University, was the first scholar to visit UTS under this scheme.

Professor Freidman's visit was jointly sponsored by CSIRO, which resulted in a number of public lectures and workshops with UTS and CSIRO staff.

Supporting our researchers

It is essential that we not only attract and recruit research staff but that we also retain and support them. Led by the University Graduate School, the researcher capability development initiative provides a range of programs to support researchers at all stages of their career.

The early career researcher development program was launched in 2010 and was the first UTS program held specifically for early career researchers. The three-day course was well received and a more extensive rollout is planned for 2011.

We also worked on embedding environment, health and safety best practice into our research management. We worked with the Faculty of Science to identify high-risk areas, and conducted supervisor training and integrated risk management processes into the formal approval process for research projects. We will do the same with the Faculty of Engineering and Information Technology in 2011.



PHOTO: ENCAPTURE PHOTOGRAPHY

Professor Geoff Smith at the Vice-Chancellor's Awards for Research Excellence was awarded the Chancellor's Medal for Exceptional Research for his work in green nanotechnology.

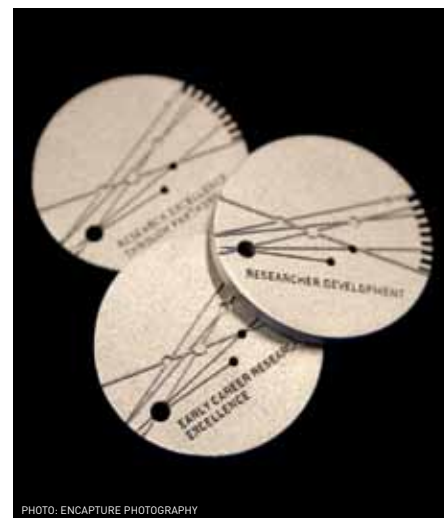


PHOTO: ENCAPTURE PHOTOGRAPHY

Medals awarded at the inaugural Vice-Chancellor's Awards for Research Excellence.

In support of the university's research strategy, the UTS library is pushing for increased open access publishing; making research publications freely available on the internet without financial or legal barriers (except to give authors control over the integrity of their work and the right to be properly acknowledged and cited).

To this end, the library conducted an open access week in October to promote the open access initiative and its strategic importance to UTS, especially in its potential to enhance research impact.

Celebrating our research success

In order to build a supportive and collaborative research culture, it is important that we recognise and celebrate the success of our researchers. In October we held the inaugural Vice-Chancellor's Awards for Research Excellence. There were seven award categories, ranging from teaching and research integration and early career research excellence, to research support and research leadership. The winners were announced at a gala dinner, addressed by New South Wales Chief Scientist and Scientific Engineer Professor Mary O'Kane.

We also held our annual Trailblazer awards in June. These awards recognise original, early-stage research ideas of UTS staff and students that have the potential to benefit the community, industry or business. The winners shared a prize pool of \$15,000 to further develop their research ideas.

To ensure that our research efforts and impact are recognised externally, and by the wider UTS community, we hosted our first-ever research exhibition — *Inquiring Minds. Inspiring Solutions*. The exhibition, held in the foyer of the Tower building, showcased the innovative work of UTS researchers in the fields of diabetes, groundwater management, ecosystem protection and bacterial antibiotic resistance.

The exhibition was incorporated into student outreach programs and visited by thousands of school students.

Funding

We obtained over \$3.7 million in funding for 12 Australian Research Council (ARC) Discovery projects. And, out of 10 submitted, we were successful in receiving funding for two ARC Linkage projects, with almost \$1 million in ARC funding and \$2.3 million from partner organisations. (Further details on ARC projects are provided in the individual faculty sections.)

UTS researchers are also involved in 11 ARC Discovery projects and five ARC Linkage projects administered by other organisations.

We were also awarded two National Health and Medical Research Council project grants worth over \$1.2 million, and one training/postdoctoral grant for Dr Meng Wang, who will join UTS from the Chinese Academy of Sciences.

In July, the ARC announced the outcomes of the 2010 ARC Centres of Excellence (CoEs) round. Two centres in which UTS is a participant were successful: the ARC CoE in Population Ageing Research with funding of \$12.7 million over seven years; and the ARC CoE for Ultrahigh Bandwidth Devices in Optical Systems, which is an existing centre that has received a further \$23.8 million in funding over seven years.

International partnerships Industry engagement

To further research collaboration, this year we established several international partnerships.

As part of an agreement signed between the German Academic Exchange Service (DAAD) and the Australian Technology Network (ATN) of universities, our researchers will be able to take part in an international research cooperation scheme (the ATN-DAAD Germany Joint Research Cooperation Scheme) with leading German research institutions. Selected through a competitive process, successful ATN applicants will be eligible for awards of up to \$12,500.

On a national level, the Australian and French governments established the French-Australian S&T (FAST) program to promote and support scientific and technological cooperation between Australian and French researchers through the provision of financial assistance. Out of 14 projects being funded nationally, two were from UTS.

Another major focus for UTS is the formation of key technology partnerships (KTPs). Over the next five years, UTS will sign flagship KTP agreements with 15 institutions around the world. In deciding on partner institutions, we will consider their technology profile, as well as the potential for UTS to work with them to produce quality research outcomes, through avenues such as joint research, exchange programs and dual PhD degrees.

To date, we have signed KTPs with the Hong Kong Polytechnic University, Beijing Institute of Technology, Shanghai University and Hwazhong University of Science and Technology, as well as a dual PhD degree agreement with Shanghai Jiaotong University. The first dual-degree students are expected to commence at UTS in 2011.

Further to this, the University Graduate School and UTS International set out to improve processes relating to the recruitment and enrolment of international higher degree by research (HDR) students.

To raise awareness of research opportunities at UTS, we developed a prospectus for international research students. We also implemented a more efficient enrolment process and all international HDR inquiries are now monitored. To assist with this, funding was secured for a new fixed-term international liaison officer.

As part of our university-wide strategy to increase our industry collaborations, the industry engagement and commercialisation team from our Research and Innovation Office hosted the inaugural UTS: Engage event in August around the theme of sustainability. The event attracted over 50 industry attendees, as well as UTS researchers, and was addressed by the director of IBM Australia Development Laboratory Glenn Wightwick. The event generated a number of industry leads and will be followed with further events in 2011.

In September, the Vice-Chancellor attended and addressed the Investing in Research forum in London. This forum, organised by Austrade and the ATN, brought together representatives from leading technology universities with executives from multinational companies such as Pfizer and Procter and Gamble to open up opportunities to further international research collaborations.

External influences

The Excellence in Research for Australia (ERA) initiative administered by the Australian Research Council (ARC) will continue to have an impact on UTS's research standing. The ERA will allow the ARC to determine research areas that are internationally competitive, together with emerging areas where there are opportunities for development and further investment.

In 2010, the ERA began its evaluation of research in eight discipline clusters. Four UTS researchers have been appointed to these discipline cluster committees that will review and rank ERA submissions.

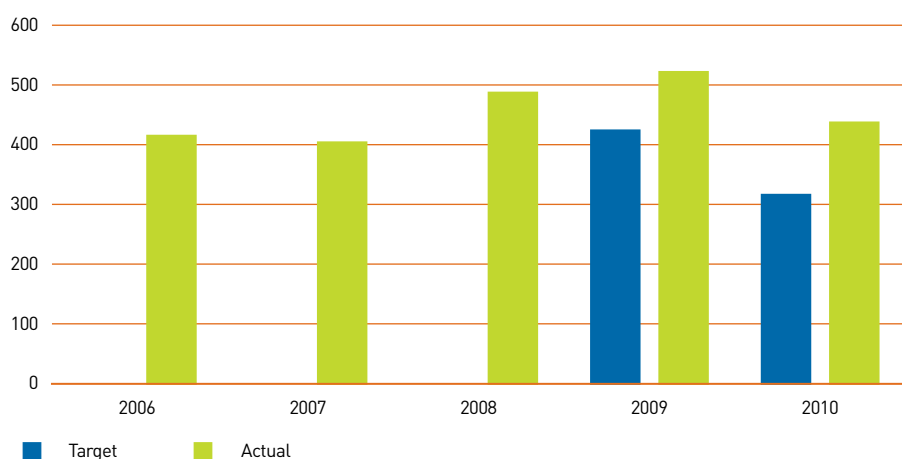
In collating research material for UTS's submission, a significant number of research outputs were added to the UTSeScholarship repository. The repository, which houses the university's scholarly outputs, now contains over 12,000 research outputs.

The outcomes of the ERA will have significant consequences for our research reputation, funding, and recruitment and retention of staff and students.

We are also waiting on the outcome of the Sustainable Research Excellence initiative, which was announced by the federal government in the 2009-10 budget. This initiative aims to calculate the costs of undertaking Australian Competitive Grant (ACG) research, so that the true costs can be funded.

As part of this, every university in Australia participated in a transparent costing time allocation survey in 2010. All academics undertaking ACG research were surveyed twice throughout the year, with a UTS completion rate of 72 per cent (the Department of Innovation, Industry, Science and Research stipulated a participation rate of 67 per cent). The data was submitted to the department with the next steps yet to be announced.

Key performance indicator — Higher degree by research completions



The number of higher degree by research completions fell in 2010, however exceeded the annual target.

Note: KPI results are not final until endorsed by the UTS Council in April 2011.



PHOTO: JOANNE SAAD

Researchers at the Centre for Health Technologies, under the guidance of Professor Hung Nguyen, have developed technology that enables people with severe disabilities to control their wheelchairs using their mind.

Professor Nguyen, Dean of the Faculty of Engineering and Information Technology, wanted to find a way for people to control their wheelchairs without using physical movement.

The technology, going by the name Aviator, is a box that is smaller than a matchbox, which reads brainwaves. Worn as part of a headband, the box allows the technology to use the person's brainwaves and make decisions based on what they are thinking.

UTS's research commercialisation partner, UniQuest, is developing a strong business case to commercialise the technology.

Aviator appeared on the Australian Broadcasting Corporation's *Catalyst* program in March, and in August it was awarded the Innovation Excellence Award and a place in the upcoming ANZA Technology Network's Gateway to the US program at the Tech23 awards presentation event. (Tech23 offers companies the opportunity to showcase their new technologies to potential investors and customers.)

Above: Professor Hung Nguyen. Right: The Centre for Health Technologies' thought-controlled wheelchair.



PHOTO: CHRIS BENNETT

FACULTY REPORTS

All faculties held events and exhibitions attended by industry and the wider community.

Vice-Chancellor Professor Ross Milbourne, Chancellor Professor Vicki Sara, AO, and Director of the Australian Centre for Child and Youth: Culture and Wellbeing Professor Rosemary Johnston greet Her Excellency Ms Quentin Bryce, AC, Governor-General of Australia at the Building Literate Nations: Literate Australia inaugural forum.

PHOTO: TERRY CLINTON



This year our faculties reviewed and renewed their courses to reflect UTS's teaching model of global practice-oriented learning.

Our Faculty of Nursing, Midwifery and Health introduced scenario-based clinical simulation into all first-year Bachelor of Nursing subjects, while all local students enrolled in the Faculty of Engineering and Information Technology's Bachelor of Science in Information Technology are required to undertake up to a year of paid industry experience.

This practice-based education means that our students have already experienced, and are thus ready for, the demands of today's workplaces.

The university recognises that students need not only the right practical skills but also the right attributes to succeed in their chosen careers. This is why our faculties this year set out to develop core graduate attributes in their students.

The Faculty of Law identified 10 graduate attributes, including critical thinking, cultural awareness and ethics, and embedded these into their foundation law subjects. Similarly, the Faculty of Business introduced a first-year subject that asked students to think about business from an ethical and sustainable perspective.

In line with the federal government's aim to have at least 20 per cent of undergraduate enrolments by 2020 to be from students from low socioeconomic backgrounds, and the UTS widening participation strategy, the faculties of Law and Science introduced initiatives to create links between UTS and schools in low socioeconomic areas.

Faculties increased the use of technology in their courses in 2010 in support of UTS's vision of being a world-leading university of technology. The Faculty of Arts and Social Sciences made extensive use of the university's web-based learning and teaching tool UTSOnline in its Bachelor of Arts in Communication, and the Faculty of Design, Architecture and Building further integrated the use of digital technologies into its teaching with substantial upgrades to its computer laboratories.

Internationalisation was also at the forefront of our faculties' activities throughout the year. Several faculties made external articulation agreements and signed memorandums of understanding with overseas universities to strengthen teaching and research ties.

Faculties also embraced the university-wide research strategy and introduced strategies of their own to support and encourage their researchers. The Faculty of Business established research grants to support applications and project completions, and the Faculty of Law increased its support for its researchers by running workshops on research proposal development.

To ensure relevance of teaching and research programs, faculties boosted their relationships with industry in 2010. The faculties of Nursing, Midwifery and Health, and Science, formed industry advisory groups and all faculties held events and exhibitions attended by industry and the wider community.

The following pages outline in more detail each faculty's teaching, research and external engagement activities for the year.

Teaching

To ensure its graduates are able to undertake and apply research in their professional and creative practice, this year the Faculty of Arts and Social Sciences worked to integrate its teaching and research.

The faculty launched an Australian university first with its Master of Arts in Non-fiction Writing. This degree builds on the faculty's teaching and research strengths in the areas of creative writing, journalism, information and knowledge management, and focuses on developing students' research and writing skills.

Two new graduate certificates were also developed. The Graduate Certificate in Online Journalism and the Graduate Certificate in Investigative Journalism were developed for the growing market of mid-career journalists who want short but formal specialist postgraduate qualifications.

To further encourage practice-based research across all fields of teaching, more than 40 journalism students teamed with independent media website *Crikey* to study the role public relations plays in making the news.

Under the director of the faculty's Australian Centre for Independent Journalism, Professor Wendy Bacon, students analysed and questioned the media and its reliance on public relations to drive the news. The six-month investigation found that nearly 55 per cent of stories analysed were driven by some form of public relations.

As well as the integration of its teaching and research to enhance graduate skills, the faculty also supported another UTS key objective: the internationalisation of the student experience. In 2010 new partner universities were announced for the in-country study component of the faculty's Bachelor of Arts in International Studies. Students can now spend their fourth year of study in Argentina, and choose from a wider range of universities in France, Spain and Switzerland.

This year, the faculty also implemented approaches to increase the informed use of technology in students' learning. Digital technologies were incorporated into four of six core subjects in the Bachelor of Arts in Communication. These included the provision of online resources, the building of three vocal booths, the extensive use of UTS's web-based learning and

teaching environment UTSOnline, and input from the MediaLab and the Institute for Interactive Media and Learning.

Following on from Frank Moorhouse last year, poet Les Murray, AO, was the faculty's writer-in-residence for 2010. Funded by the Copyright Agency Limited, the program provided students with an up-close and personal view of the creative work in process.

In other literary news, Associate Professor John Dale's new novel *Leaving Suzie Pye* was released in May. Set in Sydney, Istanbul and Gallipoli, it is the story of an ordinary man living at the mercy of his desires.

Research

This year the faculty sought to expand its research activities and the publication output of its research strengths (research centres that lie under the university's six key research theme areas).

- > Associate professors Paul Ashton and Paula Hamilton published *History at the Crossroads: Australians and the Past*: a book that draws on the results of a national survey undertaken at UTS that asked respondents a series of questions about the histories they value and trust as well as what kind of past mattered to them.
- > Dr Sue Hood's new book, *Appraising Research: Evaluation in Academic Writing*, contributes to the understanding of academic writing in English.
- > *Language as a Local Practice*, by Professor Alastair Pennycook, addresses the questions of language, locality and practice as a way of improving our understanding of how language operates as an integrated social and spatial activity.
- > Professor Jim Macnamara's book, *The 21st Century Media (R)evolution: Emergent Communication Practices*, synthesises the work of others to clarify how new technology has changed the way media is consumed.
- > In *Sydney*, Delia Falconer writes about her hometown, conjuring up its sandstone, humidity and jacarandas.



PHOTO: TERRY CLINTON

Faculty writing staff with 2010 writer-in-residence Les Murray, AO. From left to right: Tony Macris, Gabrielle Carey, Delia Falconer, Les Murray, AO, and Associate Professor John Dale.



Her Excellency Ms Quentin Bryce, AC, Governor-General of Australia, speaking at the Building Literate Nations: Literate Australia inaugural forum.

Engagement

In October, the Australian Centre for Child and Youth: Culture and Wellbeing held the Building Literate Nations: Literate Australia inaugural forum, with a keynote address by Her Excellency Ms Quentin Bryce, AC, Governor-General of Australia.

The forum provided the opportunity for UTS and the community to come together to discuss significant issues surrounding social and educational disadvantage.

The community was represented by members of government; the police; Indigenous educators; educational, research and cultural institutions; health and community service providers; the business sector; sporting organisations; faith-based organisations; and non-government organisations.

Also in October, the Australian Centre for Independent Journalism hosted its annual George Munster forum. Professor Ann Henderson-Sellers, ARC Professorial Fellow at Macquarie University and an internationally respected leader in climate change, joined fellow panellists Associate Professor Philip Chubb from Monash University, and environmental journalists Sarah Clarke from the Australian Broadcasting Corporation (ABC) and Ben Cubby from the *Sydney Morning Herald* to discuss the topic of reporting climate change.

Further linking the faculty with the community, the Centre for New Writing began a series of events entitled Creative Connections, with the aim of bringing together leading figures from the world of literature with esteemed thinkers and academics. The first event featured Barry Jones, AO, and Les Murray, AO, on the topic 'Weaving the rainbow: the poet and the scientist speak'. The second in the series, attended by over 200 alumni, staff, students and guests, featured author David Malouf in conversation with columnist and author Elizabeth Farrelly.

An online history resource about Sydney, the *Dictionary of Sydney*, won a National Trust Heritage Award for 2010. The dictionary is supported through the faculty's Australian Centre for Public History with co-director of the centre, Associate Professor Paul Ashton, on the board and a member of the editorial management committee.

In addition to the research projects listed in the 'major research projects' box, Professor Heather Goodall and Robynne Nelson were awarded a grant from the Australian Institute for Aboriginal and Torres Strait Islander Studies for a project titled 'Families and heroes: George Nelson and the international pathways of an Aboriginal family history'.

Professor Rick Iedema was awarded a significant grant from the National Health and Medical Research Council (NHMRC) for a project on the associations between unsafe work practices and the transmission of bacteria within hospitals. This award was one of only two NHMRC successes for UTS in 2010.

Professor Iedema was also elected to the Academy of the Social Sciences in Australia.

Associate Professor Elaine Jeffreys was awarded an Australian Research Council (ARC) Future Fellowship for her study 'Celebrity, philanthropy and governance in the People's Republic of China'. The project is the first major study of the new phenomenon of celebrity philanthropy and its governance in present-day China. It will provide knowledge of government and philanthropic responses to some of the problems associated with unequal development in China and increase Australians' capacity to engage effectively with a rapidly changing China.

The work of academics Dr Tom Morton and Eurydice Aroney was recognised by the New York Festivals Radio Program and Promotion Awards with a 2010 Gold Radio Winner award for their one-hour documentary on HIV-positive Sydney sex-worker Sharleen Spiteri. 'Shutting Down Sharleen' was produced for the ABC Radio National Hindsight program.

Major research projects

Strengthening frontline clinicians? Infection control: a multi-method study to reduce MRSA infection and transmission
Funding: \$773,000 (NHMRC project grant)
Recipient: Centre for the Study of Choice

Effective clinical handover communication: improving patient safety, experiences and outcomes
Funding: \$718,245 (ARC Linkage Projects funding scheme, over three years)
Recipient: Communication and Learning Group

'Liquid gold': establishing the place of donated human milk in the tissue economy
Funding: \$295,670 (ARC Discovery Projects funding scheme, over three years)
Recipient: Centre for Health Communication

Metrolingual language practices in four urban sites: talking in the city
Funding: \$128,000 (ARC Discovery Projects funding scheme, over three years)
Recipient: Centre for Research in Learning and Change

Future plans

- > collaborate with industry to develop and deliver practice-based courses, including short courses
- > foster strong international partnerships to develop Australian studies as an area of research-based teaching excellence
- > develop collaborative, high-profile research agendas with strategic approaches to funding, the production of research outputs and the dissemination of research in the public domain.

Teaching

The faculty conducted major curriculum reviews of its Bachelor of Business, Master of Business Administration (MBA) and several master's programs in 2010. Key stakeholders were consulted, with significant input from industry, the professions, students, alumni and academic staff to ensure that program design, content and delivery modes reflected cutting edge business and management education knowledge and practice.

The faculty's largest program, the Bachelor of Business, focuses on an integrated curriculum that develops graduate attributes from the first subject students undertake to the capstone subject included at the end of each major.

A new first-year subject, Integrating Business Perspectives, will introduce students to ethical and sustainability issues as related to the role of business in society, and support the development of effective communication skills and critical, integrative and creative thinking. This will allow graduates to move beyond the traditional professional roles, while still obtaining practical knowledge and skills relevant to industry, nationally and globally.

The MBA, Master of Business programs and Master of Quantitative Finance program reviews resulted in a stronger focus on the development of industry-benchmarked graduate attributes, alongside theoretical and applied discipline-based content.

Feedback from professional bodies reinforced the need to further develop students' academic and business communication skills, leading to the development and introduction of a core subject, Studies in Business Communication, in the MBA.

In 2010, the faculty formed firm ideas on the knowledge and skills it considers key to its graduates and their future success in a global workplace. With the announcement of the Frank Gehry-designed Dr Chau Chak Wing Building, the faculty is set to offer its students not only valuable learning experiences but world-class learning spaces.

Research

Research lies at the core of every form of activity of the faculty, and a key objective of the faculty is to deliver research that is both rigorous and relevant. Rigour is recognised by the quality of outlets in which the research is published, as well as national and international recognition, and relevance is evidenced by the strong levels of industry interaction in both formulating the research (including its sponsorship) and the subsequent application of the research.

Research is conducted within each of the faculty's five schools, as well as within specialised research centres, many of which are cross-disciplinary.

In the Discovery and Linkage grants awarded by the Australian Research Council (ARC) in November, the faculty had considerable success (see 'major research projects' box).

In addition to the grants awarded directly to the faculty, faculty researchers also have lead roles in several other projects. Within the broad categories of economics and business, 18 per cent of all successful ARC Discovery grants awarded Australia-wide had at least one Faculty of Business researcher as a chief investigator.

With new faculty-based research grants to support research project completion, as well as a significant investment in

supporting 'near-miss' applications to major granting bodies, the faculty expects its research performance to continue to go from strength to strength.

In 2010, faculty staff also received recognition for their research. Two members received prestigious international awards for their contributions to research and scholarship: Professor Stewart Clegg received the IMPACT Award from the Academy of Management Practice Theme Committee for outstanding management scholarship, and Professor Jordon Louviere was awarded the 2010 Charles Coolidge Parlin Marketing Research Award for his significant contribution to marketing research practice.

In August, the School of Finance and Economics was named top Australian institution in the international Research Papers in Economics project, which is based on the analysis of citations in economics journals around the world. The three UTS academics who were listed as the top three authors in Australia were Professor Adrian Pagan, ARC Federation Fellow Professor Mike Keane and Professor John Geweke.

And in October Associate Professor Simon Darcy was recipient of the 2010 World Leisure International Innovation Prize for *Sydney for All*; a web portal that provides information about Sydney's accessible tourist attractions.



PHOTO: TERRY CLINTON

Professor John Geweke, one of the three faculty researchers who topped the list in the international Research Papers in Economics project.



PHOTO: FACULTY OF BUSINESS

Five Faculty of Business undergraduate students won the top prize at the inaugural Microsoft Protégé 2010 competition.

The students, from left, Steven Pillon, Lyall Sundel, Sabrina Selvaratnam, Timothy Cummins and Jack Pilon, were required to produce a brief outlining how they would market the new Microsoft Office 2010 software to tertiary students.

Microsoft received 60 submissions, which were reduced down to a final six by a two-stage judging process.

In June, the students, going by the name 'The Titans', presented their winning submission at Microsoft's Australian headquarters in Sydney.

The prize was one month's paid work experience and mentoring with the marketing team at Microsoft.

Engagement

The faculty continued to connect with industry and the professions in 2010 through a series of events.

The Paul Woolley Centre for the Study of Capital Market Dysfunctionality held its conference in October. The annual conference is held to stimulate research into capital market dysfunctionality and to promote research initiatives of the centre. Speakers were from a wide field including the University of New South Wales, Macquarie Bank and the St James Ethics Centre.

In December the four-day Quantitative Methods in Finance conference was held at Sydney's Hilton Hotel. The conference brought together leading experts in quantitative finance and included presentations and a series of practitioner workshops.

The faculty was a major partner for TEDx Sydney; a showcase of ideas and visions in the areas of technology, entertainment and design. TED is a US-based not-for-profit enterprise and this event in Sydney featured talks and performances from Australia's leading visionaries.

This forward-thinking approach to ideas and leadership was also evidenced in the faculty's Business2IC website (business2IC.com.au), which promotes dialogue about the future of business in the 21st century. In March and September this year the first two print editions of Business2IC were published, providing another avenue for the faculty to reach and interact with the business community.

Academic staff from the faculty presented several talks as part of the UTSpeaks public lecture series.

> Professor Jock Collins spoke on diversity and cohesion and whether the rich potential of a diverse and socially cohesive Australia can survive enduring racism and political opportunism.

- > Dr Terry Flynn of the Centre for the Study of Choice explored the findings of studies conducted into the quality of life of people at different ages and whether happiness can be measured.
- > Emeritus Professor Dexter Dunphy, Professor Jim Falk and Professor Thomas Clarke took part in a panel discussion on what individuals, industry and communities need to do to safeguard a sustainable future.

Major research projects

Risk management and funding structures: an econometric panel data analysis of health insurance in Australia

Funding: \$657,074 (ARC Discovery Projects funding scheme, over three years)

Recipient: Centre for Health Economics Research and Evaluation

Pooling econometric models for prediction and decision making

Funding: \$556,541 (ARC Discovery Projects funding scheme, over three years)

Recipient: Centre for the Study of Choice

Double auction markets with heterogeneous boundedly rational traders

Funding: \$225,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Quantitative Finance Research Centre

The unpublished writings of JM Keynes

Funding: \$157,527 (ARC Discovery Projects funding scheme, over three years)

Recipient: School of Finance and Economics

Future plans

- > develop a comprehensive student experience model
- > continue to review curriculum and introduce a new undergraduate degree
- > embed English language into the curriculum in response to the new UTS English Language Policy.

Teaching

2010 saw the launch of the faculty's Bachelor of Design in Photography and Situated Media. The new course has a strong focus on the different types of learning needed in new professional practices — from traditional photographic practice to more contemporary dimensions of media and imaging in urban environments, such as for exhibitions and installations.

Enrolment in the course was strong, and the work of first-year students was displayed at a public exhibition at the end of the year.

The faculty also reviewed its coursework design degrees this year. The Master of Design was renewed to further integrate the UTS model of practice-oriented learning. The course now allows for high levels of specialisation, the application of research and theory, and multiple levels of entry experience.

The Bachelor of Design in Interior and Spatial Design was reviewed to place greater emphasis on the use of creativity and technology. The faculty has a strong commitment to the use of digital technologies and these are used extensively throughout this three-year course.

The use of digital technologies is an integral part of the faculty's teaching and learning as it enables students to gain extensive experience in using the equipment required for their future careers.

The faculty's use and integration of digital technologies in its teaching was further enhanced this year with upgrades to its computer laboratories. The success of the upgrades was demonstrated in a presentation to the UTS Council whereby the use of the laboratories was monitored for 100 days.

Over the 100 days, 160,000 people accessed the laboratories at an average of 1600 a day. The most popular software was Adobe Illustrator and Photoshop, with Illustrator being used almost 18,000 times. Other popular software included Rhinoceros, a 3-D modelling tool, Microsoft Word and the web browser Firefox.



Four architecture master's students were successful in their bid for the inaugural Gehry Partners internship positions to be offered in 2011.

The students will move to Los Angeles for two months and take up paid positions at the Gehry Partners Studios. The four met Frank Gehry in December at the unveiling of his plans for the Dr Chau Chak Wing Building.

Natalie Haydon, Xiaxiao Cai, Regan Ching and Kimberley Merlino, at front, with from left the Minister for Tertiary Education, Senator the Hon. Chris Evans, UTS Vice-Chancellor Professor Ross Milbourne and Frank Gehry.

Research

The faculty put in place various strategies this year to increase externally funded research.

Applications from the faculty's top researchers were intensively workshopped prior to submission and strategic support was provided to researchers, including assistance in finding suitable national and international teams for collaboration.

These improved strategies contributed to the awarding of a 985,000 euros research grant from the Humanities in the European Research Area to Professor Peter McNeil, under project leader Professor Evelyn Welch from the University of London, for a three-year study titled 'Fashioning the Early Modern: Innovation and Creativity in Europe, 1500–1800'.

In addition, Professor Kees Dorst and the Designing Out Crime Research Centre received funding of \$450,000 a year until 2012 by the New South Wales Department of Justice and Attorney General.

With the support of the department, and financial support from UTS, the centre aims to help reduce and prevent crime through the design of products, buildings and environments. Initial designs will be presented to specialists, including criminology researchers, community representatives and industry

partners, and it is hoped that these close collaborative relationships will further generate new designs.

The research centre engaged with the wider community in February when it held a pop-up gallery in the city's Temperance Lane. The usually dark, and often empty, laneway was transformed into a cultural destination with installations by local inner-city artists. More than 300 people visited the laneway for the event.

Engagement

The calibre of work coming out of the faculty was recognised by its inclusion in various national and international events and exhibitions.

- > Faculty academic Deborah Szapiro's short film *Glottal Opera* was selected for the prestigious Sundance Film Festival. The short film, directed by John Fink, presents a performance by the Australian a cappella group Kaya, but from an unusual angle: using special fibre-optic cameras the vocal cords of each group member are all that the viewer sees as they sing.
- > An interactive polymedia pixel designed by Professor Kirsty Beilharz, Dr M Hank Haeusler, Sam Ferguson and Professor Tom Barker was shown at the Media Architecture Biennale 2010 in Vienna.

- > The Sustainable Sydney 2030 exhibition featured work from over 10 UTS students. Commissioned by the City of Sydney to showcase visionary ideas for a sustainable city, the exhibition was held in conjunction with the Sydney Architecture Festival and the public art festival Art and About.
- > Faculty academic Alana Clifton-Cunningham represented Australia at the 2010 International Fashion Art Biennale in Seoul in November.
- > Professor Charles Rice provided crucial information on American architect and developer John Portman for the United States Pavilion at this year's Venice Architecture Biennale. The US Pavilion exhibited a model of Portman and Associates' Peachtree Centre, a 14-block mixed-use development, which was derived from a three-dimensional digital model of the centre produced as part of Professor Rice's research.

Faculty achievements were also acknowledged by the number of prizes and awards bestowed on students and graduates. These awards are significant as they provide a way for the faculty's work to be shown to industry.

- > Four fashion students, Bronwyn O'Brien, Katherine Watson, Alice McConnell and Natalia Muller, made the top 10 finalist list for the Australians in New York Fashion Foundation. The prestigious competition grants the winning Australian student a sponsored internship in New York.
- > UTS graduate and casual academic Tasman Munro won the 2010 Design NSW: Travelling Scholarship. The \$18,000 prize will fund a tailored program of professional development overseas, allowing Tasman to explore opportunities in Britain and the Netherlands.
- > Third-year visual communication student Dylan McIntyre won the student award in the digital media category at the Australian Graphic Design Association National Biennial Awards. His winning entry, Taking the (P)ee, used animation to frame the proposed 2011 trial of urine diversion toilets in UTS's Building 10 by highlighting the global phosphorus deficit.
- > 2009 fashion and textile graduate Danielle Van Camp won a \$10,000 InStyle and Audi Style Scholarship in May. Danielle used the prize money

to travel to Paris for work experience and to begin her own label.

- > Hewlett-Packard awarded second-year architecture student Andrew Southwood-Jones first prize in the annual HP Cityscape 2020 Design Competition Awards. The competition invited architecture students and new architecture professionals to creatively express their vision of an Australian city skyline in the year 2020 with a focus on environmentally sustainable designs.

Major research projects

The impact of location-specific urban digital social information networks and public displays on the City of Melbourne

Funding: \$237,999 (ARC Linkage Projects funding scheme, over three years)

Recipient: Centre for Contemporary Design Practices



PHOTO: NICCOLO BIANCHINO; STYLED AND DIRECTED BY CHIARA BIANCHINO.

Fourth-year fashion and textiles student Jacquelyn Wellington was one of 10 finalists in the Australian Textile Institute Student Design Awards in Melbourne. Jacqueline's collection, entitled Cyberia and inspired by the idea of a futuristic Alaskan wilderness, picked up three industry prizes.

The collection explores experimental textiles using distressed knitwear, dyed and patchworked Mongolian sheepskin and digital printing to create layers of texture.

Teaching

Practice-based education is a cornerstone of the faculty's teaching and learning. All local undergraduate students enrolled in an engineering degree undertake one year of paid industry experience as part of the Bachelor of Engineering Diploma in Engineering Practice.

Further, the Diploma in Information Technology Professional Practice will be reintroduced for 2011 to provide the opportunity for students enrolled in the Bachelor of Science in Information Technology degree to undertake one year of a paid internship.

The practical experience gained in industry enables the application of classroom learning to real-world IT problems and significantly increases students' employment prospects.

Practice-oriented teaching and learning was also behind the introduction in 2010 of the faculty's teaching internships. These internships were established to provide a professional development opportunity for PhD students. Successful recipients contribute 100 hours to their respective school's teaching and learning activities

and complete a development program through the university's Institute for Interactive Media and Learning.

The internship provides aspiring academics with practical and theoretical experience and complements the faculty's wider academic workforce planning activities.

This year, the faculty also entered into agreements with overseas universities and schools to provide articulation opportunities and recognition.

The faculty entered an external articulation agreement with Tianjin University in China to recognise selected subjects taught there as being equivalent to designated subjects offered in the Master of Information Technology. A second agreement was made with the Chinese Ministry of Education, in partnership with 36 software schools throughout China, to recognise completion of up to four introductory subjects at these schools for credit towards study in the Bachelor of Science in Information Technology.

The faculty continued its support of students through the introduction of new scholarships.

- > The WJ & LM Sinclair Scholarship, funded from a substantial donation from the estate of the late Mr William Robson Sinclair, is for students enrolled in an undergraduate engineering degree who are of Indigenous descent and/or who demonstrate financial disadvantage.
- > A new scholarship for Aboriginal and Torres Strait Islander students was introduced to increase the participation of Indigenous students in engineering and IT courses.
- > A new Women in Engineering Equity Scholarship was approved to encourage the participation of more women in engineering.
- > The Allan Rogers Memorial Scholarship, sponsored by Toshiba and valued at \$75,000, was introduced for commencing Bachelor of Engineering Diploma in Engineering Practice students.

Existing scholarships were also offered in 2010.

- > Seven undergraduate equity scholarships were awarded, sponsored by the faculty and external donations from the Linden Little Foundation, the John Heine Memorial Foundation, the John Hughes Trust and Patni.
- > 21 undergraduate engineering co-operative scholarships were offered, sponsored by the Roads and Traffic Authority, Alcatel-Lucent, John Holland, Laing O'Rourke, Raytheon, Robert Bird Group, Sydney Water, Thales, TransGrid, Weir Minerals and Yokogawa.
- > 29 Bachelor of Information Technology scholarships were offered, sponsored by the faculty's industry partners Accenture, American Express, CargoWise, Commonwealth Bank, CSR, CustomWare, David Jones, Deloitte, Hewlett-Packard, IBM, IBM Global Business Services, IMC Financial Markets, ING Australia, ING Direct, Kimberly-Clark, Lend Lease Management Services, Lloyds International, Macquarie Group Services, Optus, PricewaterhouseCoopers, QAD, Unilever, UGL Limited, Westpac and Woolworths.

Two faculty academics, Dr Keith Willey and Anne Gardner, were recipients of a 2010 Australian Learning and Teaching Council citation for outstanding contributions to student learning.



PHOTO: TERRY CLINTON

The then deputy prime minister Julia Gillard and Dr Nathan Kirchner from the School of Electrical, Mechanical and Mechatronic Systems with the faculty's RobotAssist unit.

Research

This year the faculty built on its research reputation in support of the university's research strategy.

The faculty established the Centre for Energy Policy with the aim of positioning the centre internationally as a recognised contributor to contemporary energy policy research. The centre will examine energy and environmental policy issues in national and international contexts through policy-oriented, applied and cross-disciplinary research.

In March, the Australian Research Council Centre of Excellence for Autonomous Systems launched RobotAssist: robots designed to be autonomous agents that have the capability to comprehend various situations, make intelligent decisions and provide the most appropriate help, for example to call emergency services for an elderly person who has had a fall in their house. In June, the then deputy prime minister Julia Gillard attended a demonstration of this cutting edge robotics research.

The appointment of Dean Professor Hung Nguyen to an Excellence in Research for Australia (ERA) research evaluation committee will further increase the faculty's research reputation and profile. The ERA initiative assesses research quality within Australia's higher education institutions and Professor Nguyen has been appointed to the engineering and environmental sciences cluster committee. (Further information on the ERA is provided in the 'our research' section.)

The faculty held its seventh research showcase to display the work of 26 PhD and master's by research students to industry representatives and faculty staff. The showcase took the format of a professional academic conference, thus preparing students for effective participation at conferences both here and overseas.

Approximately 400 research students were enrolled in 2010 and 50 graduated: the highest number of any UTS faculty.

Engagement

The 18th International Requirements Engineering Conference was held for the first time in Australia at UTS. Professor Didar Zowghi, from the faculty's School of Software, hosted the conference, which was attended by over 240 delegates from 25 countries. This conference, ranked an 'A' by the ERA's conference rankings, consisted of presentations, invited tutorials, interactive sessions with experts, demonstrations and three keynote speeches.

To further strengthen ties with industry, this year the faculty entered into a partnership with global telecommunications company Alcatel-Lucent to equip a new generation of students with the knowledge to build, manage and exploit new networks in a broadband-enabled Australia.

Alcatel-Lucent have set up their training facilities on the university's Blackfriars campus and UTS students and academics will have access to these facilities, while undergraduate and postgraduate courses will be shaped by Alcatel-Lucent training materials, with elements delivered in conjunction with Alcatel-Lucent staff.

Students will also have the opportunity to prepare for industry certification while completing their degrees, making them very marketable in the global and local information and communications technology economy. In July Alcatel-Lucent was selected as strategic supplier of the rollout of Australia's national broadband network — the largest single infrastructure investment in Australian history.

Industry was also represented at the IT student society's event 'What can I do with my IT degree?'. A panel of five representatives from companies including Deloitte, Macquarie Group and ninemsn discussed issues such as climbing the corporate ladder, starting a business, working in a young company versus an established corporation and career progression.

Two of the faculty's computer graphics graduates had success at this year's Academy Awards: Glen Sarah received a credit as shader writer on visual effects winner *Avatar*; and Andre Mazzone received a credit as R&D programmer on *Star Trek*, which was also nominated in the visual effects category.

Major research projects

Process algebra approach to distributed quantum computation and secure quantum communication
Funding: \$300,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Centre for Quantum Computation and Intelligent Systems

Trust-enhanced recommender systems for personalised government-to-business e-service
Funding: \$300,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Centre for Quantum Computation and Intelligent Systems

Future plans

- > continue to expand research capability and performance
- > enhance relations with industry to grow industry-funded research opportunities, conjoint research ventures, and student internship and scholarship opportunities
- > diversify international markets and establish formal agreements with overseas institutions to build on international research capability and bolster international student enrolments and exchanges
- > continue innovative approaches to teaching and learning and course delivery.

Teaching

This year the Faculty of Law worked at building its student profile and enhancing the experience of its students with the launch of several mentoring programs.

In conjunction with the UTS Law Students' Society, a peer mentoring program was run for first-year students; teaming new students with experienced senior students. As part of this mentoring program, the faculty developed a tailor-made international students' mentoring program, run by international students. Students were able to attend sessions on essay writing, research, problem solving and statutory techniques, and learn techniques for textbook and case reading.

A staff mentoring program assigned students experiencing difficulties or other special circumstances with a member of academic staff for concentrated one-on-one mentoring.

The success of the programs and the enthusiasm with which they have been embraced by both students and staff has exceeded all expectations.

In 2010, the faculty continued to renew its curriculum to support the UTS model of learning and developed and sought accreditation for two new postgraduate coursework awards. The Graduate Certificate in Communications Law and the Master of Communications Law will be offered from 2011. Communications law is an emerging field and these courses will enable students to study real-world issues such as the rollout of the national broadband network, cyber-security and the relationship between intellectual property and technology.

The faculty identified 10 graduate attributes that their students will possess by the time they complete their law degree. These attributes include critical thinking, analysis and evaluation, ethics, lifelong learning, and cultural awareness and global outlook: attributes required for the study and practice of law.

To instill these attributes into students, the faculty implemented an interactive online graduate attribute tool, which was incorporated extensively in the lead up to and during orientation sessions for new students and embedded in foundation law subjects. The tool provided a range of tests, case studies and legal scenarios for students to work through.

Internationalising the student experience is integral to the faculty's, and the university's, ethos, and a global outlook is considered one of the faculty's graduate attributes. This year, the faculty hosted a delegation from the Bar Council of India, which informed the faculty that it is willing to recognise the UTS law degree in India. This will open up opportunities for our graduates to pursue legal careers in India.

The faculty also undertook a refurbishment of its student spaces. The state-of-the-art mixed purpose study/social spaces will be completed in early 2011.

As part of the federal government's push to increase participation in students from low socioeconomic backgrounds, the faculty set out to foster links with schools in these areas. A pilot project 'Legal Studies Teachers Link' was launched to increase prospective students' awareness of the faculty and UTS. Working with legal studies teachers in certain nominated schools, the aim of the project was to help teachers with the provision of resources and HSC study days for their students.

Research

In support of the university's research strategy, the faculty set out to develop and fund a range of research initiatives to support research staff and students.

One of these initiatives was a series of workshops on practical issues such as research proposal development and building skills and resources.

As part of its strategy to attract high-quality higher degree by research students, the faculty established the Quentin Bryce Law Doctoral Scholarships, named after Her Excellency Ms Quentin Bryce, AC, Governor-General of Australia, who is a lawyer, a former academic and an advocate for law and legal research.

The faculty will offer these five doctoral scholarships for commencing PhD students in 2011. The scholarships are valued at \$25,000 a year for three years, and have a part-time option so that students who need to study part-time are not excluded.



A performer from Pacific Opera at the faculty's fundraising dinner in September.

The faculty also enhanced its research profile by more strongly aligning its research centres and AustLII (the faculty's joint facility with the University of New South Wales's law faculty that provides free internet access to Australasian legal materials) with the faculty's broader research profile. This was aided through the appointment of a research and development officer.

In March, the faculty launched its Communications Law Centre: a centre of communications and media research and advocacy. Originally established in 1998, the centre was re-launched as a UTS centre jointly based in the Faculty of Law and the Faculty of Arts and Social Sciences, led by the faculty's Professor Michael Fraser.

The faculty's research profile was further enhanced through the award of the competitive and prestigious UTS Chancellors' Postdoctoral Research Fellowship to Dr Karen O'Connell. This is the first postdoctoral fellowship to be awarded to the Faculty of Law.

Dr O'Connell's three-year research project 'Equality Laws and Stigma in the Biotechnological Age' will investigate issues that relate to the regulation of social inequality and the emerging biotechnologies of the body. Dr O'Connell has been working in the area of sex discrimination, human rights and law for over a decade. She is currently a senior policy and research officer at the Australian Human Rights Commission, and has always been passionate about issues relating to women and equality.

Engagement

This year, the faculty set out to increase structured opportunities for staff, students and alumni to interact and build knowledge, capabilities and networks.

As part of the faculty's mentoring programs, a high achievers mentoring program was established. This program connected high-achieving law students with members of the legal profession, including judges, barristers and senior partners at leading law firms.

Also this year, a 'Connecting PLT and the Profession' event took place, at which a panel of alumni from different areas of the profession spoke about the transition from practical legal training (PLT) to practice. The event also provided students with the opportunity to socialise with other PLT students, alumni and staff.

The faculty also held several events for its Juris Doctor (JD) students. The JD networking evening, held in association with international law firm Freehills, enabled JD students to meet and network with members of the profession. And the JD careers and opportunities evening featured a panel of speakers from corporate law and non-profit organisations to academia and general counsel who provided information on career opportunities.

Future plans

- > develop on-demand and remote live access short course offerings
- > consolidate mentoring programs to include a mental health and wellbeing module.

Major research projects

Anti-slavery project
Funding: \$250,000 (Attorney-General's Department (Commonwealth), over two years)
Recipients: Anti-Slavery Project, Faculty of Law

Consumers first: smart regulation for digital Australia
Funding: \$35,000 (Australian Communications Consumer Action Network)
Recipients: Communications Law Centre, Faculty of Law/Faculty of Arts and Social Sciences



PHOTO: ANNA ZHU

As part of the faculty's initiative to attract and retain students from low socioeconomic areas, the faculty held an opera gala dinner at Customs House in September. The fundraising event was held to establish a merit-based equity scholarship.

Dean Professor Jill McKeough spoke at the dinner about the challenge of getting students from disadvantaged backgrounds to come to university.

The event resulted in the establishment of a new UTS: Law Equity Scholarship worth \$5000 a year over four years.

The evening's entertainment included performances by members of the national opera company for elite young professionals Pacific Opera.

Following the success of the fundraiser, the faculty intends to continue fundraising for further scholarships next year.

From left to right from top: Dean Professor Jill McKeough and Associate Dean (Teaching and Learning) Bronwyn Olliffe, Deputy Vice-Chancellor and Vice-President (Corporate Services) Anne Dwyer, Chris Rossiter and Jane McAniff.

Teaching

2010 saw the successful implementation of the new innovative Bachelor of Nursing curriculum.

New approaches to the delivery of first-year subjects in the Bachelor of Nursing were adopted to further embed the UTS model of practice-oriented learning, including scenario-based clinical simulation in all first-year subjects.

Clinical learning is a key part of the course and students undertake clinical simulation learning and teaching activities in the faculty's advanced nursing and midwifery laboratories using high-tech manikins.

A greater emphasis was placed on the development of key attributes to produce graduates who are strong reflective practitioners attuned to the needs of clients, and who practise in a professional, compassionate and ethical manner.

The faculty received external recognition of its Bachelor of Nursing (Accelerated) with accreditation of the course by the Nurses and Midwives Board (NMB) of New South Wales. The Nurses Practice Committee of the NMB praised the quality and currency of the curriculum.

This program provides alternative entry pathways to the Bachelor of Nursing for those students who are either already enrolled nurses or who have completed a first degree in a health or social sciences discipline.

During the year, the faculty also undertook a review of its postgraduate coursework degrees, with recommendations to be implemented from 2011.

As part of the faculty's constant attention to its positioning and performance, an external advisory council was established to provide fresh industry perspectives and expert advice to the dean. Two meetings were held in 2010 and members included representatives from the New South Wales Department of Health, Tresillian Family Care Centres, Women's Hospitals and Children's Hospitals Australasia, and the dean of the School of Nursing at Johns Hopkins University.

Research

This year, to raise its international recognition and standing in research, the faculty established a goal of achieving five international research linkages by 2012. To this end, in 2010 the faculty signed memorandums of understanding with two prestigious overseas universities: Johns Hopkins University and the University of California, Los Angeles (UCLA).

In June three of the faculty's researchers, Professor Lynn Chenoweth and associate professors Margaret Fry and Robyn Gallagher, visited UCLA to begin work on formal research collaborations.

Closer to home, UTS and Curtin University agreed to the reconfiguration of the Centre for Cardiovascular and Chronic Care to be housed at UTS. Leading specialist on cardiovascular and chronic care Professor Patricia Davidson was appointed as professor of cardiovascular and chronic care at UTS and director of the joint centre.

The expertise of the faculty's research staff was recognised throughout the year. Professor Caroline Homer was appointed to the research committee of the National Health and Medical Research Council. Professor Homer is the only midwife and nurse appointed to the committee, and her appointment is for three years.

Professor Chenoweth was appointed to the Excellence in Research for Australia (ERA) research evaluation committee for public and allied health. (Further information on the ERA is provided in the 'our research' section.)

Engagement

The faculty is well known for its international leadership and expertise in many areas of health care. This is demonstrated in the reach and range of networks, activities and events that the faculty was a part of in 2010.

Dean Professor John Daly was appointed to the World Health Organization (WHO) US President's Emergency Plan for AIDS Relief initiative to scale up transformative education of doctors and nurses. The first meeting of this international, multidisciplinary group was held in Geneva in July.

In 2008, the faculty was named a WHO Collaborating Centre for Nursing, Midwifery and Health Development. In this capacity, in 2010 the faculty undertook a number of important leadership development activities for WHO, including the organisation and facilitation of the South Pacific Chief Nursing and Midwifery Officers forum held in Auckland in November. This forum was combined with a number of other important regional meetings including the Asia Pacific Emergency and Disaster Nursing Network and the South Pacific Nursing Forum.

A three-week professional development program for Malaysian nurse and paramedic educators was conducted in the faculty with participants undertaking placements in area health service facilities. The program was funded by the Malaysian Ministry of Health.



PHOTO: FACULTY OF NURSING, MIDWIFERY AND HEALTH

Dean Professor John Daly with the Malaysian nurse and paramedic educators who attended a three-week professional development program in the faculty including visits to the faculty's clinical partners.

During the year, the faculty hosted a program of distinguished international scholarly visitors who contributed seminars, masterclasses and presentations open to staff and students. Visitors included Dean of the School of Nursing at Johns Hopkins University Professor Martha Hill; Professors Courtney Lyder and Adey Nyamathi, Dean and Associate Dean (Research) respectively at the School of Nursing, UCLA; and Associate Professor Wendy Sword and Dr Charlotte Noresgaard from McMaster University, Ontario.

The latter visit coincided with the 2010 Elsevier-Nurse Education Today/Nurse Education in Practice 3rd International Nurses Education Conference held in Sydney in April. The faculty was represented on the international organising committee and provided some conference support. Dean Professor John Daly was a keynote speaker at the conference.

Other international visitors included Professor Christine Tanner and Associate Professor Kathie Lasater from Oregon Health and Science University's School of Nursing who presented a symposium titled 'Teaching clinical judgment through simulation'.

In 2010, the faculty also increased industry engagement in its teaching and research activities through access to its simulation laboratories and expertise.

The faculty hosted a number of companies with a specific interest in the health care sector including Telstra, Kimberly-Clark, IBM, Panasonic and Laerdal, the latter being a major provider of simulation equipment and expertise. These visits illustrated the range of clinical simulation scenarios developed within the faculty and showcased the use of technology in clinical education.

Training facilities were also supplied for courses designed and developed by the Royal Australian College of General Practitioners, Laerdal and Charles Darwin University.



PHOTO: GFP STUDIOS

The university conferred an honorary doctorate on Adjunct Professor Kathleen Dracup, RN, DNSc, FAAN, Dean and Endowed Professor of the School of Nursing at the University of California, San Francisco. Professor Dracup has strong ties to the faculty through her supervision of PhD students and active engagement in research. The Honorary Doctor of Science was conferred in recognition of her distinguished contribution to research in cardiovascular health.

Professor Christine Duffield and Dean Professor John Daly with Adjunct Professor Kathleen Dracup (middle) at the ceremony for Professor Dracup's Honorary Doctor of Science.

Major research projects

Theorising the relationship between birth unit design and the communication patterns of labouring women and their maternity care providers

Funding: \$277,992 (ARC Discovery Projects funding scheme, over three years)

Recipient: Health Services and Practice

Future plans

- > introduce new postgraduate courses in safety and quality in health care
- > redevelop faculty space at the City campus
- > further invest in health research through postdoctoral fellowships, research appointments and the new Centre for Cardiovascular and Chronic Care.

Teaching

The Faculty of Science continued its commitment to the UTS model of global practice-oriented learning with two new postgraduate courses that facilitate real-world applications of science.

The Graduate Certificate in Science and the Master of Science were launched in 2010 for entry in Autumn semester 2011. The Master of Science has seven specialist majors, including energy efficient materials, forensic science, mathematical and statistical modelling, and medical biotechnology. As at November, applications for the master's degree were strong with 68 domestic and 11 international enrolments. Even stronger enrolment figures are envisaged for 2011 and 2012.

To further strengthen the global outlook of the faculty, an associate dean (international) position was created to commence in 2011. A top priority of the associate dean will be to promote the faculty as a whole, and the Master of Science in particular, with a focus on South-East Asia.

A focus on internationalisation of the student experience led to the development of three new majors in the Bachelor of Science degree for graduates of certain diplomas from five Singapore polytechnics. These articulation pathways will facilitate the enrolment of international students to the faculty.

Offering its students global experiences is a priority of the faculty. To this end, the faculty signed a memorandum of understanding with the Nanjing University of Science and Technology and held discussions over credit transfer arrangements for teaching programs in environmental sciences. The faculty also developed relationships with universities in Thailand that resulted in two Thai research students completing their studies at UTS.

In support of UTS's aim of being a world-leading university of technology, the faculty redeveloped the practical syllabus of the foundation physics subject Physical Modelling to incorporate the use of state-of-the-art facilities. Multiple laptop computers, sensor probes and ancillary equipment were purchased for use in the laboratory teaching suite. Subjects in other disciplines took advantage of these resources to incorporate new technologies into their teaching programs.

The faculty also reaccredited six of its bachelor's degrees this year.

One of the challenges the faculty faced in 2010 was a drop in enrolment levels in the enabling and environmental sciences. This led the faculty to propose strategic direct entry into a number of science courses.

A schools' recommendation program was introduced so that selected high schools, mainly in south and south-western Sydney, and rural and remote regions, could nominate up to three of their high-performing science and maths students for a guaranteed place in a number of courses. Each successful student will also receive a \$1000 a year scholarship (which will continue as long as the student maintains a 'no failure' status in the nominated course). The faculty had positive responses to the program with 35 high schools nominating 57 students.

The faculty had another successful high school-based initiative with the development of a careers guide. The Careers Guide for Science and Mathematics was created to help raise awareness of the various career choices and pathways available to science and maths graduates. This guide featured graduates from the faculty and their current jobs. It was well received by schools and students alike, with over 6000 hard copies distributed (and an unrecorded number of soft copies).

To provide support and the best environment for its teaching and research programs, the faculty reviewed its governance structure and began implementation of a revised committee structure in late 2010. A new school structure based on the existing five departments will also be established in 2011.

Research

The faculty focused on targeted recruitment in support of the university's overarching research strategy this year.

Seven researchers were appointed to the Plant Functional Biology and Climate Change Cluster, one of the university's research strengths.

Another research strength, the Institute for Biotechnology of Infectious Diseases, was renamed the ithree Institute to more closely align it to its priority areas of infection, immunity and innovation.



Professor Derek Eamus (right), pictured with Deputy Vice-Chancellor and Vice-President (Research) Professor Attila Brungs, was awarded the Chancellor's Medal for Exceptional Research and shared the research leadership award at the Vice-Chancellor's Awards for Research Excellence.

The institute's new director, Professor Ian Charles, has brought extensive links with Cambridge University and the Sanger Institute in the United Kingdom.

The faculty also made several academic appointments to raise research capability. Professor Guoxiu Wang, an Australian Research Council QEII fellow, was appointed to the School of Chemistry and Forensic Science; three UTS Chancellor's Postdoctoral Research Fellowships were appointed: two in the School of the Environment, Dr Peter Macreadie and Dr Ben Kefford, and Dr Nham Tran in the School of Medical and Molecular Biosciences; and Dr Elizabeth Madin, National Science Foundation International Postdoctoral Research Fellow, elected to take her fellowship in the School of the Environment.

In addition to the faculty's new appointments, existing faculty staff continued to excel in their research performance. Professor Derek Eamus and Professor Geoff Smith were awarded the Chancellor's Medal for Exceptional Research for their work in the fields of ecohydrology and green nanotechnology respectively. Professor Eamus also shared the research leadership award.

In November Professor Ann Simpson won the Diabetes Australia Millennium Award Type 1 for her work to reverse type 1 diabetes.

The faculty's research students also had some impressive achievements this year.

- > Doctoral candidate Gwenael Cadiou was awarded a three-year fellowship from the Sydney Institute of Marine Science; making him the first recipient of the Thyne Reid 2010 Doctoral Fellowship. The award provides funding of \$37,500 over three years and aims to address the need for more PhD-level research, especially in the field of marine science.
- > PhD student Aimee Lloyd was awarded an Endeavour Research Fellowship worth \$23,500 to undertake part of her project in drug intelligence in Switzerland in 2011.
- > Joshua Chou won the inaugural UTS three minute thesis (3MT) competition where he presented a three-minute talk on the topic of his thesis: using coral as a substitute for bone in humans. Joshua went on to reach the final 10 in the national competition. The 3MT competition is an Australia and New Zealand wide competition aimed at developing academic and research communication skills.

The faculty also upgraded its research facilities throughout the year. The DeltaVision OMX 3D-SIM structured illumination microscope, purchased in 2009 for the microbial imaging facility, received funds for a \$200,000 upgrade from the New South Wales Government.



PHOTO: JOANNE SAAD

Joshua Chou (middle), winner of the inaugural UTS three minute thesis competition, with runner up George Catsi and people's choice winner Alana Zakrzewski.

Engagement

The faculty increased its exposure to industry and the community in 2010 with involvement in a number of major research events.

The faculty co-hosted the Australian Society for Microbiology conference, which featured workshops and a public forum with Nobel Prize winner Harald zur Hausen. The conference was well attended by both national and international delegates.

In September, the faculty co-hosted workshops for the 20th International Symposium on the Forensic Sciences, with more than 950 delegates attending. The symposium was well received and provided an opportunity to profile UTS as a strong member of the forensic science community.

To support the university's aim of raising awareness of the research conducted at UTS, and its benefits, applications and implications, the faculty introduced UTS Science Engage public lectures. These lectures provided the opportunity for the faculty's researchers to communicate and engage with the community. In 2010 lectures included:

- > Invasion by land and sea: will Australia's iconic plant and wildlife survive foreign invasion? Presented by Dr Brad Murray and Dr Paul Gribben from the Plant Functional Biology and Climate Change Cluster.
- > Green Lighting Revolution: solid state lighting — the future lighting technology that is more sustainable, responsible and economical. Presented by Professor Matthew Phillips and over 100 people attended.
- > CSI misunderstood? Do we really know what happens in crime scene investigations? Presented by forensic scientists from the New South Wales Police who are also graduates of the faculty. This extremely popular lecture was attended by over 300 people.

The faculty further strengthened ties with industry through the establishment of an industry advisory group. The group was constituted and held its first meeting in 2010. Chaired by Dr Alastair Robertson, CSIRO, Group Executive, Food, Health and Life Science Industries, including members from CSIRO, the state and

federal governments, and the solar, health, nanotechnology and life sciences investment industries, it is hoped that the group will inform the faculty's teaching and research programs and contribute to the development of work-ready graduates.

Major research projects

Microscale insights into ocean-scale processes: microbial behaviour as a driver of ocean biogeochemistry
Funding: \$400,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Plant Functional Biology and Climate Change Cluster

Peridinin-chlorophyll-protein complex: unravelling the unique photosynthetic apparatus of dinoflagellates in response to climatic variation

Funding: \$230,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Plant Functional Biology and Climate Change Cluster

Integrating remote sensing, landscape flux measurements, and phenology to understand the impacts of climate change on Australian landscapes

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

Recipient: Plant Functional Biology and Climate Change Cluster

Prevention of beta cell destruction in type 1 diabetes by immunotherapy using parasite derived molecules

Funding: NHMRC project grant

Recipient: Centre for Health Technologies

Future plans

- > develop a new major in marine biology in the Master of Science in conjunction with the Sydney Institute of Marine Science
- > increase targeting of students from low socioeconomic areas through scholarships and direct recruitment from schools
- > plan and implement the bioskills laboratories to engage with industry and further research collaborations.

OUR STUDENTS

Central to our internationalisation plan is the aim of exposing our students to global experiences.

Students at the April launch of UTS's international leadership program, BUiLD.

PHOTO: MURRAY FRASER



Student load planning was a key strategic priority in 2010 as deregulation of the higher education sector will allow universities to set their own student load targets from 2012.

Along with this is the federal government's target of 40 per cent of all 25 to 34 year olds to have a bachelor's degree qualification by 2025. (The Australian Bureau of Statistics cites that over one third of Australians in this age bracket had a bachelor's degree or higher in 2009.)

Widening participation strategy

Further, by 2020 the government wants at least 20 per cent of undergraduate enrolments to be from low socioeconomic backgrounds.

UTS has responded to this with the widening participation strategy (WPS), based on four themes: aspiration, access, success and inclusion. The WPS aims to attract and retain low socioeconomic status (low-SES) students as well as Indigenous students.

UTS received nearly \$1.4 million in funding from the federal government to go towards implementing the WPS. Some of the strategies used so far this year to widen access and increase participation for low-SES students include the following.

- > A parents' information half day was held, with over 80 parents predominantly from culturally diverse backgrounds attending. The half-day program consisted of presentations from the university's careers and financial services and included information on courses, costs, fees and support for students while at UTS, as well as faculty and campus tours.
- > UTS students tutored HSC students at five priority schools as part of the UTS HSC assistant tutor scheme.
- > On-campus and school visit programs for over 30 disadvantaged high schools were conducted, with the aim of raising the aspiration for higher education in students.

To further assist with the implementation of the WPS, the university has established an equity and diversity committee that will report on UTS's equity plans and performance.

Our Indigenous students

UTS's Jumbunna Indigenous House of Learning implemented a new marketing and recruitment strategy to increase the number of enrolments of Indigenous students. The revised strategy focused on building partnerships with schools, TAFEs and the vocational education and training sector.

This successful strategy resulted in the enrolment of Indigenous students in every faculty at UTS, including in non-traditional areas of study such as mathematics and science. The number of students commencing increased from 40 students in 2009 to 55 students in 2010.

Jumbunna also implemented a range of strategies to ensure that students remain at UTS once enrolled, including a monitoring and retention strategy where first-year students are case managed, and an early intervention strategy where students who are deemed 'at risk' are provided with counselling and tutorial assistance.

Supporting our students

One of the ways in which we supported our students this year was by reaching out to our first-year students to help them overcome difficulties associated with making the transition from high school to tertiary study.

The Student Administration Unit enhanced its online enrolment system to offer a seamless experience through the offer, admission, enrolment and timetable process, whether enrolling from home or from UTS. Some steps in the 'Start at UTS' online registration system were automated and several pages were redesigned to provide a more clean and simple interface with clearer navigation.

These improvements also meant that for the first time distance students were able to enrol online, thus aligning the enrolment process for all onshore students.

Our Student Services Unit also introduced a number of initiatives to support first-year students. A telephone call centre

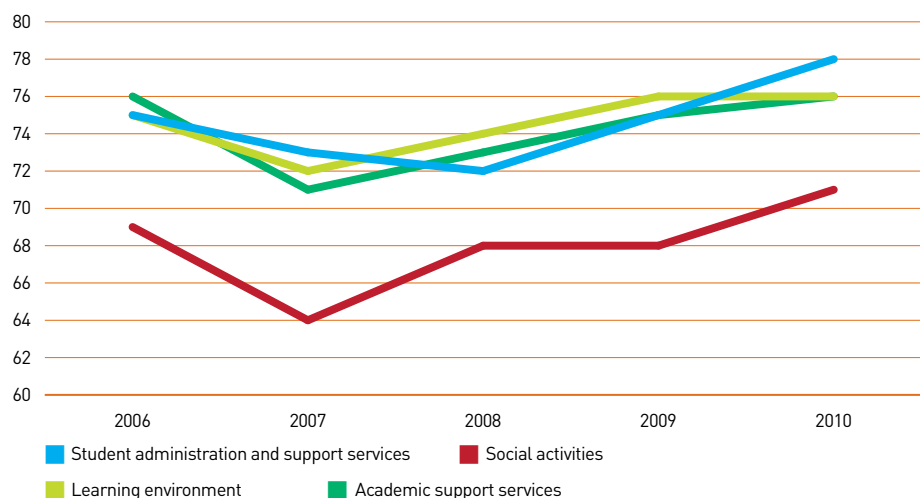
was established and approximately 25 per cent of new students were contacted. Of these, approximately 15 per cent were referred to other services, thereby enabling these students to receive the assistance they required before reaching UTS.

To support our students to work and study effectively in a culturally diverse environment such as UTS, we developed a diversity leadership project in 2009. This project culminated in 2010 with a variety of activities, including eight training sessions for student leaders, which focused on their capabilities in understanding differences and enhancing their personal leadership skills. Around 150 students attended these sessions and the success of the project has resulted in their integration in student programs run through the Student Services Unit.

We also offered financial support to our students through a range of scholarships. This year saw an increase in new scholarship programs offered by a number of faculties, as well as an increase in the number of equity scholarships awarded.

2010 also saw the first school leaver intake of elite academic scholars awarded the Vice-Chancellor's Outstanding Achievement Scholarships, valued at \$12,500 a year. A parallel program of the Vice-Chancellor's Merit Scholarships offers the same reward to school leavers who have succeeded in their studies while overcoming financial disadvantage.

Key performance indicator — Student satisfaction with facilities and services



Overall student satisfaction with facilities and services continued to meet the UTS target in 2010. Each aspect of facilities and services matched or exceeded previous satisfaction ratings since 2006.

Note: KPI results are not final until endorsed by the UTS Council in April 2011.

Library support

The library continued its expansion of virtual environments to support learning and social engagement.

A mobile-friendly website was created featuring the key elements of the library's website, such as the catalogue, news and computer availability, that users can easily navigate using their mobile phone.

We also made it easier for our students to communicate with library staff through our 'wallwisher' — an interactive online noticeboard maker. Students can ask questions and make suggestions on the noticeboard, which is housed in both campus libraries, and library staff will respond via the noticeboard.

QR codes have been placed around our libraries to enhance user experience and provide information on the library's services, facilities and resources. QR codes are barcodes that can be scanned by the camera in a mobile device and are used for such things as enabling our users to watch a demo rather than read text instructions, and linking to existing online resources such as our orientation program.

In support of our strategic objective to provide state-of-the-art learning spaces the library has a 'create space' room where various technologies, including an interactive whiteboard and presentation device that works with a computer, are available to assist students in their research and study activities.

High-level performance indicators for the library are provided on page 53.

Services for our students

Through its careers service, the university implemented a program where students can register their interest in casual or part-time work available on campus. Launched in October, StudentJobs@UTS allows employers in the university's faculties and divisions to search for UTS students based on their availability, area of study, industry experience, skills and abilities. Over one thousand students have created employment profiles and 399 placements have been made with StudentJobs@UTS.

Until the completion of our new student housing tower, which will provide an additional 720 beds, there remains a shortage of accommodation for our students. In 2010, the Student Services Unit set out to provide greater online and in-person assistance to students with alternative housing options and tenancy difficulties. Rental advice and share accommodation advice guides were distributed, a new listing website was completed and assistance with tenancy issues, relocations and emergencies was provided.

Internationalising the student experience

Central to our internationalisation plan is the aim of exposing our students to global experiences: we have set a target of 25 per cent of our students having an overseas experience as part of their studies by 2015.

As part of UTS's strategy to become a truly internationalised university, in April we launched BUiLD, an international leadership program designed to further students' skills and abilities to participate in an increasingly globalised environment. The program, which stands for 'beyond UTS international leadership development', offers students the opportunity to take part in leadership and networking seminars and lectures; and provides the opportunity for students to participate in summer schools, volunteering and internships overseas.

The uptake of this program has exceeded expectations. One thousand students participated in the program in 2010, with students from all faculties represented and approximately 22 per cent being international students.

Since April, there have been more than 80 BUiLD events, including talks from high-profile speakers, networking sessions, seminars and conferences. And more than 100 offshore opportunities have been offered since March with \$150,000 worth of scholarship support to assist students in their travel.

Our international students

Twenty per cent of UTS's student intake comes from overseas. In an increasingly volatile market — as a result of a tightening of the rules on student visas, the strong Australian dollar, the global financial crisis and competition from countries such as Canada and the United States — it is essential that we continue to attract and retain students from overseas.

Our international student commencements increased by a record 11.8 per cent. We have several strategies in place to ensure continued growth in our international student load, including to invest in and attend international recruitment events, to conduct training about UTS and its courses to our international partners, to develop new channels through articulations, and to develop new markets in Latin America and the Middle East.

This year we finalised articulation agreements with Tianjin University for our Master of Information Technology, and Huazhong University of Science and Technology for our Bachelor of Science in Information Technology. We are negotiating further agreements with other universities in China and Vietnam.

We also worked on improving the experience of our existing international students, taking into account the results of the annual International Student Barometer (ISB) (conducted by leading authority on education research Robert Lawrence from Prospect Research and Marketing).

The results of the ISB showed that 86 per cent of international students are satisfied with the student experience (this is on par with the national result). Our strengths are our library and learning spaces, our orientation program and our inner-city location. The areas where we can improve are in the management of student's expectations (for example the cost of living and accommodation), the opportunity for international and local student interaction, and the communication of the ISB results.

We have put several plans in place to respond to these recommendations, including discussions with our Student Services Unit to come up with ways to increase awareness of the services offered to international students, and the ISB survey results will be published online in early 2011.

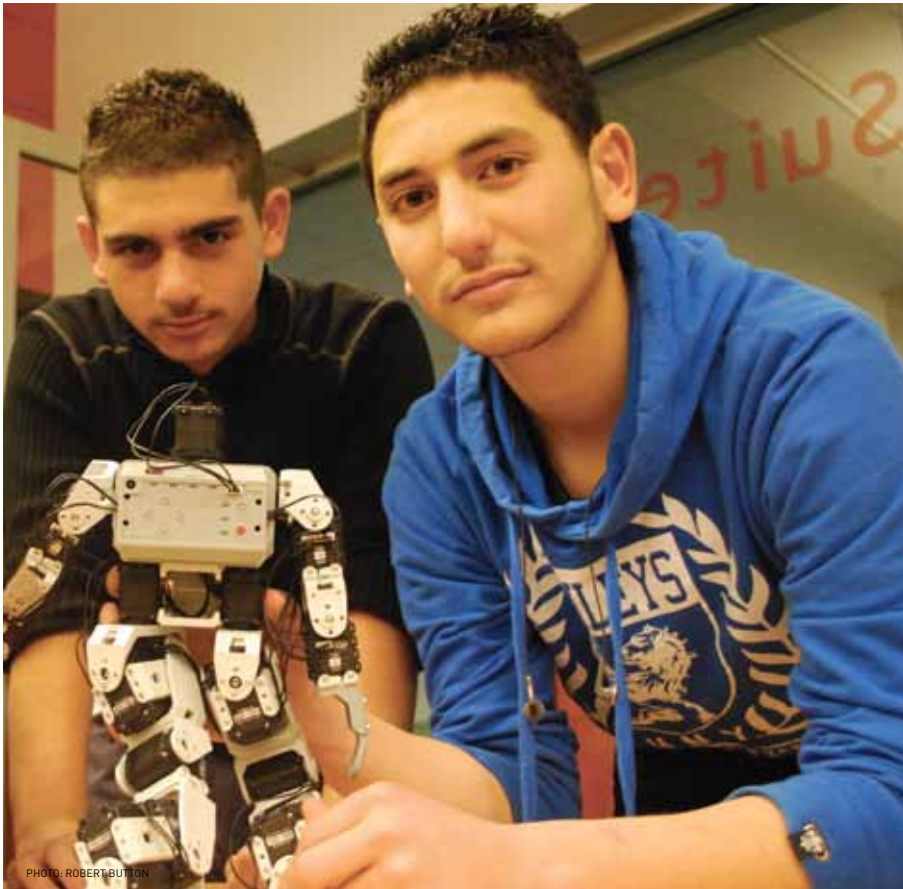


PHOTO: ROBERT BUTTON

A group of 30 year 10 students from priority action schools experienced university for the first time in July. As part of the 'Make a Real Robot' project, the students visited UTS to build robots with engineers from the Faculty of Engineering and Information Technology.

The project is part of an ongoing outreach program run by UTS during the school holidays to raise the aspirations of students for higher education.

Bashaar Elkheir and Sami Ismail from Granville Boys High School.

Developing graduate attributes

This year we implemented several initiatives to support the development of our students' communication skills and abilities, which is seen as a key graduate attribute.

The English language and communication project, initiated by the ELSSA Centre in 2009, involved the implementation of a systematic approach to ensuring that all students have the necessary academic English language abilities to complete their studies. The pilot project continued in 2010 and further funding has been provided for the project to be extended to all faculties from 2011.

To further strengthen our students' language abilities, in November the Academic Board approved a new English Language Policy. While UTS admission standards set the requirements for English language proficiency on entry, we have not previously had any policy guidance for the development of English language skills through the course of students' studies.

The policy provides strategic direction for a combination of course integrated and non-integrated strategies and, by the end of 2011, the Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) will inform the Academic Board of the strategies determined for each faculty to develop their students' English language skills.

Graduating our students

In 2010, we held 31 local graduation ceremonies, with approximately 5000 graduates plus over 15,000 guests. We also held international ceremonies with our offshore partners; one each in Hong Kong, Shanghai and Kuala Lumpur.

There was a change for our Spring semester graduating students, with each student who had their coursework or research award conferred on or after 18 August 2010 receiving an Australian Higher Education Graduation Statement (AHEGS). The purpose of the AHEGS is to make qualifications more portable and transparent by providing descriptions of the nature, level, context and status of degrees, as well as information about the education system to which the qualification belongs.

Student load by fee type¹

	2006	2007	2008	2009	2010
Commonwealth supported	13,165	13,494	14,010	14,592	14,274
Domestic full fee	2,449	2,544	2,671	2,836	2,841
International full fee	6,629	5,952	5,484	5,928	6,394
Research (funded)	711	687	654	477	516
Unfunded	0	0	0	91	75
Local enabling	85	112	80	57	84
Total	23,039	22,799	22,898	23,980	24,185

In 2010, 59 per cent of the university's student load came from government-supported funds. Twenty-six per cent of the student load came from international full-fee-paying students, while 11.75 per cent were domestic full fee. Funded research made up 2 per cent of the student load, while local enabling courses were 5 per cent of the total student load.

1. All 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 sporting achievements

The UTS Union attracts elite athletes to the university by enabling them to find a balance between their university studies and their elite sport. Seventy-six athletes made up our elite athlete program in 2010, including four dual Olympians, four world champions, eight world championship competitors and 22 Australian representatives.

- > Faculty of Design, Architecture and Building student and elite athlete Scott Robertson won a bronze medal for diving at the 2010 Commonwealth Games. Scott was also shortlisted as a finalist for the 2010 New South Wales Institute of Sport Academic Excellence Award.
- > 2008 Bachelor of Education graduate Hannah Campbell-Pegg represented Australia at the 2010 Vancouver Winter Olympics in luge.
- > Seven UTS students represented UTS and Australia at the World University Match Racing (Sailing) Championships, winning silver and bronze. The students were Hugh Tait, Jackson Cranfield, Katie Webb, Lucinda Whitty, Kate Reddy, Jay Griffin and Kathleen Stroinovsky.
- > In July, UTS won the Eastern University Games.
- > We held our annual Blues Awards in December to celebrate the high levels of sporting achievement attained by our students. Seventeen students were awarded a 'blues' in a range of sports including cricket, fencing, golf, sailing and taekwondo. Business and law student Lucinda Whitty and design, architecture and building student Scott Robertson were named Sports Woman and Man of the Year respectively.



PHOTO: UTS UNION

Faculty of Design, Architecture and Building student Scott Robertson with his bronze medal for diving at the 2010 Commonwealth Games.

OUR STAFF



William Buckley, tutor and mentor of first-year Indigenous students in the university's Jumbunna Indigenous House of Learning, was awarded a Medal of the Order of Australia for his service to education and Indigenous students.

PHOTO: LISA MCMAHON

Workforce planning

Across the sector, universities are facing a workforce shortage, largely as a result of our baby-boomer workforce.

Forty-five per cent of academics at UTS are aged over 50. Based on current forecasts, UTS will need to replace more than 35 per cent of its existing academic workforce over the next four years due to retirements and normal staff turnover.

To help UTS build the workforce of the future, in 2010 we embarked on a five-year workforce renewal plan to:

- > expand the pool of potential academic staff
- > facilitate the growth and development of future workforce capability from within
- > increase and diversify the pipeline for new career academics
- > formalise succession planning for key roles
- > enhance attraction, recruitment and retention.

We aim to embed workforce planning into our strategic and financial planning and budget cycles.

Strategies that were initiated in support of our plan in 2010 included:

- > a review of academic roles and career paths to meet UTS's future workforce needs and attract and retain academic

staff. This review informed the first stage of a review of our academic promotion processes

- > the development and piloting of a leadership framework and program that will be rolled out in 2011 (leadership development was also identified as one of the improvement strategies from the 2009 staff survey, with the next staff survey due in 2012)
- > a review of our recruitment framework. Information from the review will inform the development of UTS's recruitment strategy for implementation in 2011–13 and the implementation of a new e-recruitment system in 2011
- > our Human Resources Unit partnering with faculties to analyse workforce gaps and working with them to renew and align their workforce through various initiatives such as pre-retirement contracts and targeted recruitment and development.

A further recruitment initiative took place in September when the Vice-Chancellor, as part of an Australian Technology Network (ATN) of universities delegation, hosted a recruitment event for expatriate PhD students at the University of Oxford. The event promoted the attractiveness of an academic research career at an ATN university. The level of interest shown was so encouraging that the ATN is now developing a comprehensive recruitment campaign targeting senior academics.

To help UTS build the workforce of the future, in 2010 we embarked on a five-year workforce renewal plan.



PHOTO: AUSTRALIAN TECHNOLOGY NETWORK

Vice-Chancellor Professor Ross Milbourne at the recruitment event for expatriate PhD students at the University of Oxford in September.

Individual faculties also carried out targeted recruitment drives (further information is provided in the individual faculty sections).

We also worked at building our research capability and workforce this year (further information is provided in the 'our research' section).

Valuing our staff

In September, UTS staff endorsed new academic and support enterprise agreements (without the industrial disputation evident across the sector). Our new agreements, effective from October 2010, will assist us to attract and retain high-quality people by providing staff with guaranteed competitive salary increases and delivering conditions of employment that are valued by staff, such as greater flexibility in balancing personal and work commitments.

Planning has commenced for a new enterprise agreement for our senior staff group, with an agreement expected to be finalised in 2011.

We also recognised the work of our staff throughout the year by the bestowal of various awards on our staff members. In 2010, we held the inaugural Vice-Chancellor's Awards for Research Excellence (further information is provided in the 'our research' section), in addition to the UTS Learning and Teaching Awards, and the Career and Professional Development Awards for support staff.

Streamlining our processes

Changes were made to work planning and review templates to further embed the UTS values of discover, engage, empower, deliver and sustain into the planning and review process. Our strategic plan sets out these values to guide our behaviour and interaction with one another and the university as a whole.

A consequence of our international recruitment is the need to ensure that our processes comply with regulations set by the Department of Immigration and Citizenship. To this end, in 2010 our Human Resources Unit undertook an audit of all employee staff records to ensure right to work information was recorded correctly. We also put in place processes to ensure that right to work information is sighted prior to all employees (including casuals) starting work at UTS. And we began an education program for supervisors to raise awareness of their responsibilities under immigration legislation.

To ensure staff have a positive experience from day one, we conducted an extensive review of our induction program. The review covered all areas of the university and found that the induction program is generally meeting staff needs. One area of improvement that was identified was the initial set-up for new staff, in terms of their office space, equipment and systems access. Work has begun to improve this step.

UTS put in place a process to support the introduction of the federal government's paid parental leave scheme.

This year we also worked on automating and streamlining several of our staff-related processes including:

- > the administrative processes supporting UTS's professional experience program for academic staff. The process was automated in five out of our seven faculties, with the remaining two due to be completed in 2011
- > the annual review of performance pay for the senior staff group, which was successfully completed online, with improvements in productivity, accuracy, turnaround times and reporting
- > the development and implementation of an online accident/incident reporting system (further information is provided in the 'our campuses and resources' section).

Staff resources

In response to the results of the 2009 staff survey, and the review of the UTS website (further information is provided in the 'our campuses and resources' section), a project team was formed to create an intranet for staff.

The aim of the staff intranet project is to create an online space for staff to share information and work together in efficient, productive and innovative ways. The UTS intranet will create new and integrate existing online environments, providing a portal for key information, staff communication, collaboration, and business activities and processes.

Gender equity

This year we conducted our first university-wide pay equity audit.

The Human Resources Unit and Payroll, supported by the Equity and Diversity Unit, conducted the comprehensive audit by faculty, unit and staff level, using total remuneration. The audit highlighted the gender pay gap that exists as a result of differences in representation at senior levels. The findings of the audit will inform our forthcoming gender equity strategy.

In light of the audit, and of our continued commitment to equal opportunity, we continued our gender equity programs this year.

Our Women@UTS program provides mentoring, networking and other professional development opportunities for support and academic staff. One of the ways we provided these opportunities this year was through the future pathways program for support staff, which included a workshop for past participants to further review and develop their career planning and leadership skills.

Aligning with our strategic priority to build the capability of our workforce is our targeted support program to women applying for promotion to the professoriate. UTS well exceeds the sector-wide target of women in senior academic positions, but work still needs to be done in this area. The program included a preparation for promotion workshop that focused on interview preparation, including one-on-one application advice and support.

Diversity in our staff

To help our staff work successfully in our diverse environment, a series of cultural diversity workshops were held in July. Courageous Conversations is a professional development training program that focuses on cultural competence and aims to engage and sustain dialogue around the subjects of race, racism, gender, sexuality and disability. More than 80 staff from various units and faculties attended the week-long program, and the outcomes of the program will be evaluated to determine whether we adopt this program for the UTS community.

Our Indigenous employment and career strategy, Wingara, continued this year. The primary purpose of the strategy is to secure permanent positions for Indigenous people at UTS. Through a range of initiatives, UTS aims to achieve the New South Wales Government's target of two per cent representation of Aboriginal and Torres Strait Islander staff.

In 2010, funding was provided for two Indigenous academic internships; building on successful placements in 2009.

Operating under a new disability action plan in 2010, we worked towards establishing a workplace adjustments procedures document to assist supervisors and other staff with determining and implementing adjustments to the workplaces of staff with disabilities. This will be rolled out in 2011.

We also continued to run our mental health awareness training sessions for staff. These sessions are now in their fourth year and attract both academic and support staff who want to understand and know how to respond appropriately to students who may have a mental illness.

Australia Day 2010 honours list

- > Kathleen Baker, AM, Adjunct Professor and Honorary Fellow
- > Emeritus Professor Robert Breakspere, OAM, former dean, Faculty of Science
- > John Curtis, AM, chair, Faculty of Business Executive Council
- > Professor Michael Fraser, AM, Director, Communications Law Centre and Professor of Law
- > The Hon. David Levine, RFD, QC, AO, Adjunct Professor
- > Dr Anthony Raymond, AM, member, Forensic Course Advisory Committee
- > Zeke Solomon, AM, Adjunct Professor
- > Robert Tong, AM, Lecturer, Faculty of Law
- > Warwick Watkins, AM, Deputy Chancellor

Queen's Birthday 2010 honours list

- > Chancellor Professor Vicki Sara was awarded an Officer of the Order of Australia (AO).
- > William Buckley, tutor and mentor at UTS's Jumbunna Indigenous House of Learning, and Dr Margaret McMillan, curriculum adviser, Faculty of Nursing, Midwifery and Health, were each awarded the Medal of the Order of Australia (OAM).

Number of staff (headcount)

	2006	2007	2008	2009	2010
Academic	868	872	890	933	961
Non-academic	1,315	1,232	1,256	1,345	1,421
Total	2,183	2,104	2,146	2,278	2,382



PHOTO: JONATHAN DAVID

Professor Larissa Behrendt was named New South Wales Australian of the Year at an awards ceremony in Sydney in November.

Professor Behrendt, an Indigenous advocate, academic and author, was given the award in recognition of her passionate advocacy for the rights of Aboriginal and Torres Strait Islander people.

A Eualeyai and Kamillaroi woman, Professor Behrendt was appointed UTS's first professor of law and Indigenous studies. She is currently the director of UTS's Jumbunna Indigenous House of Learning where her research is focused on the impact of the Northern Territory intervention, the causes of crime in Indigenous communities and improving education outcomes.

In 2009 Professor Behrendt was named the NAIDOC Indigenous Person of the Year. She has also won several awards for her novels, including the Prize for Indigenous Writing at the 2010 Victorian Premier's Literary Awards for her novel *Legacy*.

OUR CAMPUSES AND RESOURCES

The building is a cornerstone of our City Campus Master Plan.



The striking west facade of the Dr Chau Chak Wing Building features large sheets of angled glass that will fracture and mirror the image of surrounding buildings.

IMAGE: GEHRY PARTNERS, LLP

Universities are increasingly trying to attract and engage students to spend more time on campus. UTS is fully embracing this with its City Campus Master Plan: a plan to completely revitalise our campuses and to bring our university together to produce a more cohesive, inclusive environment and provide state-of-the-art learning, research and social spaces.

One of the biggest announcements of the year was the UTS Council's approval of Frank Gehry's concept plan for a new business building. Frank Gehry, along with his colleagues at Gehry Partners, spent six months refining the proposed concept design before it was presented to Council on 16 June.

In December, the final Gehry Partners' design was unveiled by Frank Gehry at a media conference at UTS.

Named the Dr Chau Chak Wing Building, after a \$25 million gift from Australian-Chinese business leader Dr Chau, the building is a cornerstone of our City Campus Master Plan.

In January, the New South Wales Premier the Hon. Kristina Keneally, MP, and the Minister for Planning,

the Hon. Tony Kelly, MP, announced the state government's approval of the Broadway precinct concept plan (a key component of the City Campus Master Plan).

2010 saw considerable progress on other City Campus Master Plan projects. Construction of the university's new multi-purpose sports hall and student housing tower commenced. These projects will be the first completed, with the sports hall being operational in April 2011, delivering recreational and academic opportunities at the heart of our City campus.

The residential tower, providing an additional 720 student beds, will be open in the second half of 2011. UTS is also extending the podium beneath the 13-storey tower to create new teaching, learning and social spaces for staff and students.

The Great Hall, the university's ceremonial space, is to be upgraded in 2011. With the design announced in September, the interior will be fundamentally transformed into a warm and dramatic cathedral-like space, with a new 'balcony room' overlooking Alumni Green. It is expected that 2012 graduations will take place in the new-look Great Hall.

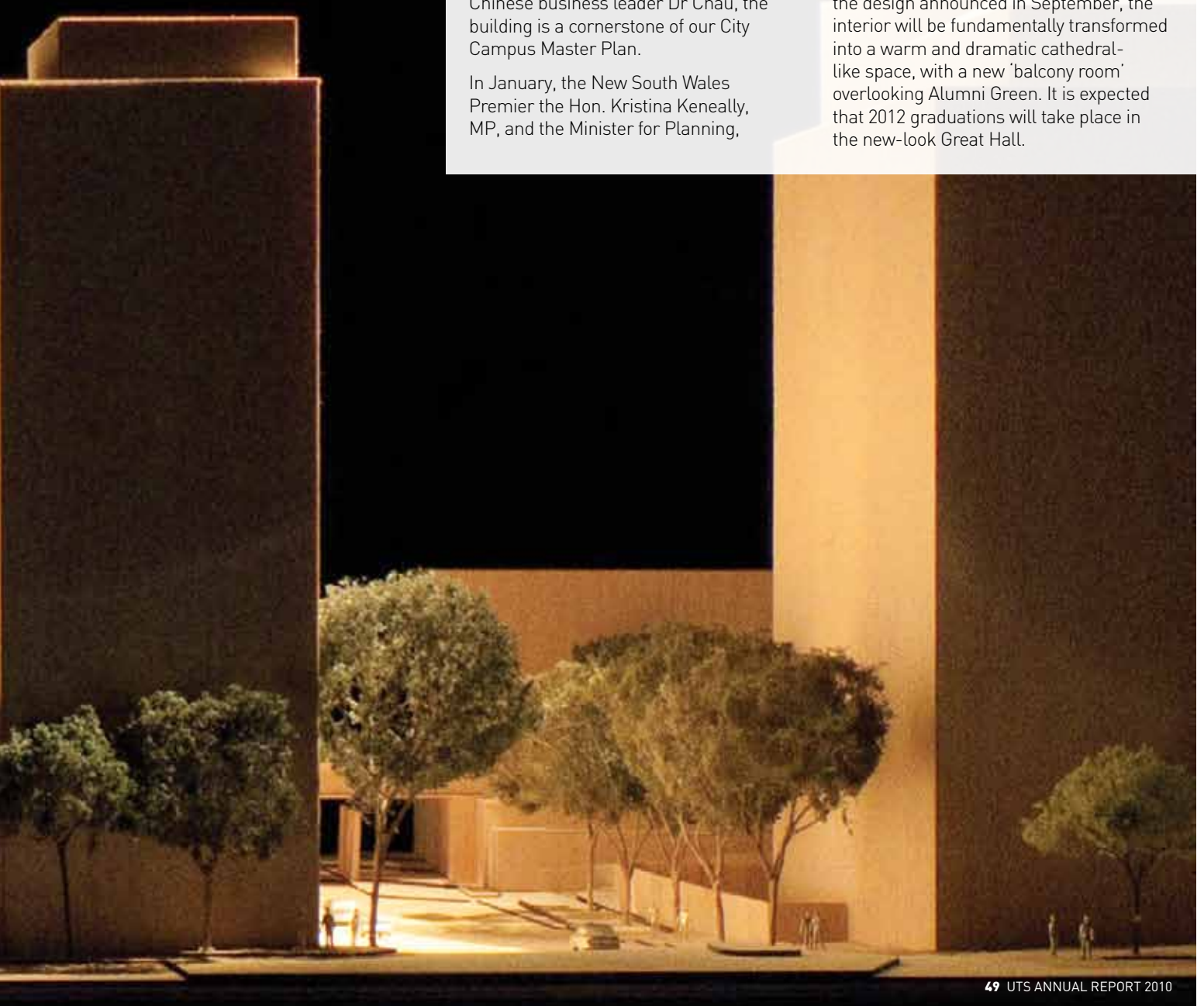




IMAGE: DE MANICOR RUSSELL ARCHITECTURAL WORKSHOP

The interior of the Great Hall will be transformed into a dramatic cathedral-like space.

This year, it was also announced that the university's Tower building will undergo a minor refurbishment, including an upgrade of its lifts, toilets and foyer.

We have also begun the early stages of planning for a new library building or 'learning commons' on Broadway that will set new standards for online and physical services to the UTS community. About 60 per cent of our current collection will be

housed in a robotically served retrieval system, freeing up valuable library space. This facility will be designed and built on completion of the multi-purpose sports hall.

Other news in 2010 included the announcement of the winning design of the podium extension for buildings 1 (the Tower building) and 2. In a two-stage design excellence competition, the winning

architect was Sydney-based practice Lacoste + Stevenson, in association with Daryl Jackson Robin Dyke.

While not part of the master plan, a new union function centre was opened this year. Providing a large function space that is dividable into five smaller spaces, it is a highly flexible venue that also comprises shaded outdoor terraces.

We received significant funding this year for our campus development plans.

In June, the then deputy prime minister Julia Gillard announced during a press conference at UTS that we would receive \$50 million from the federal government's Education Investment Fund to go towards the new Broadway building (that will house our Faculty of Engineering and Information Technology). Securing this funding was a great achievement and recognition of the importance and vision of our plans for UTS.

In December, UTS Council made the decision to accept a bid from Defence Housing Australia (DHA) for the rezoned lands surrounding the Kuring-gai campus buildings. DHA is a government enterprise whose primary function is to provide housing for Defence Force members and their families.

For our staff and students at Kuring-gai campus it will be business as usual until all teaching and learning activities are moved to our City campus, which is likely to be in 2015.



PHOTO: CLAIRE SARGENT

The student housing tower reached a milestone in November with the completion of its concrete structure. To celebrate this key construction phase, the UTS and Hutchinson project teams placed an evergreen tree at the top of the building, known as a 'topping out' ceremony.

Members of the UTS project team, from left to right: Professor Desley Luscombe, Nigel Oliver, James Stuart and Deputy Vice-Chancellor and Vice-President (Resources) Patrick Woods.

A safe and accessible campus

This year our accessible environments advisory group, a sub-group of the disability action plan committee, played an important role at City Campus Master Plan project meetings, providing expert advice on built environment access issues. UTS also embedded an accessible environments policy into its design guidelines.

We also worked to improve health and safety risk management and procedures surrounding construction work on campus. A dedicated safety and wellbeing (construction) role was established and filled, coordinating between our Facilities Management Unit and the Safety and Wellbeing Branch to improve construction safety outcomes.

Our sustainable campus

This year, the Sustainability and Compliance Branch focused on further coordinating and promoting sustainability principles and practices across UTS. The sustainability steering committee and sustainability management group continued to guide our sustainability strategies and activities, with several new members, including a representative from the City of Sydney, providing fresh insights in 2010.

The university's Institute for Sustainable Futures was commissioned to assist the branch with the development of an overarching UTS sustainability strategy. The aim of this document is the better integration of sustainability concepts and practices within campus operations, research, teaching and learning, and engagement. Consultation with staff, students and other interested stakeholders will commence in early 2011 before a draft strategy is prepared for comment.

Sustainability is a critical component of the City Campus Master Plan. With the master plan gaining momentum this year, a dedicated sustainability working group was formed to provide direction and input to all project teams. This group established clear sustainability objectives to be adopted by each project, and a template for project managers to develop their own project-specific sustainability plans.

Our new Broadway and Dr Chau Chak Wing buildings are both aiming to achieve a 5 Star Green Star rating against the Green Star Education v1 rating tool, which assesses the environmental attributes of new and refurbished education facilities in Australia. Project teams are also exploring additional sustainability opportunities beyond this tool.

The university also maintained its focus on improving the sustainability performance of the existing campus, particularly with regard to energy and water conservation. As part of a wider Australian Technology Network (ATN) commitment, we have publicly committed to greenhouse gas emissions reduction targets of 11 per cent reduction by 2012–13, and 30 per cent reduction by 2020–21, compared to a 2007 baseline.

Given the planned growth of our campus, these targets are particularly ambitious. To allow us to achieve our targets, we have allocated \$9 million towards energy efficiency programs on campus. During 2010 we commissioned a review of our energy and water sub-metering, to better target savings where they will be most effective. We also tendered for the project management of a program of major upgrades to air-conditioning, lighting and other building retrofits.

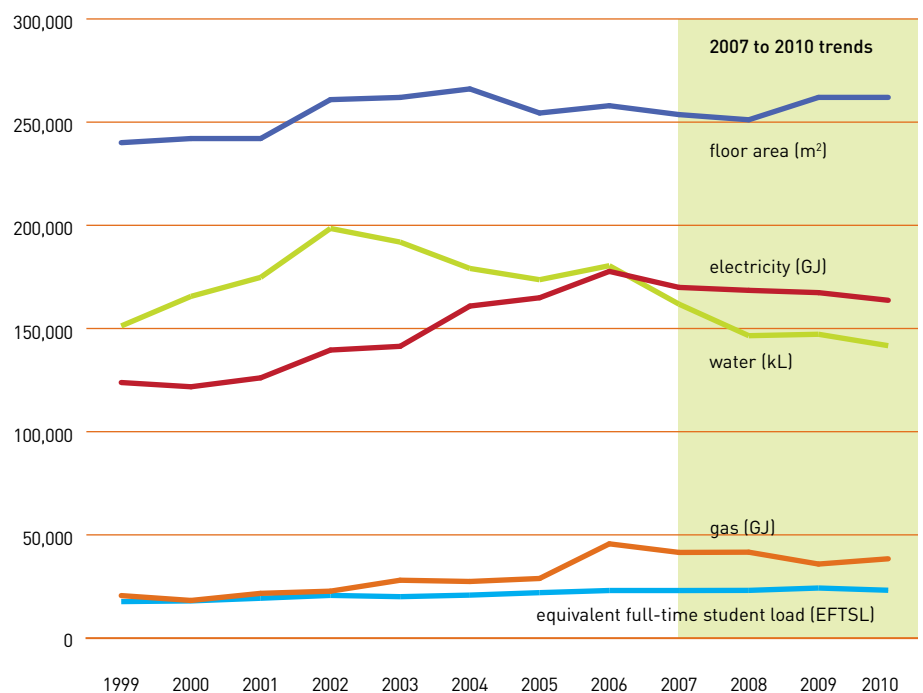
While these works will commence in 2011, as at the end of the 2009–10 period we had already achieved a five per cent reduction in greenhouse gas emissions compared to our emissions in 2007.

The graph below shows the relative consumption of resources and the changes in floor space from 1999–2010.

In the past few years, while our equivalent full-time student load stayed relatively stable, we managed to make real reductions in electricity and water consumption. Between 2007–10, we reduced our consumption by:

- > 3.7 per cent for electricity
- > 7.4 per cent for gas
- > 12.1 per cent for water.

Utilities consumption 1999–2010



Further backing our greenhouse gas emissions reduction targets, we committed to increasing our renewable energy consumption nearly four-fold by purchasing 10 per cent of our electricity as carbon offsets derived from renewable energy projects. This will complement our primary energy strategy, which is to ensure energy efficiency across campus operations.

UTS continued to participate in Sydney Water's Every Drop Counts program, which focuses on improving management practices as well as technological initiatives. Since 2002 our water consumption has decreased by more than 25 per cent: we used just over 198 million litres of water in 2002, decreasing to 142 million litres in 2010.

We continued to use a materials recovery facility for off-site separation of recyclables from our commingled waste stream, with paper from offices collected separately for recycling. In addition, we have been trialling innovative waste recycling technologies, such as the 'Hungry Giant', which compacts expanded polystyrene to two per cent of its original volume and facilitates its reprocessing and reuse. This has minimised storage space and significantly reduced waste to landfill and associated costs.

In 2010 we piloted various innovative sustainability technologies. A particularly interesting example was a project with our Institute for Sustainable Futures trialling urine diversion toilets for nutrient (phosphorus) recovery in Building 10.

Our sustainable community

The first annual Green Hero Awards were launched as part of UTS's World Environment Day celebrations in June. The awards celebrated members of the UTS community who adopt and promote sustainable practices in their everyday lives.

The inaugural title of 'UTS Green Hero' was awarded to Emeritus Professor Warren Yates, one of the longest serving UTS employees, based in the Faculty of Engineering and Information Technology. In his time teaching, and in his position as associate dean of the faculty, Professor Yates played a key role in the development of a core first-year subject Engineering for Sustainability. His more recent initiatives include a web tool (www.bradley-project.net.au) that enables a household to keep accurate track of per-capita emissions and compare them with other households in the area. On a personal level he buys renewable energy certificates and surrenders them to offset emissions, including those of air travel.

The Sustainability and Compliance Branch also worked with various groups across the university, including the UTS Union, the library and the Co-op Bookshop, to run or assist with a number of sustainability events throughout the year, including Earth Hour, Fair Trade Fortnight, World Environment Day and Ride to UTS Day. The branch provided support to faculties on sustainability initiatives, such as a recent 'Waste in the City' public seminar that focused on sustainability and fashion run by the Faculty of Design, Architecture and Building.

This year we increased our communications to the UTS community. Enhancements were made to our sustainability website (www.green.uts.edu.au) and we



The university's inaugural green hero, Emeritus Professor Warren Yates.

established a new Facebook page (UTS:Green). 2010 also saw further collaboration with the student environment collective, the alumni sustainability network and the Australian Youth Climate Coalition.

Externally, we developed strong working relationships with the Australian Broadcasting Corporation and TAFE NSW Ultimo campus, which culminated in a joint National Recycling Week initiative in November. The initiative included a clothes swap and presentations from organisations including the New South Wales Department of Environment, Climate Change and Water and The Smith Family. Further, UTS initiated and hosted the first ATN sustainability network two-day workshop as well as the first quarterly collaboration forum for sustainability staff working in universities within the Sydney basin.

As one of the largest property portfolio owners in the Sydney CBD, we are also negotiating with the City of Sydney to participate in their Better Buildings Partnership.

Interactive resources

To ensure that UTS is at the forefront of new technologies and social media, we engaged an external consultancy company, Phoenix Consultancy, to assess and review our current website, including user experience, content, site architecture and technology.

We are now going through the recommendations provided by Phoenix and have established a two-year plan and project working groups to focus on three key areas: our public website, our staff intranet (further information on the staff intranet is provided in the 'our staff' section) and our student portal.

This year we launched new online interactive campus maps. The maps use Google Maps' technology to enable students and staff to explore university buildings and the locations of a wide range of facilities and services including ATMs, food and drink outlets, bike racks and access points for people with disabilities.

The maps will also help international students, and students not from Sydney, to familiarise themselves with the area before coming to UTS.

Our Marketing and Communication Unit also launched a new 'newsroom' site that houses all news, opinion, articles on research, a database of UTS staff experts and details of the UTSpeaks lecture series. The site is now more comprehensive, clearer and easier to navigate.

Another online initiative came from the university's Safety and Wellbeing Branch. HIRO, an online system for hazard and incident reporting, was launched in August. The new system replaced a paper-based system and provides an easier, faster, more accurate way to report and investigate hazards and incidents. The new online system has seen a dramatic and sustained increase in the number of occupational health and safety incidents reported when compared with the previous paper-based system.

UTS Library high-level performance indicators

	2009	2010
Facilitate discovery and access to scholarly information		
High use material usage (items/EFTSL ¹)	25.9	27.3
Journals cited by UTS scholars in the UTS library collection (% sampled via Scopus)	96.8%	98.2%
Develop information-related capabilities		
Use of online information literacy tools (page views/EFTSL ¹)	20.6	20.4
Participation in information literacy programs (% of total EFTSL ¹)	69.4%	63.0%
Promote learning via provision of physical and digital environments		
Visits to library premises (visits/EFTSL ¹)	54.2	55.1
Use of library digital spaces (average time spent on library site per visit in minutes)	3.3	2.1
Enable scholarship		
Research consultation assistance to academic staff (% of population)	59.6%	46%
Ranking of UTSeScholarship (Webometrics world ranking at January 2010)	118	121
Status of UTSePress open access journals (% ranked by ERA ² February 2010)	67%	64%
UTSiResearch collection (scholarly work items)	5,608	14,518
Develop the library of the future		
Progress against schedule (weeks ahead [+] or behind [-] at end 2009)	-5	-1

The UTS Library aims to provide excellent service focusing on access for students and staff to the broadest range of scholarly material, and assisting them to develop their research and information management capabilities.

The 2010 high-level performance indicators show continuing high-level usage of library resources, including materials usage and in-person visits to our libraries at the City and Kuring-gai campuses.

The value of our scholarly resources continues to increase, as shown by the journals held by the library and the references cited by UTS scholars, the expansion of the UTSiResearch collection and an international top 11 per cent ranking for UTSeScholarship: our flagship electronic window onto UTS research.

A high proportion of our open access journals published by UTSePress have been ranked for the ERA initiative, with a third at B or better. Our information literacy tools and programs are well used, with a range of new offerings in place for 2011.

Of great importance is progress towards our new library, scheduled to open in 2016. The current focus is on implementation of radio-frequency identification smart chip collection management and on designing the underground library retrieval system, to be in operation in 2014.

1. Equivalent full-time student load.
2. Excellence in Research for Australia initiative.

OUR COMMUNITY



In 2010 UTS connected with its graduates through a program of events and communication designed to draw alumni into the life of the university.

Alumni event at the White Rabbit Gallery held for our Sydney-based China alumni network.

PHOTO: MATTHEW DUCHESNE © MILK AND HONEY PHOTOGRAPHY



Building relationships

UTS prides itself on being 'good to do business with' and on its strong relations with industry and government.

The inaugural meeting of the Vice-Chancellor's industry advisory board was held in April, with a second meeting in October. Comprising executives from Telstra, Microsoft, Deloitte, the Australian Broadcasting Corporation (ABC), the Special Broadcasting Service, Animal Logic, Westpac, Cochlear and Kimberly-Clark, and chaired by IBM's managing director, the aim of the board is to inform research and education programs to keep UTS at the forefront of industry direction and needs.

Our Faculty of Nursing, Midwifery and Health and Faculty of Science also

established industry advisory groups to guarantee industry relevance within their teaching and learning programs, ensuring their students graduate with real-world skills and knowledge.

This year we also started work on an international internship program with major manufacturer Kimberly-Clark.

In 2010, we developed and implemented a government relations strategy to further strengthen our relationship and reputation with government. This strategy will help UTS to forge closer links with government, better represent our interests to government and raise the profile of the university. A key part of this strategy was the appointment of a government relations advisor. Implementation of the strategy will continue in 2011.

We took part in several events involving industry and government this year.

- > In August, the Vice-Chancellor led a discussion on the education sector at the Business University Government Forum. This forum is an opportunity for business, universities and government to develop closer relationships and an understanding of each other's needs. Other speakers included New South Wales Chief Scientist and Scientific Engineer Professor Mary O'Kane; the New South Wales Premier the Hon. Kristina Keneally, MP; and the Hon. Verity Firth, MP, Minister for Education and Training.
- > Our alumni speaker series 'Own Your Future' was attended throughout the year by audiences comprising alumni, students and industry members. Topics ranged from an ageing Australia to climate change and were led by journalist Ross Gittins, with participants including ABC managing director Mark Scott, Association of Superannuation Funds of Australia Limited CEO Pauline Vamos and President of the Australian Council of Trade Unions Ged Kearney.
- > Our markets forum presentations included a talk by the Hon. Michael Kirby, AC CMG, which examined the relationship between religion and HIV; Susan Moylan-Coombs, former executive producer of ABC television's Indigenous Programs Unit, discussed the impact of the national apology; and the director of the Australian Museum, Frank Howarth, spoke on the public's role in reshaping the museum.
- > Skills Australia launched the National Workforce Strategy at UTS in March. In attendance were the then deputy prime minister Julia Gillard; Senator the Hon. Mark Arbib, MP, Minister for Employment Participation; the Hon. Jason Clare, MP, Parliamentary Secretary for Employment and UTS alumnus; and the chair of Skills Australia, Philip Bullock.

Community work

The university worked extensively with the community this year. Through our community program, UTS Shopfront, 33 student-community projects — whereby students applied their knowledge and skills to assist community groups — were completed. Projects included research for a national prison art strategy, corporate identity design, information management plans, design of education resources, development of evaluation tools for health education, social media and marketing strategies, and business planning.

Through Shopfront, we also engaged with various community groups at a number of events and launches this year.

- > In February a one-day forum for cultural development agencies in New South Wales was held, providing the opportunity for agencies to come together and discuss issues that matter in the arts, share information on priorities and identify areas of potential collaboration and cooperation.
- > Empty Spaces was launched online in June by the New South Wales Minister for the Arts, the Hon. Virginia Judge, MP, and funded by the NSW Government's arts policy and funding body Arts NSW. Empty Spaces supports temporary, short-term reuse of empty retail outlets for creative and community purposes. Its website — www.emptyspaces.culturemap.org.au — provides tools to assist community leaders, entrepreneurs and creative thinkers to set up an empty space initiative in their local community.
- > The links between homelessness and trauma were explored in *Rough Living: Surviving Violence and Homelessness*, a new report written by UTS academic Dr Catherine Robinson. This community engagement project, commissioned by the Homeless Persons Legal Service and the Public Interest Advocacy Centre, was based on interviews with 12 individuals currently sleeping rough in the Sydney region. In response to the report, a working party has been formed to specifically address the lack of knowledge about trauma and trauma-informed service delivery.



New South Wales Minister for the Arts, the Hon. Virginia Judge, MP, with Deputy Vice-Chancellor and Vice-President (International and Development) Professor Bill Purcell at the launch of the Empty Spaces' website.

Our alumni

In 2010 UTS connected with its graduates through a program of events and communication designed to draw our alumni into the life of the university.

Over 80 per cent of our alumni live in New South Wales, and this year we invited them to more than 100 talks and events at UTS. Alumni were invited to literary breakfasts, reunions, UTS Science Engage public lectures, Creative Connections literary events, UTSpeaks public lectures, and the annual engineering and information technology Zunz lecture.

Our Alumni Relations Office assisted special interest groups to set up networks, such as the engineering alumni network and the writers' network.

Alumni living and working outside Australia also had the opportunity to come together through professional development workshops in London, Hong Kong and Beijing, and attend reunions in China, Malaysia and Vietnam. Further expanding our international reach, a new alumni regional network was launched in Singapore to open up professional development and engagement opportunities for local graduates.

In 2009 UTS launched *TOWER* magazine for alumni and friends of the university. This year *TOWER* won a silver award for its launch event from the international association of educational institutions Council for Advancement and Support of Education, and a highly commended in the Association of Development and Alumni Professionals in Australia's Awards for Excellence. *TOWER* is distributed to more than 100,000 alumni around the world, sharing the university's latest activities and research as well as profiles of prominent alumni.

In October we launched our second alumni exhibition, *Aspire*. *Aspire* focused on the lives and careers of eight inspirational alumni who work in a diverse range of sectors in Australia and overseas.

At the same time as the exhibition was launched we honoured more of our graduates at the annual Alumni Awards ceremony. Nominations for this year's awards came from the alumni community, as well as from UTS staff and current students.

The winner of the Chancellor's Award for Excellence was Kim McKay, AO, who graduated from UTS in 1981 with a Bachelor of Arts in Communication. Kim received the award in recognition of her international career in media, social marketing and communications, and particularly for her work on environmental issues as co-founder of Clean Up Australia.



PHOTO: JOANNE SAAD

UTS graduate Lily Serna is changing the way television audiences think about mathematicians.

Lily, who graduated in 2009 with a maths, finance and international studies degree from UTS, co-hosts the SBS show *Letters and Numbers*; a show where contestants attempt to solve number and word puzzles against the clock.

Her role on the show has earned her a 2011 TV Week Logie Award for most popular new talent.

Lily is now completing an honours degree in mathematics at UTS.

Development news

2010 was an exceptional year for philanthropy at UTS. In May, we received our largest donation ever, thanks to a gift from Australian-Chinese business leader Dr Chau Chak Wing. Dr Chau pledged a total of \$25 million to UTS: \$20 million for the Frank Gehry-designed business building, and \$5 million to create an endowment fund for student scholarships. In recognition of this support, the UTS Council named the new building the Dr Chau Chak Wing Building.

Other highlights included:

- > the funding of a new think tank by the Sherman Foundation. THINKK, at the university's Institute for Sustainable Futures, is a new and innovative think tank that has been established to undertake independent research and encourage public discourse on a sustainable future for kangaroos and the Australian landscape
- > the creation of the Laurie Cowled Endowment Scholarship Fund for female Indigenous students at UTS as a result of a \$200,000 gift from Laurie Cowled
- > the inaugural management development program for managers from not-for-profit organisations funded by investment and philanthropic organisation The Trust Company Pty Ltd (further information is provided in the 'our teaching' section)

- > the funding by the Copyright Agency Limited for a UTS writer-in-residence housed in the Faculty of Arts and Social Sciences — this year occupied by iconic Australian poet Les Murray, AO.

Support for students also increased from within the university. In 2010 the UTS staff giving program increased its number of donors by 7.8 per cent. All donations made through this program are matched by the university and go towards supporting UTS students experiencing financial hardship.

Honorary awards

At our graduation ceremonies this year we awarded our first honorary doctorates in business and design.

- > Neal Blewett, AC
Honorary Doctor of Letters
- > Elizabeth Broderick
Honorary Doctor of Laws
- > Kathleen Dracup
Honorary Doctor of Science
- > William Mitchell
Honorary Doctor of Design
- > David Murray, AO
Honorary Doctor of Business
- > Aden Ridgeway
Honorary Doctor of Letters
- > Brian Sherman, AM
Honorary Doctor of Letters



PHOTO: MATTHEW DUCHESNE © MILK AND HONEY PHOTOGRAPHY

This year's Alumni Awards winners with members of the UTS senior executive.

From left to right: Deputy Vice-Chancellor and Vice-President (International and Development) Professor Bill Purcell, Chancellor Professor Vicki Sara, AO, Adjunct Professor Peter Fritz, AM, Vice-Chancellor Professor Ross Milbourne, Dixie Link-Gordon, Sharon Rundle, Adjunct Professor Debra Thoms, Adjunct Professor John Kelly, AM, and Kim McKay, AO.

OUR GOVERNANCE



The university's Tower building on Broadway.

PHOTO: ANNA ZHU

Through the UTS Act, Council has the power to enable the university to carry out its functions effectively.

Federal landscape

2010 was a significant year for the higher education sector. The federal election saw a change of minister, with Senator the Hon. Chris Evans now the Minister for Tertiary Education, Skills, Jobs and Workplace Relations, while research remains under Senator the Hon. Kim Carr, as Minister for Innovation, Industry, Science and Research.

One of the key reforms of the Bradley Review of Higher Education was the Tertiary Education Quality and Standards Agency (TEQSA). This new national regulatory and quality agency for higher education will have the power to regulate university and non-university higher

education providers, monitor quality and set standards. The federal government will introduce legislation to establish TEQSA early in the Autumn 2011 sittings of parliament.

This new relationship between the federal government and each university will be further entrenched through the introduction of mission-based compacts.

Compacts are three-year agreements that show how each university's mission contributes to the government's goals for higher education, and are linked to funding. In March this year, the government released interim compacts, which, once finalised, will take effect next year. Compact discussions with universities are scheduled for early 2011.

Our governing body

The university is governed by the UTS Council, as prescribed by section 8(2) of the *University of Technology, Sydney, Act 1989* (NSW) (the UTS Act). Through the UTS Act, Council has the power to enable the university to carry out its functions effectively, including the powers to control and manage the affairs of the university, over money and property, to appoint a Vice-Chancellor and to delegate its functions.

The Vice-Chancellor, Professor Ross Milbourne, is an ex officio member of Council and the Council governs the university with and through the Vice-Chancellor. Council is also advised of important issues and activities within the university by its key committees and groups.

The UTS Council is chaired by the Chancellor, Professor Vicki Sara, AO, who is elected by the Council from among its members. Elected members of Council serve for two years and appointed members for between two and four years.

The Council met six times in 2010. Also this year, Council held elections for several positions, including for academic and support staff, and undergraduate and postgraduate student members.

It is essential to the effective running of the university that we have a well-informed and involved Council. This has been achieved in a number of ways.

- > We offered a comprehensive induction program to all new Council members (and new members of committees of Council) that comprised a briefing day with sessions on strategic planning; the structure, functions and activities of UTS; and significant issues for the university.
- > We held our annual retreat for our Council members and senior management, where significant issues were discussed. The focus of this year's retreat was on the university's research strategy, equity goals, external relations and international strategies.
- > Council members were provided with a governance overview that outlined their role and responsibilities as a member of the university's governing body. This overview was reviewed and updated in 2010.
- > We also provided formal, external professional development opportunities for Council members. These included the opportunity to undertake professional development modules on governance, finance, strategy and risks from the Australian Institute of Company Directors.

Ethical requirements

Council has adopted a code of conduct for its members (see appendix A4 in volume two). The code provides an ethical framework for Council members in the context of their duties and liabilities under law, and embodies the principles covering appropriate conduct.

The code is to be extended to external committee members in 2011.

Interests of members of Council, its committees and associates of the member that have the potential to conflict with UTS commercial interests must be disclosed through the declaration of interests register.

Reviewing Council's effectiveness

The UTS Council is required to regularly review its own performance in light of its functions and obligations under the UTS Act. Our performance review processes, outlined in our governance review framework, comprise an external review of Council (undertaken by an external expert) and an internal review that alternates two yearly between a self-evaluation survey and a governance audit.

In August 2009 Council engaged a consultant from @the Board Table,



a corporate governance and board leadership consultancy, to undertake a review of UTS's governance. In particular, the review was to look at the composition, skill and diversity of Council; the relationship between, and effectiveness of, Council and its committees; the university's role in supporting Council; and other issues raised in previous years' self-evaluation surveys.

Interviews were held with Council members, members of the senior executive and the secretary to Council between December 2009 and January 2010. The final report was submitted to Council in April.

The Report on External Governance Review for Council provided a number of recommendations to assist the Council to optimise its efficiency and effectiveness as the governing body of UTS.

The report supported the current size and composition of Council and the operation of its committees. It made some recommendations for Council to improve its communication with the broader university community, its role in strategy, and better utilisation of Council members in engagement with external partners.

Council endorsed all recommendations and charged its governance committee with responsibility to oversee the implementation of the recommendations. It is hoped that this review will guide UTS

to achieve its objectives in today's highly competitive and rapidly changing higher education environment.

Our Council members

In accordance with the UTS Act (section 9 and Schedule 1), Council comprises 20 members as follows:

- > three official members: the Chancellor, the Vice-Chancellor and the Chair of the Academic Board
- > six external members appointed by the New South Wales education minister for terms not exceeding four years
- > six external members appointed by Council and including two members of Convocation
- > five elected members including two academic staff members, one non-academic staff member and one undergraduate and one postgraduate student.

Our Academic Board

Academic Board is the principal advisory body to the UTS Council on academic matters. It is concerned with policy development as it relates to the university's academic programs in education, scholarship and research, and community engagement.

Academic Board plays a key role in the UTS community in providing a forum for the discussion and debate of the academic direction of the university as well as the quality of its academic programs.

The main issues for the board in 2010 were the university's strategies for attracting students from low socioeconomic backgrounds, our research strategy, valuing teaching and sustainability.

Following on from the 2009 review into the governance and functions of faculty boards, the executive committee of the Academic Board found that a stronger link between faculty boards and the Academic Board should be made. As a result, a new statement on the structure and functions of faculty boards was approved in June and a series of presentations will be given from each faculty dean to the board on the strategic development of their faculty (two were given in 2010).

A review of the Academic Board as a whole was conducted in 2008. Of the 37 recommendations 27 have been completed, eight are ongoing and two are due to be completed in the first half of 2011.

Academic Board also held elections this year for the positions of chair and deputy chair. The new chair is Associate Professor Sally Varnham and the new deputy chair is Associate Professor David Eager, with both positions to commence in 2011.



UTS Council



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PHOTOS: VACHE EVANIAN — JOHN HEARDER STUDIO; VANESSA CHAPERLIN; AND UTS STUDENT CENTRE.

Chancellor

1. **Professor Vicki Sara**, AO, BA(Hons), PhD (Sydney), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), HonDoc (QUT), HonDSc (UTS), FAA, FTSE
(15 December 2004 to 14 December 2008, 15 December 2008 to 14 December 2012)

Vice-Chancellor and President

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

Chair of Academic Board

3. **Professor Thomas Clarke**, BSocSc (Birm), MA, PhD (Warw); Professor, School of Management
(18 March 2009 to 31 December 2010)

Members appointed by the Minister

4. **Dianne Leckie**, BBus (KCAE), MEcon (Macq), FCPA, MAICD; Consultant
(7 February 2002 to 31 October 2002, 1 November 2002 to 31 October 2006, 1 November 2006 to 31 October 2010, 1 November 2010 to 31 October 2012)
5. **Dr Ron Sandland**, AM, BSc(Hons) (Sydney), PhD (UNSW), FTSE
(1 November 2008 to 31 October 2012)
6. **The Hon. Penelope (Penny) Sharpe**, MLC
Parliamentary Secretary for Transport, Roads and Social Inclusion
(1 November 2008 to 31 October 2010, 1 November 2010 to 31 October 2012)
7. **Russell Taylor**, MBA, GradDipPSM (UTS), GradDipArts (ANU); Principal (CEO), Australian Institute of Aboriginal and Torres Strait Islander Studies
(1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2012)
8. **Warwick Watkins**, AM, MNatRes, DipScAg (UNE), AMP:ISMP (Harv), HDA (Hawks), FAPI, HonFISA; Chief Executive Officer of the Land and Property Management Authority; Surveyor General of NSW; Registrar General of NSW
(1 November 2002 to 31 October 2006, 1 November 2006 to 31 October 2010, 1 November 2010 to 31 October 2014)
9. **Brian Wilson**, MCom(Hons) (Auck)
(1 November 2006 to 31 October 2010, 1 November 2010 to 31 October 2014)

External members appointed by Council

10. **Tim Dugan**, BAppSc (MedRad) (RMIT), MBA (MBS), GradDipCompSecPrac CSA; Chief Executive Officer, Sydney Cancer Foundation
(1 November 2008 to 16 March 2010)
11. **Robert Kelly**, BCom (UNSW), LLB, LLM (Sydney), MBA (UNSW), FCIS, FAICD; Barrister
(1 November 2006 to 31 October 2010)
12. **Patricia Azarias**, BA(Hons) (Sydney), MA (Oxf), MPA (Prin)
(1 November 2010 to 31 October 2012)
13. **Peter Bennett**, BEc, DipEd (Monash), MBA (Melb), FCPA
(1 November 2010 to 31 October 2012)
14. **Michael Sexton**, SC, LLB(Hons) (Melb), LLM (Virginia); Solicitor General for NSW
(12 December 2005 to 31 October 2008, 1 November 2008 to 31 October 2012)

15. **Dr Katherine Woodthorpe**, BSc(Hons) (UMIST), PhD (Leic), FAICD; Chief Executive, Australian Private Equity and Venture Capital Association Ltd; Chair, Cooperative Research Centre for Antarctic Climate and Ecosystems; Director, pSivida Ltd; Director, INSEARCH Ltd
(1 December 2003 to 31 October 2006, 1 November 2006 to 31 October 2010)

16. **Su-Ming Wong**, MEng (Cant), MBA (AGSM)
(1 November 2010 to 31 October 2014)

Members of Convocation appointed by Council

17. **Megan Cornelius**, AM, BA (Sydney), FAICD, FAIM, FACS, Fellow of UTS
(14 April 2003 to 31 October 2006, 1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2012)
11. **Robert Kelly**, BCom (UNSW), LLB, LLM (Sydney), MBA (UNSW), FCIS, FAICD; Barrister
(1 November 2010 to 31 October 2014)
18. **Dr Valerie Levy**, BA (Col), MA (Penn), PhD (Claremont); member, Ethics Committee, Royal Prince Alfred Hospital
(1 November 1998 to 31 October 2002, 1 November 2002 to 31 October 2006, 1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2010)

Members of academic staff

19. **Professor Jenny Onyx**, MA (Well), PhD (Macq); Professor of Management, Faculty of Business
(1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2010, 1 November 2010 to 31 October 2012)
20. **Professor Greg Skilbeck**, BSc(Hons), PhD (Sydney), MAIG; Associate Dean (Research), Professor of Earth Sciences, Faculty of Science
(1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2010, 1 November 2010 to 31 October 2012)

Member of non-academic staff

21. **Christopher Cahill**, GradDipInformationSystems (CSU); Director, Information Technology Division
(1 November 2004 to 31 October 2006, 1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2010, 1 November 2010 to 31 October 2012)

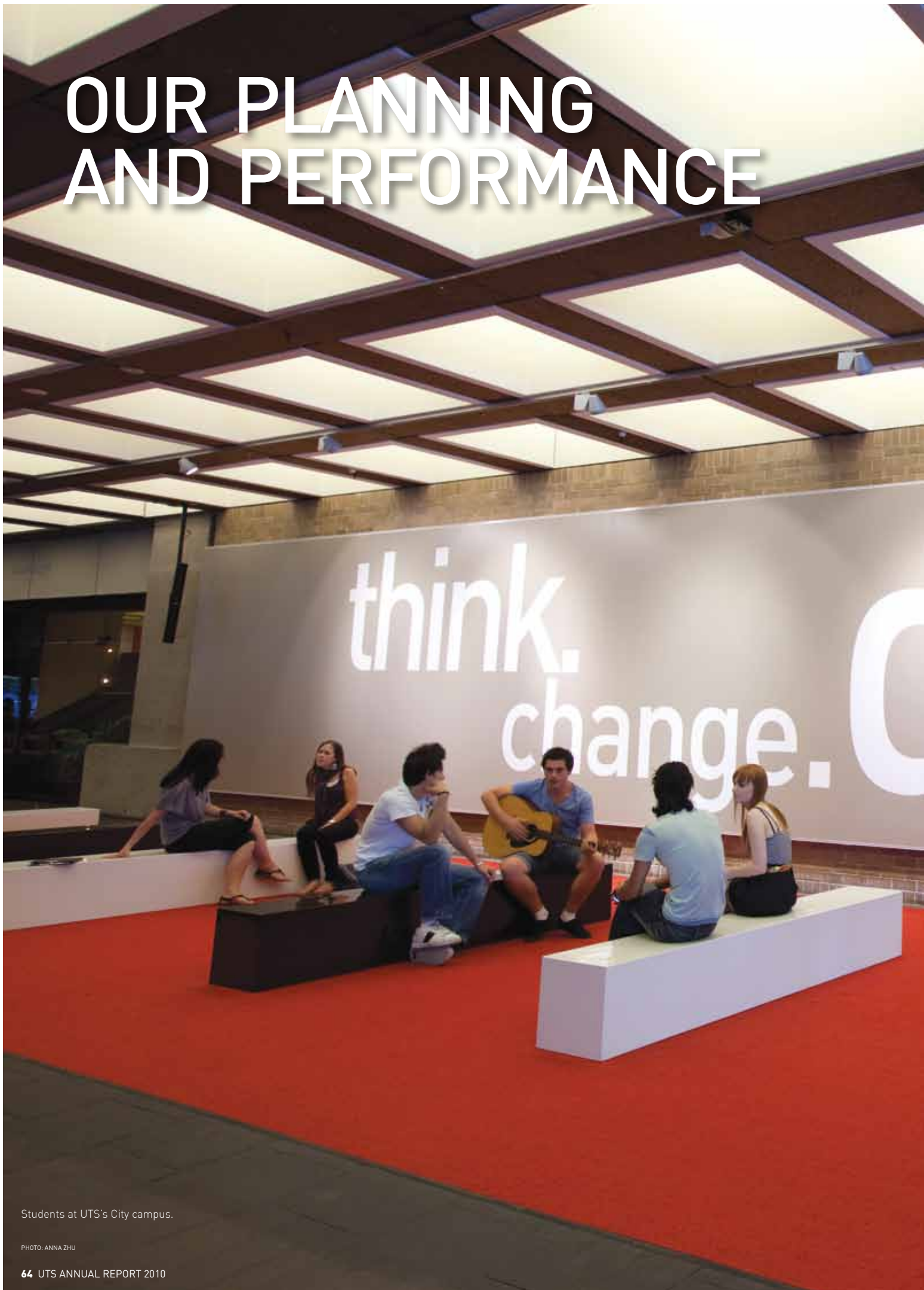
Undergraduate student

22. **Michelle Swainson**; enrolled Bachelor of Communication
(1 November 2008 to 31 October 2010)
23. **Rachael Durrant**; enrolled Bachelor of Arts in Communication (Media Arts and Production)
(1 November 2010 to 31 October 2012)

Postgraduate student

24. **Mayank Sharma**; enrolled Master of Business Administration
(1 November 2008 to 24 February 2010)
25. **Sudarshan Zanwar**; enrolled Master of Business Administration
(1 June 2010 to 31 October 2010)
26. **Siddharth Mehta**; enrolled Master of Information Technology
(1 November 2010 to 31 October 2012)

OUR PLANNING AND PERFORMANCE



Students at UTS's City campus.

PHOTO: ANNA ZHU



The university's annual planning, budget and reporting cycle is coordinated by the UTS Senior Executive to ensure that the university is meeting its stated objectives and that appropriate strategies are in place.

Strategic planning occurs at the whole of university level as expressed in the UTS Strategic Plan 2009-2018. The university's strategic priorities are reviewed annually by the senior executive and are supported by faculties, divisions and units via their three-year action plans.

In 2010, UTS embarked on a number of projects to structure and focus our planning and improvement activities.

2010 strategic priorities

Build the student profile of the future	Build our reputation and capacity to attract students and staff through a multi-year City campus development program	Build the staff profile of the future
<ul style="list-style-type: none"> > determine appropriate pathways for both domestic and international students > initiate Vice-Chancellor's student scholarships > implement new initiatives to attract, support and retain more low-SES students > build/renew curriculum to support the UTS model and future student profile > incorporate environmental sustainability into curriculum where practical 	<ul style="list-style-type: none"> > implement first building stage of the City Campus Master Plan, incorporating sustainability and accessible design principles 	<ul style="list-style-type: none"> > implement casual academics capability strategy > implement workforce strategy and embed workforce planning into planning cycle > commence academic roles and career paths of the future > implement actions to address priorities arising from the 2009 staff survey > identify equity employment initiatives to integrate with broader workforce strategies
Internationalise student experience to support the UTS model and future student profile	Build our reputation and capacity to attract students and staff through integrated equity and diversity planning	Build the triple bottom line sustainability of the university
<ul style="list-style-type: none"> > implement an expanded international mobility program > establish a flagship international leadership program as a degree supplement > develop joint PhD and postgraduate programs and joint research training opportunities > internationalise the curriculum > enhance the classroom, campus and community experience of our international students > articulate and embed the UTS Academic Standards Framework 	<ul style="list-style-type: none"> > identify social inclusion initiatives in research, teaching and service delivery 	<ul style="list-style-type: none"> > implement a comprehensive short course strategy > implement a 'whole of UTS' process management and improvement approach to support increased productivity and quality > implement local behavioural change actions throughout the university and minimise campus works to reduce greenhouse gas emissions > undertake comprehensive development programs
Build our research reputation through the continued implementation of the research strategy	Build the relationships for the future with alumni, industry, the professions and government	Build the reputation of UTS with external agencies and accrediting bodies
<ul style="list-style-type: none"> > develop new priority investment research programs > review and implement targets, strategies and international linkages to build research performance 	<ul style="list-style-type: none"> > formalise a series of corporate strategic partnerships and a (CEO-level) Vice-Chancellor's advisory board > establish key international alumni networks and associated activity in support of UTS's international and development objectives > build our reputation with government through the development and implementation of a structured government relations program > implement integrated suite of strategies to improve our reputation as being 'good to do business with' 	<ul style="list-style-type: none"> > prepare for UTS AUQA/TEQSA 'cycle 2' audit scheduled for 2012

Our planning and improvement framework

2010 saw further incorporation of the high-level planning and improvement framework into the university's operations; with the plan, do, review and improve quality management cycle as the underpinning model for continuous improvement across UTS.

There are many supporting processes and mechanisms that allow for input and staff engagement with the framework, including the annual planning, budgeting and reporting cycle, which aligns our strategic plan and priorities with faculty, divisional and unit planning; and the university's key performance indicator (KPI) framework.

Our strategic priorities, outlined on the previous page, provide direction and focus for local initiative development and resource planning over a three-year period. The university's planning builds on the previous year's achievements and challenges in a continuous improvement cycle that takes into account government policy and the general higher education environment, as well as our likely risks.

In 2010, UTS embarked on a number of projects to structure and focus our planning and improvement activities. A comprehensive process was developed to clearly articulate the delivery of services and support to our students and the wider community. This will enable us to identify where we can improve, and further development of the process is a strong focus for 2011.

We also began to structure our benchmarking activity this year. UTS aims to work with other universities to identify and examine good practice and learn from experience, particularly in relation to benchmarking with other world-leading universities of technology.

UTS also consolidated its approach to managing major reviews in 2010. This initiative included guideline documentation for managing reviews, research resources and a register of all major reviews undertaken at UTS since 2006. During 2011, a schedule for reviews will be developed based on UTS's risk profile, long-term performance results and other high priority areas.

Tracking our performance

UTS has several ways of tracking organisational performance. The Planning and Quality Unit coordinates KPIs, student surveys, course and subject performance reports, and an annual UTS performance report.

2010 saw the successful completion of a major enhancement to UTS's performance management system: the business intelligence portal (partly funded by the federal government's Workplace Productivity Program).

The business intelligence portal provides management and performance information to UTS decision-makers. Information is presented in 'multidimensional analysis cubes' that report on key aspects of the university's strategic plan.

UTS measures its achievement of strategic goals and benchmarks its performance against other Australian universities and against our own performance targets. As a result, most reports include extensive trend and benchmarking data.

The portal has resulted in improved timeliness and efficiency of management reporting, the integration of our core operating systems into a performance management data warehouse and improved quality of decision-making support.

The business intelligence portal will be supported by a business intelligence competency centre, which is currently under development. This will be run by the Planning and Quality Unit in cooperation with the Information Technology Division and other key stakeholders.

Our key performance indicators

Our KPI framework aligns with our strategic plan and supports management decision-making within the university. The framework seeks to provide Council, our senior executive and senior management with an insight into how UTS is performing as a whole against the strategic plan and how we are likely to perform in the future.

Our KPIs are monitored via the business intelligence portal.

The framework currently consists of 22 university-wide KPIs over five interdependent performance domains:

- > UTS reputation
- > learning and teaching
- > research performance and standing
- > university environment and engagement
- > organisational sustainability and capability.

Our suite of KPIs is under constant refinement as both our strategic direction and the federal government's policy agenda evolves and as new data sets become available. Our performance is benchmarked internally against past trends and forward targets and externally, where appropriate and where comparable data is available, against the Australian Technology Network of universities and national and international outcomes.

The accompanying table summarises our performance against our KPIs in 2010. For those KPIs listed as 'of concern' or 'within tolerance', steps for improvement will be developed and implemented by KPI sponsors.

2010 performance rating

Key performance indicator	Met/ exceeded target	Within tolerance of target	Of concern
1. Domestic market share			✓
2. Graduate workplace success		✓	
3. Internationalisation of student experiences	✓		
4. Teaching quality		✓	
5. Student equity		✓	
6. Research leadership and recognition		✓	
7. Research outcomes — higher research degree completions	✓		
8. Student satisfaction with facilities and services	✓		
9. Indigenous student participation			✓
10. Indigenous staff participation	✓		
11. Annual donations and pledges	✓		
12. Commitment to diversity (students)	✓		
13. Staff equity		✓	
14. Operating surplus	✓		
15. Workforce cost sustainability	✓		
16. Greenhouse gas reductions	✓		

This is not a complete set of KPIs as some are in development or not tracked during 2010.

Note: KPI results are not final until endorsed by the UTS Council in April 2011.

Auditing the university

UTS has been advised that its cycle 2 quality audit by the Australian Universities Quality Agency (AUQA) will occur in mid-2012, following on from the cycle 1 audit that was conducted in 2006.

Our Planning and Quality Unit began internal preparations for the audit this year under the broad direction of the Senior Deputy Vice-Chancellor and Senior Vice-President. The Vice-Chancellor's planning and quality committee will act as the steering group for the preparations and the newly appointed quality audit manager will coordinate activities.

While there is a strong compliance element to the audit, preparations for the audit will be integrated into the university's ongoing quality management approach. A self-review of potential theme areas for the cycle 2 audit commenced in 2010 and will continue in 2011–12.

The university also has an internal audit program that is guided by our three-year strategic audit plan. Areas to be audited are drawn from our areas of risk, taking into consideration:

- > the possible level of exposure to the university
- > whether previous audits have been performed and the time since those audits were completed
- > discussions with management about areas of the university where they have concerns, if any
- > current strategic initiatives
- > changes in policies and processes
- > discussions with external auditors on what they consider to be potential high risk areas
- > available resources.

2010 internal audits

Audit area	Senior executive	Scope of audit
Financial management of income	DVC(Res)	International income (offshore invoicing and collections)
Payroll management	DVC(CS)	Casual and contract staff process
Payroll management	DVC(Res)	Payroll (interpretation of employment contracts and capturing of employees in payroll system)
IT delivery	DVC(CS)	General computer controls university wide (Faculty of Business and Student Services Unit)
Financial management of expenditure	DVC(Res)	Controls over expenditure and master files maintenance
Financial management of assets	DVC(Res)	Investment management (policy and process)
Facilities management	DVC(CS); DVC(Res)	Facilities Management Unit capital works, financial management and project accounting
Commercial activities	DVC(Res); DVC(R)	Governance of Cooperative Research Centres
Teaching and learning — international students	DVC(CS); DVC(II)	Compliance with ESOS framework
Student administration IT application	DVC(CS)	CASS application review
Financial management	DVC(Res)	Long-term financial plan process
Research	DVC(R)	Internal research financial management
Research	DVC(R)	Intellectual property management

Key to abbreviations

DVC(II): Deputy Vice-Chancellor and Vice-President (International and Development)

DVC(R): Deputy Vice-Chancellor and Vice-President (Research)

DVC(Res): Deputy Vice-Chancellor and Vice-President (Resources)

DVC(CS): Deputy Vice-Chancellor and Vice-President (Corporate Services)

Managing our risks

Under our risk management framework we use a number of strategies to effectively manage risk. At the university level, we review significant risks twice yearly in a strategic risk assessment to identify and mitigate key risks posed to UTS. At a functional level, we undertake a number of university-wide risk assessments to manage risks associated with UTS's core functions, such as building projects; environment, health and safety; IT security and projects; disaster recovery; emergency management; financial risk management; and business continuity planning.

In addition to these university-wide risk assessments, we also examine operational risks at the faculty and unit level that are specific to particular areas of the university. Our risk management framework is currently under review in light of the recent changes to the Australian/New Zealand Standard for Risk Management.

2011 strategic risk assessment

In the 2011 strategic risk assessment, conducted at the end of 2010, the university's research performance, research reform agenda, campus

planning and the reputational and operational impact of campus construction were identified as high risks. However, no area was identified as critical.

While not top risk areas, the senior executive regarded our energy consumption, academic risk and teaching quality, competitive positioning, government equity policy and organisational change capacity and capability as areas that need to be monitored.

Key strategic risks for 2011

Risk	Inherent risk	Residual risk assessment			Executive responsible	Comments
		2011	2012	2013		
Student income — fees	high	moderate	high	high	SDVC/DVC(I)	The trend in the international and postgraduate student market remains unclear, leading to uncertainty in the level of student fee income.
Student income — CwIth Grant Scheme	moderate	low	moderate	moderate	SDVC	Some risks are emerging in meeting student load targets in science and at Kuring-gai campus.
Achieving operating result	critical	low	moderate	moderate	DVC(Res)/All	
Research performance	critical	high	high	high	DVC(R)	Risk of not achieving our research investment plan performance targets, particularly in the science, engineering and technology research domains, which are core to our future positioning.
Deregulation and new performance regulations	critical	moderate	moderate	moderate	VC/All	Potential impact of student load deregulation and new government policies related to performance.
City Campus Master Plan — planning and funding	critical	high	moderate	moderate	DVC(Res)	We are currently in a key high-level planning phase for our City Campus Master Plan.
City Campus Master Plan — project implementation	critical	moderate	moderate	high	DVC(Res)	We are now implementing several major City Campus Master Plan projects.
City Campus Master Plan — reputational/operational impact during campus construction	high	high	high	high	DVC(Res)/DVC(CS)	Attraction and retention of both students and staff during construction phases of the City Campus Master Plan.
Achieving staff profile	critical	moderate	moderate	high	DVC(CS)	We currently face challenges in recruitment and containing employment costs.
Research reform agenda (ERA)	critical	high	high	high	DVC(R)	The government's research reform agenda may impact on grant outcomes for UTS.

Risk rating

Critical: Needs active management, planning and decision-making at senior levels in short term to manage risk.

High: Senior management attention and action needed in short to medium term 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.

Key to abbreviations

VC: Vice-Chancellor

SDVC: Senior Deputy Vice-Chancellor and Senior Vice-President

DVC(I): Deputy Vice-Chancellor and Vice-President (International and Development)

DVC(R): Deputy Vice-Chancellor and Vice-President (Research)

DVC(Res): Deputy Vice-Chancellor and Vice-President (Resources)

DVC(CS): Deputy Vice-Chancellor and Vice-President (Corporate Services)

All: all senior executive

Our economic performance

The university's 2010 operating result of \$29.8 million is below our 2009 surplus of \$58.6 million, with lower government grant funding contributing to the result.

Resourcing

Revenue increased by 3.8 per cent on 2009 levels with strong increases in student fees (13 per cent higher than 2009) offset by a decrease in Australian Government grants (8.2 per cent lower than 2009).

Student numbers increased slightly with equivalent full-time student load (EFTSL) increasing by two per cent from 2009 numbers. International student numbers, which represent 25 per cent of total revenue, increased by 10 per cent from 2009.

We have continued to maximise return on investments with cash reserves remaining steady despite significant expenditure on new buildings during 2010. The university continued to invest in only term deposits with the big four Australian banks. This strategy has resulted in investment income increasing by 38 per cent from 2009.

Expenditure

Total expenditure on operating activities was \$506.8 million, which is 10.5 per cent higher than 2009. Employee-related expenses increased by 10 per cent from 2009 levels.

Capital expenditure

We continued to invest in buildings and infrastructure to improve the learning experience for our students. In 2010 a total of \$105.6 million was spent on capital equipment compared to \$51.6 million spent in 2009. As part of the university's City Campus Master Plan, significant amounts of building and infrastructure spending will continue for the next few years.

Investment portfolio

The majority of the university's investment portfolio is in term deposits with major Australian banks. Our total investment in term deposits and deposits at call at the end of 2010 was \$199.5 million. The weighted average return on the investment portfolio for the year was 6.53 per cent, compared to the year-end official cash rate of 4.75 per cent.

2011 budget priorities

The 2011 annual budget supports the strategic direction of the university by focusing on teaching and learning initiatives, investment in research and workforce and campus development.

The 2011 budget also continues the investments from the 2010 budget, including the establishment of new courses, a global leadership program for our students, extension of the peer-assisted learning scheme and continuation of our teaching and learning internal grant program.

The strategic priorities of the 2011 budget comprise:

- > continued support for the development of students' English language and communication skills
- > implementation of a program to increase students' employment rates
- > new course development
- > an enhanced research strategy, including expanded investments in researchers, infrastructure and research communication
- > the new UTS Framework for Doctoral Education
- > a leadership development program for academics
- > investment in compliance programs
- > development and preparation of government grant applications
- > support for workforce planning and action planning
- > costs associated with the City Campus Master Plan, including relocation and cost of facility hire for graduations and examinations arising from the redevelopment of the Great Hall
- > further investment into digital media communication strategies for the master plan
- > investigation and implementation of debt funding facilities to meet borrowing needs associated with the master plan.

Income statement

AT 31 DECEMBER 2010

	University			
	Actual 2010 \$'000	Budget 2010 \$'000	Variance 2010 \$'000	Budget 2011 \$'000
Revenue from continuing operations				
> Australian Government grants	180,887	180,179	708	189,628
> HECS-HELP—Australian Government payments	73,563	73,057	506	76,831
> FEE-HELP	31,945	29,977	1,968	39,426
> State and local governments financial assistance	5,355	3,954	1,401	6,278
> HECS-HELP—student payments	22,966	25,856	(2,890)	26,194
> Fees and charges	166,092	157,247	8,845	168,069
> Investment revenue	13,849	3,234	10,615	10,003
> Royalties, trademarks and licences	724	260	464	326
> Consultancy and contracts	7,948	8,478	(530)	10,617
> Other revenue	21,871	15,414	6,457	18,953
> Gains on disposal of assets	6	1	5	2
> Other income	11,438	10,098	1,340	11,379
Total revenue from continuing operations	536,644	507,755	28,889	557,706
Expenses from continuing operations				
> Employee related expenses	305,768	297,535	(8,233)	326,265
> Depreciation and amortisation	52,466	51,134	(1,332)	54,366
> Repairs and maintenance	9,160	8,468	(692)	9,992
> Borrowing costs	2,956	3,077	121	3,176
> Impairment of assets	3,692	174	(3,518)	316
> Loss on disposal of assets	–	–	–	–
> Deferred super expense	440	–	(440)	–
> Other expenses	132,326	124,867	(7,459)	136,591
Total expenses from continuing operations	506,808	485,255	(21,553)	530,706
Operating result before income tax	29,836	22,500	7,336	27,000
Income tax expense	–	–	–	–
Operating result from continuing operations	29,836	22,500	7,336	27,000

Balance sheet

AT 31 DECEMBER 2010

	University			
	Actual 2010 \$'000	Budget 2010 \$'000	Variance 2010 \$'000	Budget 2011 \$'000
Current assets				
> Cash and cash equivalents	202,785	146,299	56,486	125,768
> Receivables	12,922	3,781	9,141	8,672
> Other financial assets	45	–	45	–
> Other non-financial assets	16,258	17,572	(1,314)	20,571
> Non-current assets classified as held for sale	56,543	–	56,543	–
Total current assets	288,553	167,652	120,901	155,011
Non-current assets				
> Receivables	287,805	295,386	(7,581)	255,674
> Other financial assets	2211	323	1,888	421
> Other non-financial assets	147	–	147	–
> Property, plant and equipment	978,364	1,021,058	(42,694)	1,157,306
> Intangible assets	17,691	–	17,691	–
Total non-current assets	1,286,218	1,316,767	(30,549)	1,413,401
Total assets	1,574,771	1,484,419	90,352	1,568,412
Current liabilities				
> Trade and other payables	37,944	26,662	(11,282)	33,928
> Borrowings	3,224	–	(3,224)	3636
> Provisions	59,005	20,550	(38,455)	22,718
> Other liabilities	12,412	11,718	(694)	16,139
Total current liabilities	112,585	58,930	(53,655)	76,421
Non-current liabilities				
> Borrowings	42,887	45,117	2,230	43,100
> Provisions	300,549	339,029	38,480	302,229
> Other liabilities	–	–	–	–
Total non-current liabilities	343,436	384,146	40,710	345,329
Total liabilities	456,021	443,076	(12,945)	421,750
Net assets	1,118,750	1,041,343	77,407	1,146,662
Equity				
> Reserves	513,669	458,042	55,627	517,699
> Retained earnings	605,081	583,301	21,780	628,963
Total equity	1,118,750	1,041,343	77,407	1,146,662

Cash flow statement

TO 31 DECEMBER 2010

	University			
	Actual 2010 \$'000	Budget 2010 \$'000	Variance 2010 \$'000	Budget 2011 \$'000
Cash flows from operating activities				
> Australian government				
> CGS and other Department of Education, Employment and Workplace Relations grants	137,524	137,708	(184)	146,761
> Higher Education Loan Programs and FEE-HELP	112,905	103,034	9,871	103,025
> DEEWR scholarships	5,780	5,523	257	5,429
> DIISR research grants	17,801	17,212	589	17,422
> ARC grants — Discovery	5,185	7,772	(2,587)	6,738
> ARC grants — Linkages	2,772	2,454	318	3,119
> ARC grants — networks and centres	–	145	(145)	345
> Other Australian Government grants	10,138	9,365	773	15,149
> State government grants	4,737	3,543	1,194	4,066
> Local government grants	618	412	206	555
> HECS-HELP — student payments	22,890	25,856	(2,966)	26,000
> Receipts from student fees and other customers	225,790	191,497	34,293	231,552
> Dividends received	14	–	14	–
> Interest received	13,116	3,234	9,882	10,000
> Payments to suppliers and employees (GST inclusive)	(459,765)	(426,674)	(33,091)	(480,000)
> Interest and other costs of finance	(2,956)	(3,077)	121	(3,175)
> Income tax payments	–	–	–	–
Net cash inflow (outflow) from operating activities	96,549	78,004	18,545	86,986
Cash flows from investing activities				
> Proceeds from sale of property, plant and equipment	152	30,000	(29,848)	47,000
> Purchase of shares	(3,349)	–	(3,349)	–
> Payments for property, plant and equipment	(93,530)	(169,005)	75,475	(181,527)
Net cash inflow (outflow) from investing activities	(96,727)	(139,005)	42,278	(134,527)
Cash flows from financing activities				
> Proceeds from borrowings	–	–	–	–
> Repayment of borrowings	–	–	–	–
> Repayment of lease liabilities	(3,778)	(3,175)	(603)	(3,845)
Net cash inflow (outflow) from financing activities	(3,778)	(3,175)	(603)	(3,845)
Net increase/(decrease) in cash held	(3,956)	(64,176)	60,220	(51,386)
Cash at beginning of reporting period	206,741	210,475	(3,734)	177,154
Cash at end of reporting period	202,785	146,299	56,486	125,768

GLOSSARY

AHEGS	Australian Higher Education Graduation Statement
ALTC	Australian Learning and Teaching Council
ARC	Australian Research Council
ATN	Australian Technology Network of universities
AUQA	Australian Universities Quality Agency
Autumn semester	runs from the beginning of March to the end of June
BUiLD	beyond UTS international leadership development program
CAL	Copyright Agency Limited
CRC	Cooperative Research Centre
CSP	Commonwealth-supported place — a higher education place for which the Commonwealth makes a contribution towards the cost of a student's education
DEEWR	Department of Education, Employment and Workplace Relations
DIISR	Department of Innovation, Industry, Science and Research
EFTSL	equivalent full-time student load
EHS	environment, health and safety
EIF	Education Investment Fund
ERA	Excellence for Research in Australia initiative
FEE-HELP	a Commonwealth government-funded loan available to eligible fee-paying students to help pay part or all of their tuition fees
FTE	full-time equivalent
FTSL	full-time student load
GPA	grade point average — a progressive measure of academic achievement over the duration of enrolment in a course
HECS-HELP	a Commonwealth government-funded loan available to eligible students enrolled in Commonwealth-supported places (see CSP)
HDR	higher degree by research
HEP	higher education provider
KPI	key performance indicator
KTP	key technology partnerships
NHMRC	National Health and Medical Research Council
OS-HELP	a Commonwealth government-funded loan available to eligible students to undertake some of their Australian course of study overseas
RTS	research training scheme
SES	socioeconomic status
Spring semester	runs from the beginning of August to the end of November
TEQSA	Tertiary Education Quality and Standards Agency
UA	Universities Australia
VET	Vocational Education and Training

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About the annual report

Compliance

The report was written to comply with significant legislation, including the *Annual Reports (Statutory Bodies) Act 1984* (NSW) and the Annual Reports (Statutory Bodies) Regulation 2010 (NSW). In its structure and writing we have striven for best practice reporting, taking into account annual reporting guidelines from state and national annual reporting awards and recommendations from NSW Treasury and the Audit Office of NSW.

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