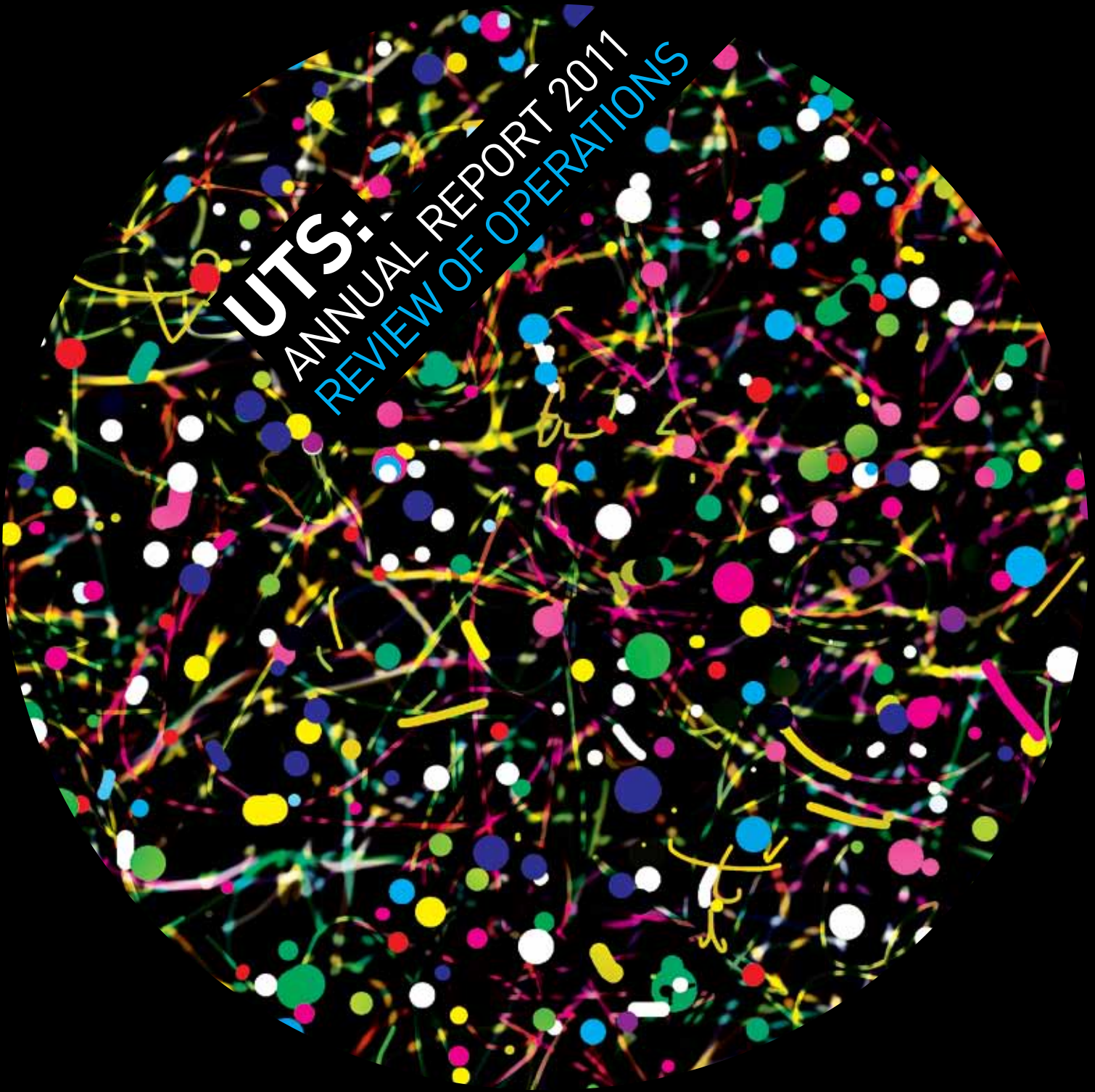




**UTS:**  
ANNUAL REPORT 2011  
REVIEW OF OPERATIONS



April 2012

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 2011.

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 and President



# UTS ANNUAL REPORT 2011

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## Who we are

The University of Technology, Sydney was originally established as the New South Wales Institute of Technology in 1965. UTS 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 of the Sydney College of the Arts, and the Institute of Technical and Adult Teacher Education. UTS expanded in 1990 with the addition of the Kuring-gai College of Advanced Education.

The UTS Strategic Plan 2009–2018 provides a strong statement about the University's aspirations for its third decade and outlines our vision to be a world-leading university of technology. The purpose and functions of UTS are outlined in the *University of Technology, Sydney, Act 1989* (NSW) and in the constitutions of its controlled entities.

UTS is part of the Australian Technology Network of universities: a group of five prominent universities, from each Australian mainland state, committed to working with industry and government to deliver practical and professional courses.

UTS is a multicampus university spread over two locations in the Sydney metropolitan area: our City campus incorporates buildings at a number of locations in central Sydney; and our Kuring-gai campus is in a bushland setting 15 kilometres north of the city. We have embarked on an ambitious redevelopment of our City campus to deliver a dynamic and revitalised campus that will complement our vision to be a world-leading university of technology.

With a total enrolment of over 35,000 students, UTS is one of the largest universities in Australia.

## What we do

UTS offers over 130 undergraduate and 150 postgraduate courses across traditional and emerging disciplines including architecture, business, communication, design, education, engineering, information technology, international studies, law, midwifery, nursing, pharmacy 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 profile to complement the high regard for its teaching and learning programs. Our research is cross-disciplinary and collaborative with a focus on research that delivers a real benefit to society.

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

## Chancellor's message



PHOTO: CARMEN LEE PLATT

UTS Chancellor Professor Vicki Sara, AO

It was a privilege to lead the UTS Council in 2011 as we worked to achieve our vision of being a world-leading university of technology. All Council members have again shown an exceptional commitment to the University, giving freely of their time and expertise to ensure that UTS achieves its goals. Council and our senior executive worked closely together as a team throughout the year, and the commitment to best practice in governance and management shown by all was outstanding.

The higher education sector has operated within a challenging environment in the past few years: an environment that UTS is not immune to but one in which we are well positioned.

As outlined in the following pages, 2011 provided the opportunity to show ourselves as a university with robust and innovative teaching and research programs and a lively and inquiring student and staff community.

We continued to focus on our strategic priorities to enhance the UTS model of global practice-oriented learning, strengthen the standing of our research and ensure that our campuses offer our students and staff state-of-the-art facilities.

Our research performance was recognised this year with the announcement of the Federal Government's Excellence in Research for Australia (ERA) initiative. Eighty per cent of the research produced by UTS was ranked at world standard or above: an exceptional result.

It was exciting to see the first stages of the City Campus Master Plan come to fruition, bringing remarkable changes to the University. Our new student-housing tower, Yura Mudang, opened in July, providing 720 more beds for UTS students. It is important that the transition from school to university is as smooth as possible for our students. Living in a student residence can help with this transition and lead to a more enriched student experience.

We also celebrated the wonderful achievements of our students and staff at UTS in 2011. Attracting and retaining high-quality people, who are passionate about knowledge, is integral to us achieving our vision. A fine example of the excellence of staff at UTS was the awarding of 2011 NSW Science and Engineering Awards to Professor Geoff Smith and Professor Chengqi Zhang.

We continued to grow our community of international students while also strengthening our commitment to widening the participation of students from low socioeconomic backgrounds.

We are proud of our diverse student and staff population at UTS. This year I awarded the inaugural UTS Council Indigenous Scholarship to Ms Karla Ranby, a journalism student in the Bachelor of Arts in Communication. Karla grew up in Moree, second eldest of seven children, and aspires to be the first member of her family to graduate from university. Also in support of our Indigenous students is the appointment of Aunty Joan Tranter as the first Elder-in-Residence in 2012. I was also pleased to present our annual Chancellor's Award for Excellence to Rob Coombe, Director of the Australian Indigenous Education Foundation, a former group executive at Westpac, and a graduate of our Faculty of Law.

Preparing our students for the global marketplace is a strategic priority at UTS, with their graduation ceremony concluding years of diligence and hard work; a great foundation for their future careers and their chance to make a difference in the world. Our graduation ceremonies also provide the opportunity to honour those who have made a significant contribution to UTS. During our graduation ceremonies this year I was delighted to confer honorary doctorates to Dianne Leckie, Mem Fox, Paul Cox, Dr Paul Woolley, Dr Valerie Levy and Dr Katherine Woodthorpe.

The UTS Council had a number of changes in 2011. I was saddened by the death of my close colleague and longstanding Council member Mrs Dianne Leckie in April. Dianne had served on the UTS Council for 10 years, making an exceptional contribution to the University's vision. We also farewelled the Hon. Penelope Sharpe and Warwick Watkins, and welcomed Michelene Collopy and Tony Tobin during 2011.

Open communication is a hallmark of UTS culture and transparency is vital to good governance. In August, UTS Council held our inaugural town hall meeting. This meeting provided the opportunity for Council members and University staff and students to discuss the role of Council and its committees in the governance of the University. The response to the meeting was very positive, with over 250 members of the UTS community in attendance.

I look forward to continued growth at UTS through our third decade with the completion of more new teaching and learning spaces at our City campus, cutting edge research discoveries and the expansion of our community of high-achieving staff, students, alumni and industry partners.

A handwritten signature in black ink that reads "Vicki Sara".

Professor Vicki Sara, AO  
Chancellor

## Vice-Chancellor's message



PHOTO: CHRIS BENNETT

UTS Vice-Chancellor and President Professor Ross Milbourne

2011 has been a landmark year on many fronts for the country, for the higher education sector and, of course, for UTS. The Federal Government has pushed ahead with Labor's Education Revolution and, from 2012, has committed to funding an undergraduate place for every student who is eligible and who wishes to study. This move to a demand-driven system is the biggest change in higher education since the Dawkins Revolution in the late 1980s.

UTS has been very strategic in its academic programs review, and we are well placed to excel in the new environment. In August, we announced the establishment of the Graduate School of Health, and look forward to the first intake of students in 2012 in the Master of Pharmacy.

We also welcomed the introduction of a student services and amenities fee from the beginning of 2012. Sadly, one of the legislation's greatest champions, Tom O'Sullivan, CEO of the UTS Union, passed away in late 2011. He worked tirelessly to ensure its passage, even through a long and debilitating illness, and his legacy will be the adequate funding of campus culture, student services, student amenities and student representation for students throughout Australia for the first time since 2006.

I would like to thank UTS academic and professional staff, and students, who worked to prepare for the Government's Tertiary Education Quality and Standards Agency (TEQSA) audit that was to be held in 2012. While TEQSA announced in late 2011 that they would not proceed with the remaining cycle 2 quality audits, our preparations identified several quality improvement priorities. These will aid our re-registration as a university in 2012 and help equip us for the new TEQSA environment.

UTS was benchmarked at world standard or above in 80 per cent of our research in the Federal Government's Excellence in Research for Australia (ERA) 2010 National Report, placing us 13th out of 41 Australian universities, as reported in *The Australian* newspaper. And for the first time, UTS was ranked in the world's top 500 universities in the influential Academic Rankings of World Universities (formerly the Shanghai Jiao Tong University rankings). We also achieved a five star rating in the QS Stars system, recognising the excellence of the education experience we provide. These are tremendous achievements for a university not yet 25 years old.

We continued to build on our international partnerships this year. We established several research centres with institutions in China, confirming our position as a leader in world-class collaborative research. Of particular note was the memorandum of understanding (MoU) signed with the Chinese corporation China Raybo International Corporation Limited and the Australian funds management company EG Funds Management, to create the China-

Australia Strategic Relations Institute. This MoU, worth \$3 million in investment over three years, will support Chinese and Australian students and postdoctoral research fellowships.

Our Australian Centre for Child and Youth: Culture and Wellbeing welcomed the offer from the Governor-General, Her Excellency Ms Quentin Bryce, AC, CVO, to become Patron. This is testament to the great work being done by Professor Rosemary Johnston, Director, and her team, particularly in relation to enhancing opportunities for Indigenous youth. This, with the Quentin Bryce Law Doctoral Scholarships, helps us build rich connections with our community.

Celebrating the achievements of current and former students, we launched the UTS Luminaries, a special group of alumni who will act as ambassadors for UTS. Rob Coombe was our 2011 Alumni Award winner and is a founding member of the Luminaries. Six of our outstanding alumni were also recognised in the annual Walkley Awards for Excellence in Journalism. In June we celebrated 25 years of the UTS Writers' Anthology, considered Australia's premier student anthology.

UTS welcomed the Deputy Prime Minister, the Hon. Wayne Swan, as guest speaker at a Committee for Sydney breakfast in September. This was a great opportunity for a select group of industry leaders to witness our University's contribution to the local economy. Her Excellency Professor Marie Bashir, AC, CVO, Governor of New South Wales, joined us in June for a fundraising

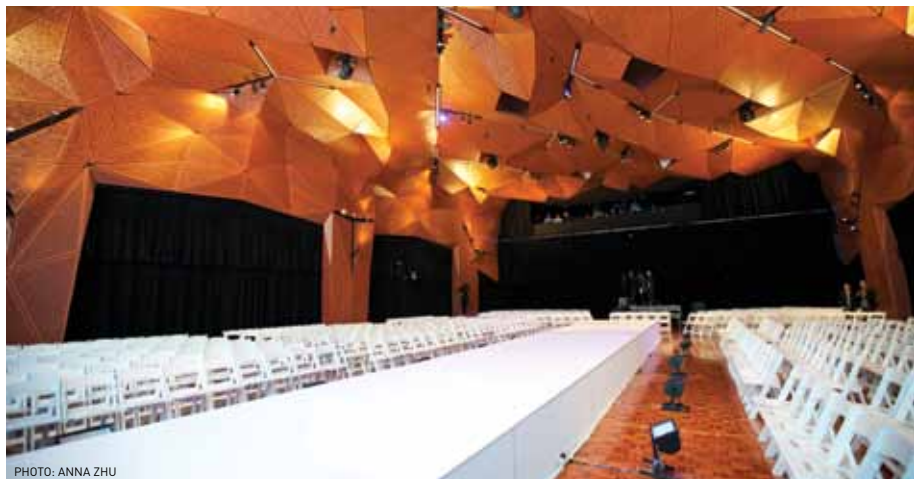


PHOTO: ANNA ZHU

The new Great Hall.



PHOTO: ENCAPTURE PHOTOGRAPHY

Professor Michael McDaniel, Director of Jumbunna Indigenous House of Learning, Vice-Chancellor and President, Professor Ross Milbourne, Richard Potok, Project Director, The Aurora Project, and Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander.

We are immensely proud of our ongoing equity and diversity strategies at UTS.

dinner hosted by the Wildlife Preservation Society of Australia, which is funding a scholarship to support a postgraduate research award in wildlife ecology at UTS.

Our senior management team had a number of changes in 2011. We farewelled long-serving UTS Librarian, Dr Alex Byrne, as he was appointed State Librarian and Chief Executive of the State Library of New South Wales. Professor Jill McKeough, Dean of the Faculty of Law, will take a leave of absence in 2012 to head the Australian Law Reform inquiry into copyright reform in Australia. Patrick Woods, Deputy Vice-Chancellor and Vice-President (Resources), accepted a further five-year appointment to help us see the City Campus Master Plan to fruition. I was also delighted to accept the UTS Council's invitation to extend my appointment as Vice-Chancellor through to mid-2014.

It has been very rewarding to see students and staff making the most of our first City Campus Master Plan developments. I know the building process is a difficult one and I thank all members of the UTS community for their patience while we build our fantastic new campus.

The Multi-Purpose Sports Hall opened in April, and by November was being used for over 100 hours each week. The new student spaces at Haymarket are hugely popular with our students, with staff counting 200 students using the facilities at midnight one winter's evening. Our new student housing facility, Yura Mudang, was opened in July by the Hon. Adrian Piccoli,

MP, NSW Minister for Education, allowing students to live on campus. We are indeed creating a 'sticky' campus.

We are immensely proud of our ongoing equity and diversity strategies at UTS. In October we launched our new UTS Indigenous Education and Employment Policy. This nationally significant policy positions Indigenous education and employment as core business and reflects international best practice. We are also working with the Redfern-Waterloo Authority to develop community, staff and student engagement initiatives between the two organisations. An important aspect of this is creating employment and training opportunities for Indigenous Australians throughout our \$1 billion campus redevelopment.

As part of our widening participation strategy, the U@UTS summer schools programs ran over the Christmas break. One hundred and fifty students from 18 high schools visited UTS and discovered first-hand what life at a university is like. Their high schools reported that the program has increased the students' confidence and ambition to continue their studies beyond school.

We were delighted by the announcement in December that the Federal Government has granted UTS and four other Sydney-based universities over \$21 million in funding to work together to increase the number of students from low socioeconomic backgrounds in higher education.

Another great success has been our international leadership program, BUiLD. Over 1000 students are now involved in BUiLD, gaining valuable experience in leading international community projects, growing their capabilities and making lasting connections. This is an important aspect of creating lifelong learners who are committed to making a global impact with their careers.

We continue to be an Equal Opportunity for Women in the Workplace Agency (EOWA) Employer of Choice. UTS has received this citation every year since its inception – one of only 13 organisations in Australia to do so.

In 2012, the higher education sector will face continuing uncertainty against the backdrop of tough economic times and a rising Australian dollar. As you will see in this report, UTS is very well placed to face these challenges. We moved early to secure our investments and did not suffer any loss from the global financial crisis. This has enabled us to invest in building an exciting and sustainable campus, widening student access, providing excellence in teaching and learning, and specialising in research that enriches the lives of local and global communities.

*Ross Milbourne*

Professor Ross Milbourne  
Vice-Chancellor and President

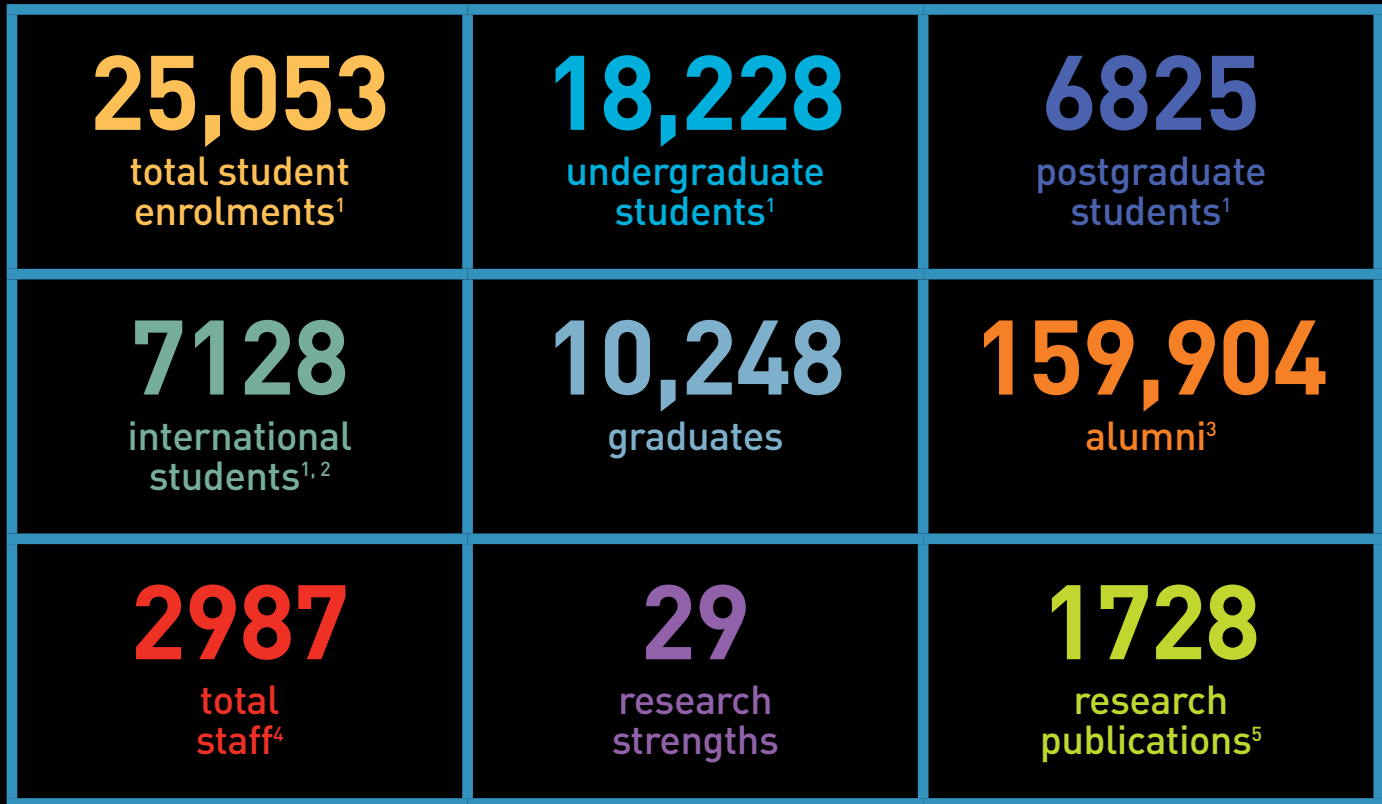
## Year in review

January	February	March
<ul style="list-style-type: none"> <li>&gt; Enrolment of new students commenced.</li> <li>&gt; Year 10 and 11 students from Sydney priority action schools participated in the third UTS Make it Reel summer school.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Orientation for new students held.</li> <li>&gt; Professor Michael McDaniel appointed new Director of UTS's Jumbunna Indigenous House of Learning.</li> <li>&gt; Professor Susan Thorp appointed Australia's first Chair of Finance and Superannuation at the UTS Business School.</li> <li>&gt; Three UTS alumni among the finalists and award winners at short film festival <i>Tropfest</i>.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Autumn semester commenced.</li> <li>&gt; UTS again recognised as an Equal Opportunity for Women in the Workplace Agency Employer of Choice for Women.</li> <li>&gt; UTS researchers and industry partners announced that they will use Frank Gehry's first Sydney building, the Dr Chau Chak Wing Building, as a case study on the use of advanced building information modelling technologies in Australia.</li> <li>&gt; UTS, along with other leading Australian universities and the CSIRO, becomes a founding partner and supporter of a unique new opinion and news portal called <i>The Conversation</i>.</li> </ul>
April	May	June
<ul style="list-style-type: none"> <li>&gt; Vice-Chancellor Professor Ross Milbourne accepted the invitation to extend his term as Vice-Chancellor of UTS until 2014.</li> <li>&gt; Multi-Purpose Sports Hall opened to the UTS community with a gala sports day.</li> <li>&gt; Pre-construction commenced on the new Dr Chau Chak Wing Building.</li> <li>&gt; UTS Union launched the 2011 UTS Elite Athlete Program.</li> <li>&gt; PhD student Angelina Hurley named 2011 Australian Fulbright Indigenous Scholar.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; A new UTS partnership was created to strengthen China–Australia relations: the Australia–China Strategic Relations Institute.</li> <li>&gt; New portraits unveiled of Chancellor Professor Vicki Sara, AO and Vice-Chancellor Professor Ross Milbourne by renowned artist Danelle Bergstrom.</li> <li>&gt; UTS Library purchased the Norman Lindsay Collection — an assortment of books, pamphlets and other material by and about the artist.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The Graduate School of Health, offering a Master in Pharmacy degree, established at UTS.</li> <li>&gt; UTS awarded \$1.2 million in ARC funding — boosted with \$1.8 million from industry partners — for new research in nursing, architecture, sustainability, civil engineering and plant biology.</li> <li>&gt; Professor Hung Nguyen's thought-controlled wheelchair, Aviator, ranked third in top 100 Australian innovations.</li> <li>&gt; The 25th UTS Writers' Anthology, Australia's premier student anthology, launched to critical acclaim — one of Gleebooks top 10 bestsellers for the month of June.</li> <li>&gt; UTS became City of Sydney eco-partner and joined the City of Sydney's Better Building Partnership.</li> <li>&gt; UTS took out bronze and silver at the Australian University Surfing Championships.</li> </ul>



July	August	September
<ul style="list-style-type: none"> <li>&gt; New UTS student housing tower, Yura Mudang, opened.</li> <li>&gt; UTS named overall champion at the Eastern University Games, winning gold medals for netball, handball and touch football.</li> <li>&gt; International graduations held in Hong Kong and Shanghai, and alumni events held in Jakarta, Hong Kong and Shanghai.</li> <li>&gt; Vice-Chancellor Professor Ross Milbourne participated in the NSW Premier's Delegation to China.</li> <li>&gt; UTS Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander named chair of a new advisory group of education and IT experts' established to provide the Australian Government with advice on transforming teaching and learning through technology.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; UTS ranked in the world's top 500 universities in the Academic Rankings of World Universities.</li> <li>&gt; Vice-Chancellor Professor Ross Milbourne hosted all-staff forums at both the City and Kuring-gai campuses.</li> <li>&gt; Over 16,000 prospective students attended UTS open day, including the first UTS street fair.</li> <li>&gt; UTS:INSEARCH graduation ceremony held for students who completed courses in business, communication, design, information technology, science and engineering.</li> <li>&gt; Annual InFusion festival held to celebrate the diversity of cultures that exist in UTS and the wider community, with a range of performances, music and food stalls.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; UTS awarded five stars in the new QS Stars system.</li> <li>&gt; Radio station 2SER FM hosted a social media-based student forum, discussing 'What is a university of technology?'</li> <li>&gt; Business@UTS lunch held with guest speaker Susan Moylan-Coombs, advocate of rights and social justice for Indigenous Australians and head of commissioning at National Indigenous Television.</li> <li>&gt; UTS: Sydney International Animation Festival opened, featuring the latest highlights of local and world animation.</li> </ul>
October	November	December
<ul style="list-style-type: none"> <li>&gt; New Student Services and Amenities Bill passed, allowing universities to charge a fee for non-academic student services.</li> <li>&gt; The Hon. Tanya Plibersek, MP, Minister for Human Services and Social Inclusion, launched UTS's new Indigenous Education and Employment Policy.</li> <li>&gt; Canberra-born poet and musician Kate Middleton is named Sydney's first City Poet, supported by the UTS Centre for New Writing and Arts NSW.</li> <li>&gt; The Bluebird Brekkie Bar opened, providing free breakfast for 500 UTS students every Wednesday morning during semester.</li> <li>&gt; Two new research scholarships announced: the Chancellor's Research Scholarships and the UTS: Research Excellence Scholarships.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Professor Hung Nguyen, Dean of the Faculty of Engineering and Information Technology, is shortlisted for NSW Australian of the Year.</li> <li>&gt; UTS elite athlete Patrick Cummins made his test debut with the Australian cricket team in South Africa.</li> <li>&gt; The Governor-General, Her Excellency Ms Quentin Bryce, AC, CVO, became patron of the Australian Centre for Child and Youth: Culture and Wellbeing at UTS.</li> <li>&gt; Six outstanding alumni recognised in the Walkley Awards for Excellence in Journalism — Eleanor Bell, Tony Krawitz, Caroline Meldrum-Hanna, Yaara Bou Melhem, Suzanne Smith and Rita Williams.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Carla Zampatti, fashion icon and member of the Vice-Chancellor's Industry Advisory Board, opened the UTS Graduate Fashion Show in the newly refurbished Great Hall.</li> <li>&gt; The first chair of Australian poetry at UTS, funded by the Copyright Agency Limited, named as practising poet Robert Adamson, to commence in 2012.</li> <li>&gt; Final-year UTS Bachelor of Design in Fashion and Textiles student Danielle Krémer won the \$10,000 2011 NSW Business Chamber Textile, Clothing and Footwear Industry Award.</li> <li>&gt; Two UTS academics, Dr Peter Macreadie and Professor Roy Green, and entrepreneurial business student Nikki Durkin were named among Sydney's top 100 influential people for 2011 by the <i>Sydney Morning Herald's the(sydney)magazine</i>.</li> </ul>

## 2011 at a glance



1. equivalent full-time student load.

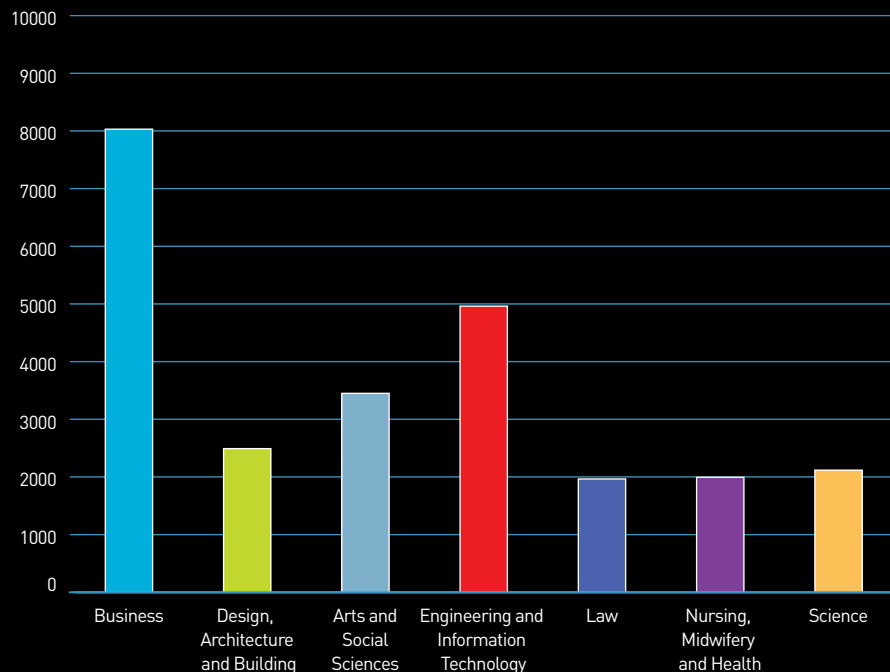
2. this includes undergraduate and postgraduate students.

3. this does not include some graduates from antecedent institutions.

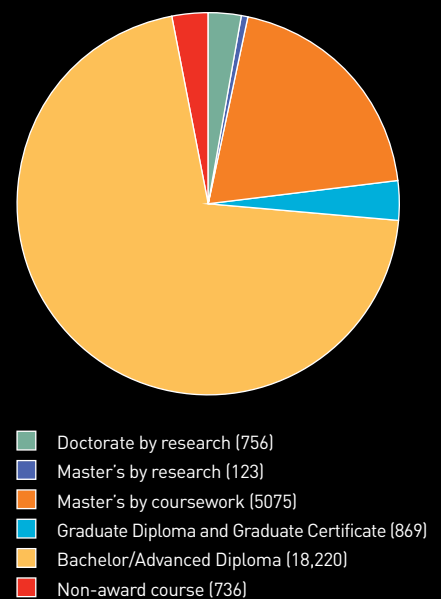
4. full-time equivalent, including casual staff.

5. total number of publications in the Higher Education Research Data Collection, which includes peer-reviewed books, book chapters, articles and conference papers (figure correct as at 31 December 2011).

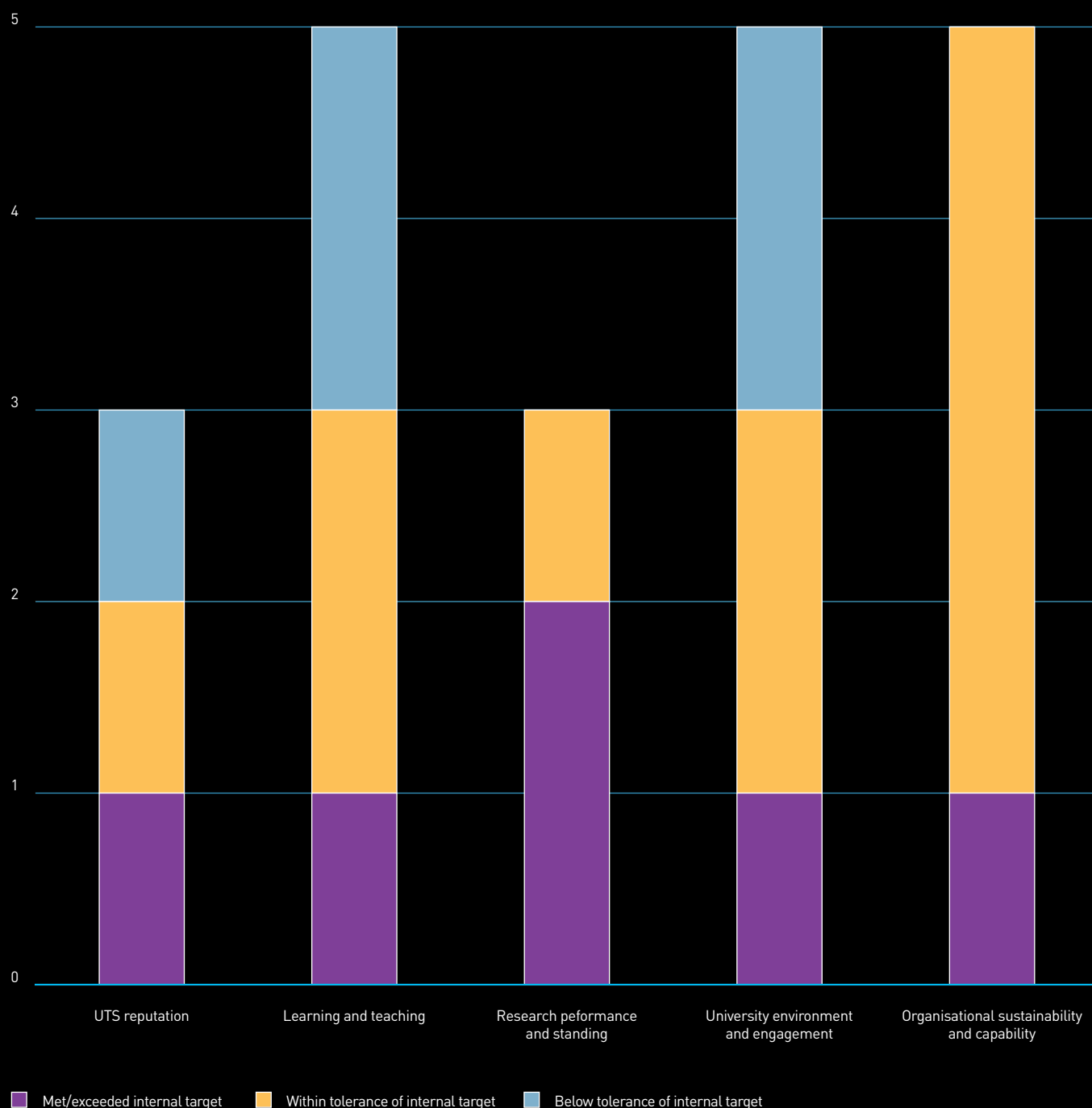
Equivalent full-time student load by faculty



Equivalent full-time student load by course level



## Performance in brief



Note: KPI results are not final until endorsed by the UTS Council in April 2012.

2011 marks the third annual report of progress against the UTS Strategic Plan 2009-2018 and associated Key Performance Indicators (KPIs). In 2011, there are 21 KPIs and 29 operational metrics in the KPI framework focusing on aspects of UTS performance considered critical to the delivery of the strategic plan (some KPIs have more than one metric).

The KPI results presented above reflect performance against challenging improvement targets set by senior management and endorsed by Council. In some cases of 'below tolerance' rating have been assigned to KPIs showing improved performance from 2010.

Further information on KPIs is provided on pages 85-6.

## Key statistics

	2007	2008	2009	2010	2011
Student satisfaction with facilities and services <sup>1</sup> (%)	71	72	74	75	74
Graduate employment <sup>2</sup> (%)	85	86	78	75	77
<b>Course completions</b> (headcount)					
Total	9196	9724	9553	9894	10,248
Undergraduates	5456	5735	5536	5427	5578
Postgraduates	3577	3802	3822	4297	4508
Higher degree research students	163	187	195	170	162
<b>Enrolments</b> (EFTSL <sup>3</sup> )					
Total student enrolments	22,545	22,688	23,797	24,186	25,053
Undergraduates	17,163	16,950	17,384	17,214	18,228
Postgraduates	5382	5737	6414	6972	6825
International students	5952	5484	5928	6647	7128
Low socioeconomic status <sup>4</sup>	2029	2184	2247	2301	2355
<b>Staff</b> (FTE <sup>5</sup> )					
Academic	1156	1177	1219	1269	1330
Support	1370	1432	1531	1612	1657
<b>Research</b>					
Research strengths	25	26	28	28	29
Cooperative Research Centres	6	5	6	3	4
University research institutes	4	4	4	5	5 <sup>6</sup>
ARC Centres of Excellence	2	2	2	2	2
NHMRC Centres of Research Excellence	–	–	–	1	1
Centres	22	18	17	19	19
External research funding (\$'000)	35,627	32,202	34,466	35,818	39,798
> from national competitive grants	14,118	11,093	14,290	14,219	16,186
<b>Income</b> (%) (excluding deferred government contributions)					
Government grants	36.0	37.7	38.9	40.7	40.8
Fees and charges	29.3	27.5	28.2	30.9	30.8
HECS-HELP	19.2	19.0	18.6	18.0	17.2
Other	15.5	15.8	14.3	16.4	11.2
<b>Expenditure</b> (%)					
Employee benefits	60.8	60.8	60.6	60.4	60.7
Other	23.7	24.7	25.7	26.1	27.1
Depreciation and amortisation	12.2	11.6	11.3	10.4	9.9
Repairs and maintenance	2.1	2.2	1.8	1.8	1.7
Impairment of assets	0.0	0.0	0.0	0.7	0.0
Borrowing costs	1.2	0.7	0.6	0.6	0.5
<b>Finance</b> (\$'000)					
Total assets	1,199,375	1,400,398	1,457,655	1,574,771	1,793,869
Total revenue from continuing operations	402,549	475,109	516,481	536,644	587,302
Total expenses from continuing operations	367,523	422,617	457,863	506,808	560,334

1. Based on responses to the UTS Student Satisfaction Survey, full year result.

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

3. Equivalent full-time student load.

4. Using the Australian Bureau of statistics low socioeconomic status classification applied to postcode. This does not align with the Department of Industry, Innovation, Science, Research and Tertiary Education's data for Low SES Interim Indicator

5. Full-time equivalent, including casual staff. Staff figures from 2007 to 2011 have been updated to include casual staff.

6. Includes the Institute for Interactive Media and Learning, the Institute for Sustainable Futures (also a University research strength), the Institute for Nanoscale Technology (also a University research strength), iThree institute (also a University research strength) and the Advanced Analytics Institute.

## Fulfilling our objectives

This year was the third year of operation under the UTS Strategic Plan 2009–2018, the principal statement of our vision of being a world-leading university of technology.

The four key objectives listed below form the foundation of our strategic plan and are supported by a number of strategies.

In 2011, UTS demonstrated how we met these objectives through the following activities and achievements. Further information on our strategic planning and performance is provided on pages 82–92.

Objectives	Activities	Annual report page
1. Strengthen the standing of the UTS model of global practice-oriented learning	> faculties developed and refreshed curriculums to support the UTS model	35
	> launch of Master of Pharmacy in the new Graduate School of Health	50
	> joint program with Alcatel-Lucent established for postgraduate students to work with advanced carrier-grade IP networks	42
	> appointment of a Professor in Indigenous Education in the Faculty of Arts and Social Sciences	35
	> appointment of Sydney's first City Poet	37
	> Faculty of Design, Architecture and Building hosted the United Kingdom's Architectural Association School of Architecture's Visiting School	40
	> expansion of U@Uni summer schools and associated programs held for high-school students	64
2. Increase the scale, quality and impact of research in our disciplinary fields	> 80 per cent of UTS research ranked at world standard or above	29
	> Joint Research Centre for Data Mining and Service Technology established with Beijing Institute of Technology	30
	> first cohort of dual degree PhD candidates from partner institutions in China commenced at UTS	31
	> UTS Business School appointed Professor Susan Thorp as Australia's first Chair of Finance and Superannuation, and Professor Suzanne Benn as Chair in Sustainable Enterprise	39
	> collaboration with World Health Organization to fund a maternal health project in Papua New Guinea	46
	> UTS's first Marie Curie Fellow started in our Centre for Technology in Water and Wastewater	33
	> UTS becomes a founding partner and supporter of new opinion and news portal <i>The Conversation</i>	33
3. Enhance our strong, inclusive university environment through start-of-the-art learning, research and social spaces, infrastructure and highly responsive services	> Yura Mudang student housing facility opened	77
	> two new student media labs opened	36
	> launch of UTS Luminaries, a special group of alumni who will act as ambassadors for UTS	74
	> UTS Science Engage public lecture series continued	48
	> Workplace Adjustment Procedures developed	66
	> preparatory work begun on the new library retrieval system	78
4. Build the capabilities of our people and processes to sustain and improve performance into our third decade and beyond	> increased participation in the UTS short course program	25
	> reviewed the academic career and promotion framework	59
	> selection of a new eRecruitment system	60
	> 'find a supervisor' search engine developed for research students	31
	> implemented new Voluntary Code of Best Practice for the Governance of Australian Universities	16
	> UTS Sustainability Strategy 2012–2015 launched	79

## Our senior executive



### Vice-Chancellor and President

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

The Vice-Chancellor and President 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 received his bachelor's and master's degrees from the University of New South Wales, and his PhD from the University of California, Berkeley, where his supervisor was Nobel Laureate George Akerlof. His research interests have been in the general area of macroeconomics and, in particular, the mathematical modelling and statistical testing of macroeconomic theories.

Professor Milbourne has been Vice-Chancellor of UTS since 2002. His previous appointments include Deputy Vice-Chancellor (Academic) at UTS, 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. Professor Milbourne was Chair of the Australian Technology Network from February 2009 to February 2011, and is currently a member of the Universities Australia Board of Directors.



### 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 at the UTS Business School. 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.

Professor Booth's 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 the University's 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' research interests lie in the area of heterogeneous catalysis and his research career included positions across both the public sector, including at Oxford University, and private industry.

Professor Brungs is a Rhodes Scholar and recipient of the University Medal in Industrial Chemistry from the University of New South Wales.



**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 19 years, having previously held the positions of Director of the Institute for Interactive Media and Learning and Dean of the Faculty of Education.

Professor Alexander is Chair of the TAFE NSW Higher Education Academic Board and is a member of the Board of Trustees of the Museum of Applied Arts and Sciences (the Powerhouse Museum). In 2011, she was appointed by the federal government to chair the Digital Education Advisory Group.



**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, information technology,

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) has overall responsibility for the efficient and effective use of the University's

resources. He is responsible for the finances of the University, both as they are affected by, and impact on, the University's strategy. He is also responsible for all commercial, building and maintenance activities as well as for the creation and management of the \$1 billion City Campus Master Plan.

Patrick Woods has been the Deputy Vice-Chancellor (Resources) since 2006. Previously he held numerous chief executive officer and executive positions across various industry sectors including information technology, office supply, distribution, advertising and higher education across Canada, the Middle East, Asia and Australia.

Patrick Woods sits on a number of boards in the health, retail and higher education sectors

## Structure of UTS

<b>CHANCELLOR AND COUNCIL</b>
<b>Vice-Chancellor and President</b>
<p><b>Senior Deputy Vice-Chancellor and Senior Vice-President</b> Faculties Jumbunna Indigenous House of Learning Planning and Quality Unit</p>
<p><b>Deputy Vice-Chancellor and Vice-President (International and Development)</b> Alumni and Development External Engagement International Engagement UTS International UTS Shopfront 2SER</p>
<p><b>Deputy Vice-Chancellor and Vice-President (Research)</b> Research and Innovation Office University Graduate School Institute for Sustainable Futures UTS Centre for Local Government</p>
<p><b>Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity)</b> ELSSA Centre Equity and Diversity Unit Institute for Interactive Media and Learning Student Ombud Student Services Unit University Library</p>
<p><b>Deputy Vice-Chancellor and Vice-President (Corporate Services)</b> Creative Industries Innovation Centre Human Resources Unit Information Technology Division Marketing and Communication Unit Registrar (Governance Support Unit, Internal Audit, Student Administration Unit, UTS Legal Services)</p>
<p><b>Deputy Vice-Chancellor and Vice-President (Resources)</b> Commercial Unit Facilities Management — Operations Financial Services Unit Program Management Office</p>
<p><b>Major related entities</b> accessUTS Pty Ltd INSEARCH Ltd UTS Union Ltd</p>

# OUR GOVERNANCE



PHOTO: ANNA ZHU  
The University's Building 10



## Higher education sector

2011 saw many changes in the higher education sector in Australia. The state election in New South Wales resulted in the first Liberal government in 16 years. Dr Michele Bruniges, a former teacher, was appointed the new Director-General of the Department of Education and Communities in July 2011. On a federal level, Senator the Hon. Chris Evans remained Minister for Tertiary Education, Skills, Science and Research, with the portfolios of science and research replacing jobs and workplace relations.

In early 2011, the federal government ceased funding the Australian Learning and Teaching Council and replaced the council with the Office for Learning and Teaching. The Australian Universities Quality Agency (AUQA), the peak federal body responsible for ensuring the quality, visibility and status of teaching in universities, was also closed in 2011. The Tertiary Education Quality and Standards Agency (TEQSA) is the new national regulatory and quality agency for higher education.

UTS undertook a trial audit in September as part of planned preparations for the AUQA cycle 2 quality audit. The two major aims of the trial were to test out the draft UTS performance portfolio and to benchmark our ability to support the claims made. The trial audit panel was composed of highly experienced AUQA auditors following normal AUQA audit protocols. Overall the test audit was very successful — the performance portfolio was found to be in good shape, with some key areas needing further documentation identified.

TEQSA advised the University late in 2011 that they would not proceed with the audit in 2012. While the immediate compliance element of preparing for the audit has been removed, the work undertaken for the trial audit has proven useful in shaping our strategic initiatives in teaching and learning. In the interim, UTS will automatically be re-registered as a higher education provider with TEQSA until 31 December 2012. Further information on the audit is available in the 'our planning and performance' section of this annual report.

From 2012, UTS, along with all Australian universities, will have the cap on undergraduate domestic student numbers removed. Commonwealth funding will be based on student demand and will be allocated according to total student numbers. This will create greater competition between universities, particularly when attracting students from low socioeconomic backgrounds.

It is essential that we have an effective and accountable governing body.



## UTS Council

The UTS Council aims to excel as an effective and accountable governing body.

As stipulated in section 8(2) of the *University of Technology, Sydney, Act 1989* (NSW) (the UTS Act), the UTS Council is the University's governing body that is given powers and functions to control and manage the University's affairs, properties and finances, to delegate its functions and to appoint a Vice-Chancellor. Accountability for our governance lies with the UTS Council, chaired by the Chancellor.

The UTS Council has the primary responsibility of approving and promoting the objectives and interests of UTS, particularly its strategic direction and business plan. The Council determines the University's strategic objectives, and monitors and reviews outcomes within the overall UTS performance and planning framework.

The Vice-Chancellor, Professor Ross Milbourne, is an official member of Council. The Vice-Chancellor and senior executive have management responsibility for the University's operational functions, as delegated by Council. The Chancellor, Professor Vicki Sara, AO, is Chair of the UTS Council and is elected by the Council from among its members.

The UTS Council has also established committees comprised of Council and non-Council members, with relevant expertise and experience, to provide advice.

## Council membership

The UTS Council, in accordance with section 9 and Schedule 1 of the UTS Act comprises 20 members:

- > three official members — the Chancellor, the Vice-Chancellor and the Chair of the Academic Board
- > six external members appointed by the New South Wales Minister for Education
- > six external members appointed by Council, with two being members of Convocation

- > five elected members — two academic staff members, one non-academic staff member, one undergraduate student and one postgraduate student.

## An effective and accountable Council

There are a number of ways the UTS Council regularly reviews its effectiveness in guiding the University and ensuring it is held accountable.

- > Our governance framework, which includes the UTS Act, By-law, the UTS governance principles, rules, policies and directives, delegations and standing orders.
- > The University's Standing Delegations of Authority — the key decision-making authorities in respect of the financial, human resources, administrative, academic and governance functions of the University. These were reviewed in 2011 and made available on the UTS website.
- > The UTS Code of Conduct (see appendix A4 in volume 2 of this report) provides an ethical framework for Council members and external committee members, in the context of their duties and liabilities under law, and embodies the principles covering appropriate conduct. The code

complements the provisions of the UTS Act.

- > The UTS Governance Review Framework — this framework encompasses an external review of Council every four years, conducted by an external consultant, and internal governance reviews every two years. 2011 saw the implementation of the biennial governance audit against the NSW Auditor-General's 17 governance principles, along with our well-established annual self-evaluation of Council members and the review of individual members by the Chancellor.
- > Committee review process — Council approved a proposal in 2011 to enhance the Governance Review Framework through the introduction of a more formal approach to the review of Council's committees' performance. This model comprises the development of an annual forward plan for each committee, progress against the forward plan to be routinely monitored by the committee and a biennial committee self-assessment survey to be undertaken by each committee and reported to Council. The inaugural committee self-assessment survey will be conducted mid-2012.
- > The Voluntary Code of Best Practice for the Governance of Australian Universities (see below).

## The Voluntary Code of Best Practice for the Governance of Australian Universities

In 2011 Council approved the replacement of the defunct National Governance Protocols with the new Voluntary Code of Best Practice for the Governance of Australian Universities as the peak framework against which UTS monitors and reports its governance compliance.

The Australian Government required universities to comply with a set of National Governance Protocols until they were removed in 2008. In the absence of a replacement code, and similar to other universities, UTS chose to continue reporting against the protocols until 2011 when the peak higher education bodies (Universities Australia, the University Chancellors' Committee, the Joint Committee on Higher Education and the Ministerial Council for Tertiary Education and Employment) endorsed the new voluntary code.

In mid-2011, UTS was a leader among Australian universities in adopting the code and assessing its compliance.

There are 14 protocols within the voluntary code. Pleasingly, UTS was assessed as fully compliant against all protocols.

The voluntary code can be found on the Universities Australia website — [www.universitiesaustralia.edu.au](http://www.universitiesaustralia.edu.au)



## Vale Dianne Leckie

In 2011 we farewelled longstanding member of the UTS Council Mrs Dianne Leckie, who passed away in April. Dianne was an enormous contributor to the University, the Council and its committees, providing valuable leadership and wise counsel throughout her time at UTS. Dianne was an integral member of the UTS Council since 2002. Dianne was also a longstanding member of several key Council committees.

Dianne graduated with a Bachelor of Business from the Kuring-gai College of Advanced Education and a Master of Economics from Macquarie University. She was a Fellow of Certified Public Accountants Australia and a Member of the Australian Institute of Company Directors.

Dianne worked for over 25 years in the commercial sector, particularly in the banking and funds management industries. She had a great breadth of governance expertise, having served on various boards and committees.

UTS Chancellor Professor Vicki Sara said that it was a great privilege and honour to work with Dianne. Professor Sara and the UTS Council presented Dianne with an Honorary Doctor of the University a few days before she passed away in recognition of her exceptional contribution to the achievement of the University's vision and standing.

## Changes to governance

Of particular importance to Council this year was the introduction of the *Universities Governing Bodies Act 2011* (NSW) in October. This new act will enable the UTS Council to self-determine its size and composition.

The Act is in two parts: a suite of mandatory amendments that came into effect on 25 October (with assent of the Act); and a range of provisions that universities may opt into.

Among the mandatory components is the provision to remove the Chancellor or Deputy Chancellor if the Council has lost confidence in their ability to govern. The act also allows Council to provide remuneration for members, should it so wish. In addition, Council meetings may now be called or conducted using any technology consented to by all members of Council.

The opt-in component — the Standard Governing Body Provisions — allows each university to decide for itself whether and when to introduce changes to its governance structure. The changes give universities the flexibility to govern themselves according to their objectives and strategic plans, within timescales that suit them. Universities may choose, if they wish, to retain current arrangements.

The UTS Council will give full consideration of the implementation of governance arrangements allowed by the *Universities Governing Bodies Act* in 2012.

## Academic Board

The University's Academic Board is established by section 15 of the UTS Act as a committee of the UTS Council. Council determines its powers and functions. The Board advises Council on the University's core business of teaching, learning and research, as well as course approval and accreditation, and community service.

Academic Board is also the primary forum in the University for the discussion and resolution of academic issues and matters. Council works with Academic Board to ensure appropriate quality mechanisms are in place for assuring and enhancing academic provision and standards.

## Academic Board reviews

The student misconduct and appeals rules were reviewed by the board and a number of new policies, including the admissions policy, were approved.

A review of the Academic Board as a whole was conducted in 2008. Of the 37 recommendations, 34 have now been completed and three are ongoing.

In 2011, a governance review of the Academic Board and its committees was completed. The recommendations from this governance review incorporated the 2008 recommendations and these will be implemented from 2012.

A Governance Activities Framework 2011–2012 has been established for Academic Board and this will be implemented and monitored in 2012.

Significant work went into preparing for the proposed AUQA cycle 2 quality audit that was to be held in 2012. Although this audit was cancelled, work will continue on improving the Academic Board and its committees in 2012.

Celebrating our current staff and students, and focusing on ways to attract the best people, is always a priority at UTS. That is why, in 2011, the annual Council retreat focused on 'our people'.

Council members reaffirmed the University's strategic direction to be a world-leading university of technology, particularly strengthening the use of technology as a branding tool to build our global reputation.

Outcomes from the retreat also included aspiring to have high-quality staff and students, and the best facilities in which to learn, research and interact. It was acknowledged that UTS will need to rely extensively on technology and technological support to be at the cutting edge of the professions of the future and to continue to offer practice-oriented learning. Building resources for research and staff development will also ensure our strategic direction remains on track.

## UTS Council



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### 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. Associate Professor Sally Varnham**, LLB, LLM(Hons) (Well), AdvCertTTg (WP), PhD (UNSW)  
(1 January 2011 to 31 December 2012)

### Members appointed by the Minister

- 4. Michelene Collopy**, BEc (ANU), CA, FPS, GAICD, JP  
(4 October 2011 to 31 October 2012)
- The late **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 15 April 2011)
- 6. Dr Ron Sandland**, AM, BSc(Hons) (Sydney), PhD (UNSW), FTSE  
(1 November 2008 to 31 October 2012)
- 7. 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 11 October 2011)
- 8. 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)
- 9. Tony Tobin**, BA LLB (UQ); Consultant, Gilbert & Tobin Lawyers  
(12 December 2011 to 31 October 2014)
- 10. 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 14 July 2011)
- 11. Brian Wilson**, MCom(Hons) (Auck)  
(1 November 2006 to 31 October 2010, 1 November 2010 to 31 October 2014)

### External members appointed by Council

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

### Members of Convocation appointed by Council

- 16. 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)
- 17. Robert Kelly**, BCom (UNSW), LLB, LLM (Sydney), MBA (UNSW), FCIS, FAICD; Barrister  
(1 November 2010 to 31 October 2014)

### Members of academic staff

- 18. Professor Jenny Onyx**, MA (Well), PhD (Macq); Professor of Management, UTS Business School  
(1 November 2006 to 31 October 2008, 1 November 2008 to 31 October 2010, 1 November 2010 to 31 October 2012)
- 19. 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

- 20. 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

- 21. Rachael Durrant**, enrolled Bachelor of Arts in Communication (Media Arts and Production)  
(1 November 2010 to 31 October 2012)

### Postgraduate students

- 22. Siddharth Mehta**, enrolled Master of Information Technology  
(1 November 2010 to 23 March 2011)
- 23. Thomas Robertson**, BCom(Hons) (WAust), GDipAppFin, GDipFinPlanning (Finsia), FFin; enrolled Juris Doctor  
(30 May 2011 to 31 October 2012)

# OUR TEACHING AND LEARNING



PHOTO: JOANNE SAAD

Laurie Berg, Lecturer in the Faculty of Law, received a Vice-Chancellor's Learning and Teaching Grant in 2011 to support a project that will enhance UTS law students' experience of research and scholarship as an integral part of their ongoing development and practice.

UTS's vision is to be a world-leading university of technology. One of the ways we will achieve this vision is by preparing our students for the global workplace. The latest technologies are used in our teaching and research, and our students learn to critically question the use of technology and its consequences.

Teaching is fundamental to our standing as a university. Two of UTS's four key objectives focus on teaching.

- > Objective 1 — Strengthen the standing of the UTS model of global practice-oriented learning.
- > Objective 3 — Enhance our strong, inclusive university environment through state-of-the-art learning, research and social spaces, infrastructure and highly responsive services.

In 2011, the University set the following teaching and learning strategic priorities for 2011–13 under the two strategic objectives:

- > to build the student profile of the future
- > to build/renew curriculums to support the UTS model and the future student profile
- > to internationalise the student experience to support the UTS model and the future student profile
- > to build our reputation and capacity to attract students and staff through the City Campus Master Plan.

This year we also consolidated our commitment to the three interrelated tenets of the UTS model of global practice-oriented learning:

- > integrated exposure to professional practice through dynamic and multifaceted modes of practice-oriented education
- > professional practice situated in a global workplace, with international mobility and international and cultural engagement as centrepiece
- > learning that is research-inspired and integrated, providing academic rigour with cutting edge technology to equip graduates for lifelong learning.

In recognition of our teaching and research, UTS celebrated being ranked in the top 500 universities in the world, according to the Academic Rankings of World Universities (formerly the Shanghai Jiao Tong University rankings). UTS was placed 14th highest of the Australian universities included in the rankings.

Our students learn to critically question the use of technology and its consequences.

## Developing our curriculum

This year, our faculties strengthened their curriculums to increase the use of technology in teaching, align research and teaching, and develop our relationships with industry partners.

We expanded our academic program in 2011 with the accreditation of 15 new coursework award courses and five new research courses.

UTS will offer a new practical Master of Pharmacy in 2012, with the opening of our new Graduate School of Health, as well as a Master of Pharmacy (Research) and PhD in Pharmacy.

UTS will also be one of the first universities in Australia to offer a Bachelor of Design in Animation, building on our strong reputation for design and technology.

Other new courses include a Master of Intellectual Property, a Graduate Diploma in Public Relations and the combined Juris Doctor and Master in Business Administration.

We also reaccredited 13 of our award courses and extended course accreditation for 25 courses. External articulation arrangements were made for 10 award courses with 15 overseas institutions.

## Preparing our graduates for the workforce

The ePortfolios project was established in 2011 by the Institute of Interactive Media and Learning and is being implemented in selected courses to support students' progression towards developing and achieving the graduates attributes necessary for employment in their chosen career.

The ePortfolios hold a collection of a student's coursework undertaken during their degree and can include assessment tasks, reflections on extra-curricular activities such as work placements, private learning journals and personal interest material.

## Integrating professional practice

UTS provided integrated exposure to professional practice in 2011 through a number of initiatives including work-based learning (internships, practicums, clinical placements), field trips, volunteer work with community organisations, consulting projects, and guest lectures by industry professionals and practitioners.

To further our students' exposure to professional practice, UTS reinforced its strong in-house teaching staff by engaging external lecturers currently working in the professions and industries. Our students value the way in which these professional teachers draw on real-life case studies, helping them forge the link between theory and practice, and support the UTS model of practice-oriented learning.

### Our graduate attributes

A graduate of UTS is intended to be equipped for ongoing learning and inquiry in the pursuit of personal development and excellence in professional practice; be able to operate effectively with the capabilities that underpin professional practice in a global context; and be committed to the actions and responsibilities required of a professional and a citizen.

## Supporting our teachers

One of the ways in which UTS supports innovation in teaching is through the provision of learning and teaching grants. In 2011, 19 Vice-Chancellor's Learning and Teaching Grants were awarded.

These grants, of between \$2,000 and \$10,000, enable individual academics and small teams to develop groundbreaking approaches to learning and teaching that have a notable impact on the student experience and support the UTS model of learning. Among the grants awarded include Dr Melissa Edwards, from the UTS Business School, who was awarded a learning and teaching grant to develop a deeper understanding of the practices and issues that arise when an interdisciplinary team engages in the creative problem solving process. Dr Behzad Fatahi, from the Faculty of Engineering and Information Technology, used his learning and teaching grant to develop research activities within civil engineering subjects at UTS so that students develop skills in critical and creative thinking, producing lifelong learners.

UTS also offered support in the form of leadership programs for course and subject coordinators. These programs are designed to facilitate curriculum renewal by providing coordinators with the necessary knowledge and skills in curriculum design, review and accreditation.

The annual UTS Teaching and Learning Forum was held in June this year. The forum provided an opportunity for staff to share ideas and examples of good practice including innovative curriculum design and assessment, new technologies for learning, practice-oriented learning and teaching, developing an internationalised curriculum and curriculum initiatives that support research-inspired learning.

### Enrolments by course level (EFTSL<sup>1</sup>)

	2007	2008	2009	2010	2011
Postgraduate	5,382	5,737	6,414	6,972	6,825
Undergraduate	17,163	16,950	17,384	17,214	18,228
Non-award	254	210	182	337	726
Total	22,799	22,898	23,979	24,523	25,779

2011 student enrolled load increased by 5.1 per cent from 2010. Overall growth is above four-year growth trend of 3.1 per cent.

2011 undergraduate student enrolled load increased by 5.9 percent from 2010. Overall undergraduate growth over four years has averaged 1.6 per cent.

2011 postgraduate student enrolled load declined by 2.1 per cent from 2010. Overall postgraduate growth over four years has averaged 6.2 per cent.

1. Equivalent full-time student load.



This year we held a number of professional development seminars as part of our casual academics program. These focused on skills development in teaching culturally diverse groups.

The 2011 casual academics conference highlighted the best examples of teaching practices from our casual academic staff. It also provided the opportunity for casual academics to meet up and take part in a number of practical workshops.

A supervisor development package for new and experienced higher degree by research (HDR) supervisors was introduced by the University Graduate School. This will also combine university- and faculty-level workshops with mentoring relationships.

## Recognition for our teaching

UTS was successful at the Australian Awards for University Teaching in August (award winners pictured below). Seven UTS academic and professional staff members were recognised for their outstanding contributions to student learning and were awarded citations, worth \$10,000 each, from the Australian Learning and Teaching Council (ALTC).

> Dr Rob Bower, UTS Business School, for developing and fostering experiential

learning to enhance student engagement in the field of sports science

- > Dr Paul Burke, UTS Business School, for exemplary delivery and support of learning that addresses student challenges in the context of a large undergraduate class in introductory business statistics
- > Associate Professor Aaron Coutts, UTS Business School, for developing unique and innovative approaches that enhance independent learning and facilitate the development of practice-oriented skills in the sport and exercise sciences
- > Dr Brian Farrell, UTS Business School, for sustained promotion of learning engagement for culturally and linguistically diverse business students, using collaborative learning and other support strategies
- > Associate Professor Hadi Khabbaz, Faculty of Engineering and Information Technology, for an innovative and sustained contribution to improving geotechnical engineering education in our transforming world and preparing motivated and responsible soil engineers for the future
- > Georgina Barratt-See and Mathew Appleyard, U:PASS team, UTS Student Services, for sustained commitment to the UTS Peer Assisted Study Success (U:PASS) program, which improves

academic outcomes for students, and develops leadership skills of student facilitators.

Associate Professor Les Kirkup from the Faculty of Science was awarded a prestigious ALTC National Teaching Fellowship to bring research thinking into undergraduate science. Associate Professor Kirkup's project 'Inquiry-oriented learning in science: transforming practice through forging new partnerships and perspectives' was awarded \$350,000 and was one of only five fellowships awarded in Australia in 2011.

UTS also received ALTC funding for four new teaching and learning projects, totalling \$800,000, for which UTS is the lead institution:

- > A shared, applied epistemology for competency in computer programming (Dr Raymond Lister)
- > Enhancing remote laboratory learning outcomes through lesson plan integration within an LMS framework (Professor David Lowe)
- > Building local leadership for research education (Professor David Boud)
- > Hunters and gatherers: strategies for curriculum mapping and data collection for assuring learning (Dr Romy Lawson).



PHOTO: WWW.PHOTOCALL.COM.AU

2011 ALTC Award winners. Back row L-R: Dr Nicola Parker, Professor Hung Nguyen, Dr Paul Burke, Associate Professor Les Kirkup, Associate Professor Aaron Coutts, Georgina Barratt-See, Dr Rob Bower, Dr Keith Willey, Dr Brian Farrell. Front row L-R: Brett Smout, Dr Timothy Aubrey, Associate Professor Jo McKenzie, Professor Jenny Edwards, Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander, Katrina Waite, Associate Professor Hadi Khabbaz.

## Global marketplace preparation

Preparing our students for the global marketplace is an essential part of the UTS model of global practice-oriented learning.

The need to improve students' English communication skills was identified as being fundamental to enhancing the employment outcomes of our students. In support of this, in 2011 UTS:

- > adopted an English Language Policy, which makes explicit that teaching English is an integral part of students' learning in formal award courses
- > initiated a new Higher Education Language and Presentation Support (HELPS) program, which aims to provide English language and academic literacy skills assistance to UTS students with support from the Student Services Unit and the Institute for Interactive Media and Learning
- > offered English language conversation classes for students from non-English speaking backgrounds.

## Defining our academic standards

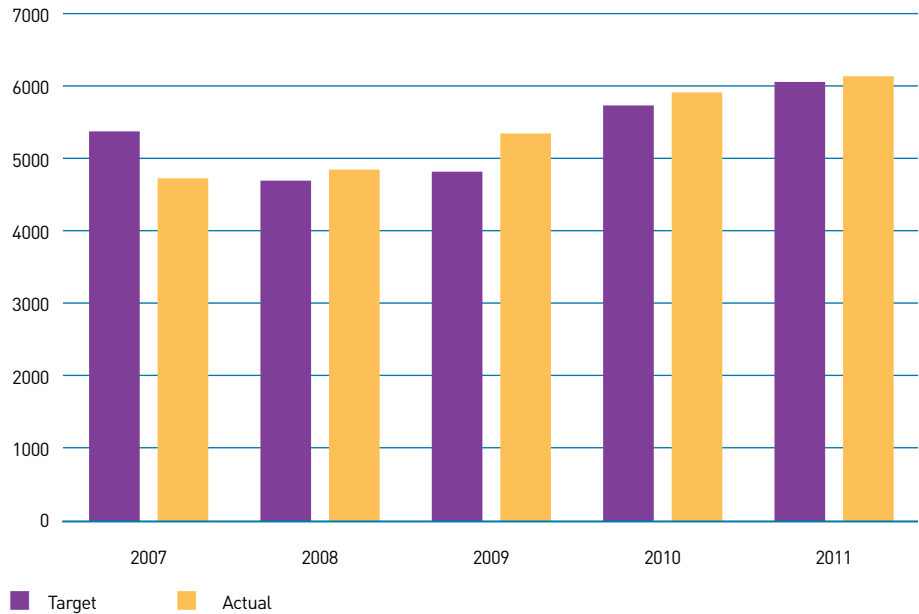
Following on from 2010, UTS continued to define its academic standards.

The University's Academic Board approved the UTS Academic Standards: Develop Higher Degree Research Graduates in March 2011. This document details the academic standards UTS has set for the development and delivery of its higher degree research courses.

Faculties carried out a self-assessment against these and the previously developed coursework graduates academic standards in early 2011. Research academic standards are currently in development.

## Key performance indicator — Internationalisation of student experiences

### Inbound international students (EFTSL)



2011 results continued the 2010 growth, despite the high Australian dollar, increasing competition from USA and Canada and impending visa changes. UTS managed to continue growing numbers despite a decline of up to 20 per cent in some institutions within the higher education sector.

Note: KPI results are not final until endorsed by the UTS Council in April 2012.

## Our undergraduate students on exchange

A new key performance indicator metric was under development in 2011 to report the proportion of undergraduate award students who have completed an international experience during the year at UTS.

The new metric aligns with the measure used in the Australian Universities International Directors' Forum (AUIDF) Mobility Survey and incorporates the University's new BUiLD program to promote the undertaking of international experience by students (there were no results as at April 2011).

In 2011, UTS won the tender to maintain and enhance the former Learning and Teaching Sustainability website that supports sustainability studies and provides a platform to promote and develop interdisciplinary teaching, learning and research in sustainability in Australian universities. The website — [sustainability.edu.au](http://sustainability.edu.au) — is a joint collaboration between the UTS Business School and the Institute for Sustainable Futures.

## Improving our learning spaces

UTS strives to provide its students with a vibrant, supportive learning environment. We aim to do this by creating a ‘sticky’ campus — a place where students feel comfortable to remain around after classes are over.

Our City Campus Master Plan, and other faculty and campus redevelopments, are focused on creating a sense of place in which students can learn — a ‘learning commons’ — and where all UTS buildings and open spaces are designed as total environments for learning, with structured and informal learning spaces.

This year UTS renovated many student spaces to respond to student needs. Examples include group work rooms with smart boards that can be booked electronically; study spaces with televisions, microwaves and snack machines; and spaces that are available 24 hours a day.



PHOTO: ANDREW WORSSAM

New teaching and learning space in the Faculty of Nursing, Midwifery and Health, Building 10.

## Our short courses

Due to our close partnerships with industry and private and government sectors, UTS is acutely aware of and up-to-date with changes affecting today’s workplace. Our short courses are constantly reviewed to ensure they are keeping pace with these changes, reflect the real world and provide the skills employers are demanding.

In 2011, we offered a range of short courses covering playground safety management, water engineering, animation, software development, event management, executive development, legal research refresher, and training in how to operate a mass spectrometer.

To manage our short course offerings, a whole-of-university short course back-office solution was developed in 2011. The UTS short course database now manages over 2000 courses.

Further, the UTS Academic Board approved a revised Short Courses Policy in June. This is part of a suite of governance documents designed to enhance the University’s approach to the conduct of its short courses, including the capacity to increase UTS revenue, extend the university’s engagement with industry and the professions, and extend pathways to our award courses.

### Course completions

	2006	2007	2008	2009	2010	2011 <sup>1</sup>
Higher doctorate	3	2	1	1	3	1
PhD	115	121	148	153	140	128
Master’s by research	48	40	38	41	27	33
Master’s by coursework	2929	2416	2588	2701	3160	3252
Graduate diploma/certificate	1409	1161	1214	1121	1137	1256
Bachelor’s	5485	5451	5733	5525	5420	5565
Sub-degree	7	5	2	11	7	13
Total	9996	9196	9724	9553	9894	10,248

1. These are preliminary figures for 2011.





- Nishogakusha University (Tokyo)
- Tokyo Institute of Technology
- University of Electro-Communications (Tokyo)
- Yamanashi University
- Yokohama National University
- KOREA, REPUBLIC OF**
- Korea University (Seoul)
- Yonsei University (Seoul)
- KUWAIT**
- Kuwait University (Kuwait City)
- MALAYSIA**
- Universiti Sains Malaysia (Penang)
- MEXICO**
- University of Guadalajara
- National Autonomous University of Mexico (Mexico City)
- Monterrey Institute of Technology and Higher Education
- University of the Americas (Puebla)
- University of Veracruz (Xalapa)
- THE NETHERLANDS**
- University of Amsterdam
- Delft University of Technology
- The Hague University of Applied Science
- Maastricht University
- Erasmus University Rotterdam
- University of Tilburg

- NEW CALEDONIA**
- University of New Caledonia (Noumea)
- PHILIPPINES**
- Ateneo de Manila University
- PORTUGAL**
- New University of Lisbon
- SINGAPORE**
- Nanyang Technological University (Singapore)
- SPAIN**
- University Abat Oliba CEU (Barcelona)
- Autonomous University of Barcelona
- Barcelona Technical University
- Pompeu Fabra University (Barcelona)
- University of Granada
- University of la Rioja (Logroño)
- 'Alfonso X El Sabio' University (Madrid)
- Antonio de Nebrija University (Madrid)
- Carlos III of Madrid University
- Comillas Pontifical University (Madrid)
- University of Málaga
- University of Navarra (Pamplona)
- Public University of Navarra (Pamplona)
- University of Salamanca
- University of Cantabria

- SWEDEN**
- Dalarna University (Falun and Borlänge – twin campus)
- Jönköping University
- Linköping University
- Royal Institute of Technology (Stockholm)
- Stockholm University
- Uppsala University
- SWITZERLAND**
- University of Bern
- University of Applied Sciences Northwestern Switzerland (Brugg)
- University of Fribourg
- University of Lausanne
- University of Italian Switzerland (Lugano)
- University of Neuchâtel
- University of Zürich
- Zürich University of Applied Sciences (Zürich, Winterthur, Wädenswil)
- THAILAND**
- King Mongkut's University of Technology Thonburi (Bangkok)
- TURKEY**
- Koc University (Istanbul)
- UNITED KINGDOM**
- Glasgow School of Art
- City University London

- European Business School (EBS) London, Regent's College
- University of Westminster (London)
- Loughborough University
- University College for the Creative Arts at Canterbury, Epsom, Farnham, Maidstone and Rochester (Maidstone)
- Manchester Metropolitan University
- University of East Anglia (Norwich)
- Nottingham Trent University
- Oxford Brookes University
- UNITED STATES OF AMERICA**
- University of North Carolina at Asheville
- University of Texas at Austin
- Appalachian State University (Boone)
- University of North Carolina at Chapel Hill
- University of North Carolina at Charlotte
- University of Miami (Coral Gables)
- Oregon State University (Corvallis)
- Western Carolina University (Cullowhee)

- North Carolina Central University (Durham)
- University of Texas at El Paso
- North Carolina Agricultural and Technical State University (Greensboro)
- University of North Carolina at Greensboro
- East Carolina University (Greenville)
- University of Hawaii at Manoa (Honolulu)
- State University of New York at New Paltz
- Pace University (New York City)
- Clarkson University (Potsdam)
- North Carolina State University (Raleigh)
- California State University, Sacramento
- San Diego State University
- San Francisco State University
- University of Arizona (Tucson)
- University of North Carolina at Wilmington
- Winston-Salem State University

# OUR RESEARCH



PHOTO: JOANNE SAAD

Dr Peter Macreadie, a Chancellor's Postdoctoral Research Fellow in the School of the Environment and associate member of the Plant Functional Biology and Climate Change Cluster (C3), was a finalist in the 2011 Australian Museum Eureka Prizes in the people's choice category for his work in the field of seagrass research.

## Excellence in research

UTS received outstanding results in the first round of the Federal Government's Excellence in Research for Australia (ERA) initiative. This initiative seeks to benchmark Australian research against international standards.

Announced in early 2011, the ERA results ranked 80 per cent of our research at world standard or above. The University's applied economics research received a top score of five — an indication that UTS is producing research well above world standard in this field. Other areas of merit included the UTS nursing research program, which received a score of four, again above world standard. Preparations are underway for submission of data for the ERA initiative in 2012.

UTS aims to be a leader in collaborative research and a preferred research partner for industry, business and government.



## Our research direction

Research at UTS is centred around six key research theme areas:

### Business innovation

World leading experts in fundamental discipline areas such as finance, economics, accounting, marketing and management bring innovative cross disciplinary approaches to the role of business and public policy in addressing key economic, social and environmental problems.

### Creative industries and civil societies

This theme gives a unique perspective on cultures, creative practice, knowledge and learning, and cultural change. In particular, the impact of technology upon society and the characteristics that effect social cohesion and cultural change, and the opportunities for creativity and creative industries.

### Communication and intelligent systems

This diverse research theme examines new ways to draw insight from oceans of data, understanding and leveraging the communication potential of new media and technologies, to designing real-time intelligent systems.

### Health futures

UTS researchers are improving the quality and safety of health care with specific strengths in developing biotechnology and medical devices, evaluating health systems and services to improve practice, and generating meaningful economic analyses to take health into the future.

### Future services and industries

UTS researchers in areas such as robotics, IT and nano-materials are using technology and creativity to define and support the next generation of Australian industry and services.

### Sustainability and the built environment

UTS research in this theme spans areas from climate, water, energy, health, built environment enabling us to provide holistic research approaches to environmental issues and policies.

Our research strengths — centres and institutes that are recognised leaders in their field — are incorporated in these areas. This year, our research strengths increased to 29 with the establishment of the Materials and Technology for Energy Efficiency Centre (MTEE) within the future services and industries research theme.

This centre will tackle the challenges in energy efficiency materials research.

Research conducted in these six areas and in our research strengths support the University's research strategy — a strategy that embraces a cross-disciplinary and collaborative approach to research across our faculties; builds on our research strengths; strengthens the relationship between learning, teaching and research; develops the next generation of researchers; and develops our partnerships with industry and the community.

## Responsibilities of our researchers

All members of the UTS community involved in research must adhere to the Australian Code for the Responsible Conduct of Research (ACRCR), which outlines institutional, staff and student research responsibilities.

The code guides institutions and researchers in responsible research practices and promotes integrity in research for researchers. It also explains the responsibilities and rights of researchers if they witness research misconduct.

UTS has demonstrated its compliance to the code through our Responsible Conduct of Research Policy, based on the ACRCR.

## Our research approach

Central to UTS's approach to research is the integration of research and teaching; a priority for both the Deputy Vice-Chancellor and Vice-President (Research) and the Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity). Steps undertaken this year to support this included:

- > moving to research-intensive positions as opposed to research only (and including teaching modules in the UTS Framework for Doctoral Education)
- > broadening the University's focus on development of early-career researchers to early-career academics. This also includes introduction of a teaching commitment in the Chancellor's Postdoctoral Research Fellowships (increased from three to four years to include teaching responsibilities)
- > expanding our external research engagement approach to include a focus on teaching and course opportunities

- > identifying critical areas of future interest for teaching and research, for example the Advanced Analytics Institute to offer masters and PhD with coursework elements in analytics, as well as short courses for industry
- > establishing the UTS Medal for Teaching and Research Integration as one of the top UTS Vice-Chancellor's Awards for Research Excellence — mirrored by the sponsorship of a teaching and research integrations grant as part of UTS teaching grants.

## Our research partners

As stated in our research strategy, UTS aims to be a leader in collaborative research and a preferred research partner for industry, business and government.

Through research partnerships, we seek to offer industry relevant research; access to a wide range of facilities; assets (including intellectual property); and the skills, expertise and innovative capacity of our talented researchers.

To foster links between UTS and industry, the University's Research and Innovation Office (RIO) has a dedicated industry engagement and commercialisation (IEC) team. IEC staff have a strong understanding of the needs of industry through members' experience in both the public and private sectors.

To further develop relations with industry, the Australian Technology Network of Universities (ATN) announced the establishment of industry doctoral training centres. These centres will be designed to produce research to meet the needs of industry. The first centre, to begin in 2012, will be in the mathematical and statistical sciences.

This year UTS built on its growing international reputation as a world-class research institution by creating new international partnership agreements.

Building on the partnerships formed in 2010, we developed new key technology partnerships (KTPs), and other joint research projects, with overseas partners in 2011. Significant progress in China saw the establishment of the Joint Centre for Data Mining and Service Technology with KTP partner Beijing Institute of Technology (BIT). This centre will build on links established between researchers at both institutions and further strengthen the world-class research already being undertaken in these areas at both UTS and BIT.



Other key partnerships established in 2011 included the Joint Centre in Cyber Security with Huazhong University of Science and Technology. This centre will be funded by the Australia–China Science and Research Fund, which is sponsored by the federal government's Department of Industry, Innovation, Science, Research and Tertiary Education and China's Ministry of Science and Technology.

In November 2011, UTS and Shanghai Jiao Tong University launched a collaborative research centre in the field of intelligent systems. Professor Chengqi Zhang from the UTS Centre for Quantum Computation and Intelligent Systems was named as a co-director of the collaborative centre.

2011 saw the first cohort of dual degree PhD candidates from our partner institutions commence at UTS: three from the Beijing Institute of Technology and two from Huazhong University of Science and Technology. Dual degree programs are close to finalisation with the Hong Kong Polytechnic University and discussions have begun with a number of Indian and European institutions.

A number of new articulation programs commenced in 2011. Twenty-three out of 28 of the first cohort successfully completed the Sogang University Diploma of Business in 2011 and will commence at UTS in 2012. Also this year, an articulation agreement for an international foundation course program was concluded with Beijing Foreign Studies University.

Further articulation programs will be introduced in China, India, South-east Asia, Korea and other regions in 2012.

Engagement with China this year also resulted in a \$3 million donation from China Raybo International Corporation Limited in October. Further international business development will be sought in South America, Europe and the Middle East in 2012.

## Acknowledging and supporting our researchers

UTS recognises the need to support its researchers and to provide a strong and vibrant research culture.

In 2011, the Research and Innovation Office (RIO), the University Graduate School (UGS) and the Human Resources Unit (HRU) worked closely together with the University's faculties to develop a strategic approach to gaining funding from competitive grants. Implementation across the faculties varied to suit specific research needs and activities, but largely encompassed:

- > developing multiple year plans for academics outlining steps and milestones to support funding applications
- > using professional grant writers and hosting skills workshops to develop researcher skills
- > increasing faculty support and coordination in this area, and
- > linking long-term plans to career development and focusing on developing academic track records as appropriate.

The UTS Framework for Doctoral Education, a framework that provides a structured approach to doctoral education at UTS, was piloted by the Faculty of Engineering and Information Technology and the UTS Business School in 2011. In 2012, all other faculties will begin implementation of the framework.

To further support the potential of our doctoral students UTS: Research Excellence Scholarships, valued between \$25,000 and \$30,000 a year over three years, were made available to commencing doctoral students, as well as Chancellor's Research Scholarships, valued between \$30,000 and \$35,000 a year over three years.

Throughout the year, our UGS provided a range of services to support and develop our research students, supervisors and early career researchers including research education programs, policy development, advice and guidance and scholarships.

We also launched several new web initiatives this year to help support our researchers. 'Find a Supervisor' is a search engine to help research students find a supervisor with similar research interests; and 'Find a Collaborator' is a search engine to help UTS academics find other relevant researchers to work with.

2011 marked the second year of the Vice-Chancellor's Awards for Research Excellence. Awards in seven categories were presented at a black-tie dinner in October. The two big wins of the night were the UTS Medal for Teaching and Research Integration, won by Dr Keith Willey from the Faculty of Engineering and Information Technology; and the Chancellor's Medal for Exceptional Research, won by Professor Jordan Louviere from the Centre for the Study of Choice.

UTS excelled in the national finals of UniQuest's Trailblazer awards in Brisbane in August. UTS researcher Dr Andrew Hutchinson from the Faculty of Science was named the winner of the open category for his work on a novel treatment for multiple myeloma. Samuel Brennan from the Faculty of Science took the first runner-up position in the student category. These awards seek to reward innovative research ideas that have the potential to be commercialised.



PHOTO: ENCAPTURE PHOTOGRAPHY

Chancellor Professor Vicki Sara, AO, Professor Jordan Louviere and Vice-Chancellor and President Professor Ross Milbourne at the presentation of the Chancellor's Medal for Exceptional Research.

## Funding our research

In 2011, UTS had 13 funded proposals (out of 97 submissions) and was allocated funding of over \$3.5 million by the Australian Research Council (ARC) Discovery Projects. Our success rate increased significantly from 10.7 per cent to 13.4 per cent, but total funding decreased by 5 per cent compared to 2010. (This is related to the 25 per cent cut in discovery projects funding to fund the new Discovery Early Career Researcher Award (DECRA) scheme.)

UTS significantly increased its success in receiving ARC Linkage Project funding, with three out of six projects funded — an increase on the 20 per cent success rate of 2010. However, the total awarded amount decreased by approximately \$200,000 compared to 2010.

Other research funding included:

- > \$330,000 under the Linkage Infrastructure, Equipment and Facilities (LIEF) for the latest stage in the longstanding AustLII project
- > one funded Discovery Indigenous proposal (out of one submission) from the UTS Business School, with \$104,000 allocated by the ARC (fully funded). This is a great achievement, given that only 10 proposals out of 29 were funded nationally
- > funding from the ARC for Future Fellowships. UTS achieved five future fellows (three in the Faculty of Science and two in the Faculty of Engineering and Information Technology). Three of these are international appointments and will commence in 2012. In comparison with our ATN peers, UTS received the highest number of future fellows
- > funding for three DECRA (two for Business and one for Science)
- > over \$1 million in National Health and Medical Research Council (NHMRC) funding for two projects led by Professor Caroline Homer.

The outcomes of the 2011 Cooperative Research Centres (CRC) saw a team from the Faculty of Science, led by Professor Guoxiu Wang, join the Cooperative Research Centre for Advanced Automotive Technology, where they will contribute their expertise on lithium ion batteries, supercapacitors and fuel-cells for development of power batteries for electric vehicles.



Professor Chenqi Zhang



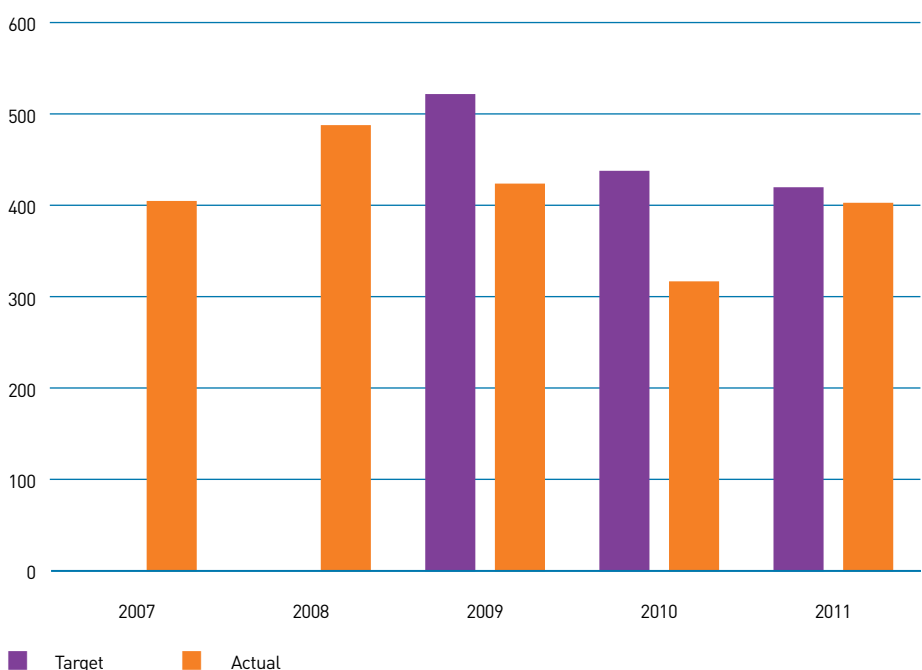
Professor Geoff Smith

Two of our researchers had success in this year's NSW Science and Engineering Awards (NSEA). Previously called the NSW Scientist of the Year Awards, the NSEA recognise and reward NSW's leading researchers.

Professor Chengqi Zhang from the Centre for Quantum Computation and Intelligent Systems won the engineering and information and communications technology category. Professor Geoff Smith from the University's Institute for Nanoscale Technology was a joint winner in the invention category.

Professor Smith was also invested as a fellow of the International Society of Optics and Photonics (SPIE) this year. Both the NSEA award and the SPIE fellowship recognise Professor Smith's achievements as a leader in coatings and polymers for green photonics applications.

### Key performance indicator — Higher degree by research completions (weighted)



Note: KPI results are not final until endorsed by the UTS Council in April 2012.

## Research highlights

### **The Conversation**

UTS became a founding partner of *The Conversation*, a new independent source of information, analysis and commentary from the university and research sector. UTS academics were encouraged to register and contribute, with over 120 articles submitted since the site's launch. More information can be found at [theconversation.edu.au](http://theconversation.edu.au)

### **Marie Curie Fellow**

At the end of 2011, the Centre for Technology in Water and Wastewater (CTWW) welcomed German researcher Dr Christian Kazner to UTS. Dr Kazner received a Marie Curie Fellowship, a mobility research-training grant provided by the European Community, which provides funding for three years for talented researchers to undertake research, networking and career development opportunities around the world. Dr Kazner is UTS's first Marie Curie Fellow and he will work with CTWW staff to develop a membrane solution for advanced water treatment. He will complete the final year of his fellowship in Switzerland.

### **Centre for Technology in Water and Wastewater funding**

In addition to the arrival of UTS's first Marie Curie Fellow, the CTWW had significant funding success in 2011. The Centre's researchers received almost \$1 million in cash and in-kind funding for two projects with the National Centre of Excellence in Desalination. These projects will look at different ways to control and reduce the incidence of bio-fouling in the pre-treatment of seawater. The centre also received over \$500,000 worth of funding and two PhD scholarships from CRC Care, a cooperative research centre with a focus on contamination assessment and environmental remediation. The CRC Care funding will allow the CTWW team to conduct further research on groundwater treatment and bio-availability remediation.

### **Eureka finalist**

Dr Peter Macreadie, a Chancellor's Postdoctoral Research Fellow in the School of the Environment and associate member of the Plant Functional Biology and Climate Change Cluster (C3), was a finalist in the 2011 Australian Museum Eureka Prizes in the people's choice category for his work in the field of seagrass research.

### **IBM PhD Fellowship**

PhD student Rony Novianto, from the Centre for Quantum Computation and Intelligent Systems, was the sole Australian recipient of an IBM PhD Fellowship in 2011. He received the honour for his work on novel cognitive software architecture that can be applied to self-directing systems. The fellowship will provide Rony with access to a range of internships with world-leading IT mentors, and the opportunity to further his research activities.

### **New robotics lab**

Launched in November 2011, the Assistive Robotic Laboratory Project will be used to identify the needs and practical considerations of people living with disabilities in order to develop intelligent machines that can meet these needs. The laboratory is a joint initiative between UTS and Greystanes Disability Services.

### **Launch of nuclear magnetic resonance facility**

A new nuclear magnetic resonance (NMR) facility was launched at UTS at the end of 2011. The facility was the latest in a long line of collaborative projects between UTS and Agilent Technologies, and will allow UTS researchers to learn more about a range of disease states such as cancer.

### **Anthill SMART 100 Index**

Professor Hung Nguyen and his team in the Centre for Health Technologies had their technology Aviator — technology that enables people with disabilities to control their wheelchairs using their mind — awarded third place in the 2011 Anthill SMART 100 Index. The Anthill Index recognises the best of the best in Australian innovation and entrepreneurship.

### **Australian International Design Awards**

Hypomon, the nocturnal hypoglycaemic monitor for children with type 1 diabetes, received an Australian International Design Award in the category of medical and scientific design. Hypomon was designed by Professor Hung Nguyen and doctoral student Nejhdeh Ghevondian in the early 2000s, and resulted in the development of AIMEDICS, a spin-off company dedicated to the commercialisation of the product.

The Hub 20/20 'counter terrorism' rubbish bin was shortlisted for an Australian International Design Award. The design for the bin originated at UTS in the Designing Out Crime (DOC) winter school in 2009. A redesign was undertaken by design consultant and UTS tutor Nick Karlovasitas in collaboration with RailCorp and the DOC team, before HUB Street Equipment was chosen as the unit's manufacturer. The bin has now been rolled out at railway stations across Sydney.

### **OMX upgrade**

UTS became the first commercial site in the world for the next generation DeltaVision OMX Blaze super resolution imaging system, a system that enables researchers to capture real-time multiple colour images of interactions between microorganisms and living cells, paving the way for a better understanding of how microorganisms such as malaria, bacteria and viruses cause infection. The system involved a joint investment of \$400,000 by UTS and NSW Trade & Investment.

### **Sustainable research**

The Institute for Sustainable Futures won the Mercedes-Benz Australian Environmental Research Award for their work and trials on phosphorus recovery through urine diversion as a response to the looming peak in phosphate production.

# FACULTY REPORTS



PHOTO: ANNA ZHU  
Matthew Shields, first-year student from the Faculty of Nursing, Midwifery and Health.

2011 saw UTS expand on its faculty structure with the launch of the Graduate School of Health. Pharmacy will be the first discipline established within the school, with a Master of Pharmacy to be offered in 2012. This practice-based and innovative course has been designed to support the UTS model of global practice-oriented learning.

All faculties this year focused on developing and refreshing curriculums to support the UTS model. Faculties renewed their curriculums to increase the use of technology in teaching, align research and teaching, and develop relationships with industry partners.

Our Faculty of Design, Architecture and Building used technology as a tool in their construction project management program. Students used building information modelling tools in teamwork projects as an integrated approach to property development, design and construction.

To further align teaching and research, the UTS Business School and the Faculty of Engineering and Information Technology adopted the UTS Framework for Doctoral Education.

All faculties improved their networks with industry and the professions this year, particularly by reviewing courses that required professional accreditation by external agencies. The new Master of Pharmacy was approved and accredited by the Australian Pharmacy Council. Extensive consultation with practitioners in 2011 resulted in reaccreditation of our Bachelor of Education in Primary Education by the New South Wales Institute of Teachers, and our Bachelor of Nursing by the Australian Nursing and Midwifery Accreditation Council. Continued professional accreditation of UTS courses indicates the strength of course renewal efforts by the faculties.

Also this year, UTS faculties implemented and continued with various equity and diversity initiatives — reflecting the University's commitment to improving access, retention and success for students from low socioeconomic areas and diverse backgrounds.

The Faculty of Arts and Social Sciences appointed a Professor in Indigenous Education, Professor Juanita Sherwood, and looked into a number of options for expanding its offerings in Indigenous education, particularly at a postgraduate level. The Australian Language and Culture program continued to be a priority for the faculty's international students, including students from in-country study partner countries.

The UTS Business School awarded the inaugural Mark Lyons Community Management Scholarship in 2011. This scholarship was established to support a student enrolled in the community management program or undertaking a research degree with a focus on the not-for-profit sector.

The Faculty of Design, Architecture and Building successfully implemented the discover architecture program, designed to introduce year 11 and 12 students from low socioeconomic schools to architecture. This program will be expanded in 2012 to include a discover design program.

Sustaining the Faculty of Engineering and Information Technology's distinctive Women in Engineering & IT (WiE&IT) program was a major priority this year. WiE&IT took part in the 2011 Women in Science and Engineering Summit at Parliament House in April, which focused on increasing female participation in science, technology and engineering.

For the second year, the Faculty of Law's opera gala dinner raised much-needed funds for the merit-based UTS: Law Equity Scholarship. This scholarship, worth \$5000 a year over four years, assists a student from a low socioeconomic area to study law at UTS.

In 2011, the Faculty of Nursing, Midwifery and Health introduced Sydney's first men in nursing event. Specifically designed to address the needs of future male nurses, and led by male students, graduates and academics, this event aimed to increase the diversity of the faculty's student body.

The Faculty of Science widened its high school's recommendation program, introduced in 2010, allowing all schools in New South Wales to nominate up to three of their high-performing science and maths students for a guaranteed place in a number of UTS courses.

The following pages outline in more detail each faculty's activities for 2011.

All faculties focused on developing and refreshing curriculums to support the UTS model.

## Teaching

Strengthening the UTS model of practice-oriented learning by ensuring the faculty's graduates gain the necessary knowledge, skills and experience to use a range of digital technologies in their professional and creative practice was a priority for the faculty in 2011.

Two new media labs were commissioned in 2010 and in spring this year the faculty saw the opening of the student production space in the University's Bon Marche Building.

The increasing popularity of the sound and music program saw the addition of an extra cohort in 2011. The sound and music design course is the first of its kind to combine the domains of sound and music, and prepare students for new emerging domains that require the confluence of sound in design and interaction.

A review of honours offerings was conducted in 2011 under the leadership of Professor David Boud. Structural improvements to the honours program in the Bachelor of Arts in Communication were initiated to better prepare students and to permit pathways for students in other program areas such as global studies and international studies.

The faculty conducted major work on the restructure of the Master of Arts in Communication Management and Graduate Diploma in Communication Management, with proposals for new graduate diploma courses in integrated communication, public

relations, and organisational change and communication. Significant progress was made in regard to the new Master of Teaching in Secondary Education.

This year saw our first graduates in the new Bachelor of Arts in Communication. Collaborative student work on real communication issues that relate to a broader theme, such as community or sustainability, and interdisciplinary solutions that capitalise on the learning and skills developed during the course of the core subjects, were included in a new capstone core subject run for the first time in 2011.

The faculty's Bachelor of Global Studies also entered its third year with the first cohort of students finishing at the end of 2011. The final capstone core subject provided students with the opportunity to collaborate across disciplinary lines in solving a global problem.

Strong international partnerships and internationalisation in the faculty were demonstrated this year. In response to student demand and ongoing reviews of the faculty's international studies program new partnerships are being sought with universities in Switzerland, France, Spain, Argentina, Japan and Colombia.

Further, the Master of Arts in Training and Human Resource Development and the Doctorate of Education were approved for introduction in Hong Kong in 2012, subject to approval by the Hong Kong Education Bureau.

## Research

The faculty produced collaborative, focused and high-profile research this year while also being strategic in its approach to funding, the production of research outputs and distribution of research to the general public.

Diana Slade, Professor of Applied Linguistics, led a project on improving effective clinical communication during handovers in hospitals, collaborating with six other universities and four health departments from around Australia.

The faculty had a number of Australian Research Council (ARC) successes in 2011 (see box on right). In addition to these successes, a rich variety of publications were produced this year.

- > Catherine Robinson's book *Beside One's Self: Homelessness Felt and Lived* draws on field research and interviews detailing the lives of homeless individuals in Sydney and Brisbane. This book bridges the divide between research that has policy implications and research that makes theoretical contributions.
- > Professor Theo van Leeuwen's book *The Language of Colour* develops a new theory of the way colour communicates in a wide variety of situations, and cultural and historical contexts.
- > A new textbook for public relations students by Professor Jim Macnamara, *Public Relations: Theories, Practices, Critiques*, offers a critical study of the profession.
- > Robert Crawford's new book *Bye the Beloved Country? South Africans in the UK 1994-2009* examines the exponential growth of South Africans in the UK since 1994.
- > Lai-Ha Chan's book *China Engages Global Health Governance* uniquely and systematically examines China's participation in the global health domain.
- > Malcolm Angelucci's book, *Words Against Words: On the Rhetoric of Carlo Michelstaedter*, is the first book to consider the philosopher's work at the turn of the 20th century.
- > *When Horse Became Saw* is Anthony Macris's personal account of his young son Alex's regression into a severe autistic state.



PHOTO: TANNY POR

Creative Connections event, Creativity and the Mind, held in April with author and UTS lecturer Gabrielle Carey, ABC science broadcaster Bernie Hobbs and author Sue Woolfe.



PHOTO: ALEXANDRA BERRIMAN

Eleanor Bell became the first UTS undergraduate to win the 2011 Walkley Award for best online journalism. Eleanor won the award for her piece *Beating the Odds* about the disappearance of six-year-old schoolgirl Kiesha Abrahams. Eleanor combined her study in the Bachelor of Arts in Communication (Journalism) with a job at the ABC as a multimedia producer and video journalist.

The piece gives an insight into the issues facing the community of Mt Druitt, in Sydney's western suburbs, particularly public housing, unemployment and children at risk of social exclusion.

Eleanor stated on winning the award: "*Beating the Odds* takes the best aspects of investigative journalism, photo and video journalism and feature storytelling and puts them together in a medium that is accessible for people and allows audiences to engage and participate."

## Engagement

Connecting with the community and enhancing our inclusive university environment have been demonstrated in a number of achievements in the faculty this year.

Sydney's first City Poet, Kate Middleton, was selected for the inaugural 12-month appointment, supported by Arts NSW in partnership with UTS Centre for New Writing.

Announced this year, the CAL Non-Fiction Writer-in-Residence will commence in 2012 with the selection of a prominent Australian writer. This new appointment will promote the study of non-fiction and provide an author with a creative environment in which to complete a major work and also connect with students and staff from the UTS writing program.

Students were launched into the limelight this year as their creative works were screened and exhibited in the Chauvel Cinema in Paddington as part of the UTS Golden Eye Awards, held for the 12th consecutive year with an audience of over 300.

Renowned Australian filmmaker Paul Cox was recognised for his contribution to the creative arts when he received an honorary doctorate from UTS.

The faculty's Indian Ocean and South Asia Research Network was a prime mover in establishing the UTS and the Indian Council for Cultural Relations (ICCR) Rajiv Gandhi Visiting Chair of Contemporary Indian Studies — ICCR's first chair in Australia.

UTS's Australian Centre for Independent Journalism organised the National Investigative Journalism Conference Back to the Source with the executive director for the United States-based Center for Investigative Reporting, Robert Rosenthal, as the keynote speaker.

The faculty's students were also recognised this year by the wider community with a number of awards and scholarships.

- > Angelina Hurley, a Doctor of Creative Arts candidate, won the prestigious 2011 Fulbright Indigenous Scholarship supported by the Department of Education, Employment and Workplace Relations.
- > Bachelor of Arts in Communication (Journalism) and Bachelor of Arts in Communication (Honours) graduate Freya Latona was awarded the 2011 Guy Morrison Prize for Literary Journalism for her memoir of her mother *Three Trees*.
- > Noeline Bautista, a third-year student in the combined degree Bachelor of Arts in Communication (Public Communication) and in International Studies, was the recipient of a prestigious University of La Rioja scholarship for her in-country study year in Spain in 2011.

## Future plans

- > several courses due for re-accreditation
- > proposals for new courses in areas including creative digital studies and interpreting and translating to intensify.

## Major research projects

### Indigenous persistence in formal learning

Funding: \$693,000 (Indigenous Discovery via the University of New South Wales, over three years)  
Recipient: Dr Greg Martin

### Globalising the magic system: a history of advertising industry practices in Australia 1959–1989

Funding: \$444,000 (ARC Discovery Projects funding scheme, via Melbourne University, over three years)  
Recipient: Associate Professor Robert Crawford

### Enhancing the quality of science learning through a representation-intensive pedagogy

Funding: \$225,000 (ARC Discovery Projects funding scheme, via Deakin University, over three years)  
Recipient: Associate Professor Peter Aabusson

### The geography of power in China: urban expansion and administrative empire

Funding: \$183,000 (ARC Discovery Projects funding scheme, over three years)  
Recipient: Professor Carolyn Cartier

### A project to examine and strengthen health care incident disclosure communication

Funding: \$170,000 (ARC Discovery Projects funding scheme, over three years)  
Recipient: Professor Rick Iedema

## Teaching

Curriculum development and renewal, together with increasing structured opportunities for students to strengthen their knowledge, capabilities and networks, was a focus point for the UTS Business School in 2011.

The UTS Business School revised a number of postgraduate programs this year. In consultation with industry and stakeholders, the school revised its Master of Management in Community Management to become a stream in the Master of Management degree. In 2012 the school will develop a new Master of Business Administration (Executive) program. This degree will support the UTS model of practice-based learning, research-informed teaching and globalisation, and will reflect the school's mission and vision of integrative and design thinking.

Through its teaching, the UTS Business School built on its relationships with alumni and industry with two new developments this year. The Master of Business in Operations and Supply Chain Management was revised to introduce a procurement stream accredited by the Chartered Institute of Purchasing and Supply (Australia), and was accredited to full membership status. The Master of Business in Finance secured postgraduate program partnership status with the Chartered Financial Analysts Institute (CFA), enabling students to undertake further study to become a member of the CFA.

In 2011 the redesigned Bachelor of Business was introduced, including revised first-year core subjects, the inclusion of extended majors and the embedding of various themes including ethics and sustainability. The school also introduced a new core cross-disciplinary subject — Integrating Business Perspectives — in the Bachelor of Business. This subject has proven popular with students and is supported by industry through significant prize sponsorship.

2011 saw the re-launch of the student club Footprints, a networking group for postgraduate students. A highlight was a seminar with Paul McClintock, Chair of the Council of Australian Governments Reform Council.



Dean Professor Roy Green and Andrew Lowe, 2011 Bradman Scholar. This scholarship recognises students who possess a blend of academic, sporting, personal and social skills together with a strong talent on the cricket field.

Andrew is a second-year Bachelor of Business student, majoring in sports management.



## Research

Research is fundamental to the progress and success of the UTS Business School. To ensure this success, the school instigated an action plan to improve the outcomes of Australian Research Council (ARC) linkage submissions. This included the development and implementation of a school incentive scheme to support external research grant applications.

To strengthen its research capabilities, the UTS Business School became an early adopter of the UTS Framework for Doctoral Education. This year, 22 students graduated from UTS Business School higher degree by research programs.

Recognition of research excellence across the many disciplines within the school has seen recruitment of additional senior academic staff. This was in response to the ranking of 5 ('well above world standard') for applied economics in the 2011 Excellence in Research for Australia (ERA) initiative and a ranking of 4 ('above world standard') for accounting and management.

New academic staff in the UTS Business School in 2011 included Professor Joffre Swait as Deputy Director of the Centre for the Study of Choice (CenSoC) and Professor John Wooders as Distinguished Research Professor of Economics.

The UTS Business School also demonstrated its strong research leadership by announcing the appointment of Professor Susan Thorp as Australia's first Chair of Finance and Superannuation, and Professor Suzanne Benn as Chair in Sustainable Enterprise.

Current staff and centres were also recognised this year. Professor Jordan Louviere, Executive Director of CenSoC, was awarded the Chancellor's Medal for Exceptional Research. And the Australian Centre for Event Management was announced winner in the Best Education or Training Program category in the Australian Event Awards, judged by an independent panel representing the breadth of the Australian events industry.

To foster strong cross-university links, the UTS Business School, in partnership with five other leading Australian universities, successfully tendered to operate the new national Centre for International Finance and Regulation.

## Engagement

The UTS Business School continued to engage with the community and professions in 2011 aided by Dean Professor Roy Green's external roles with industry, including Chair of the Australian Government's Innovative Regions Centre, board member of the CSIRO Manufacturing Sector Advisory Council and the ARC Centre of Excellence for Creative Industries and Innovation, and member of the Prime Minister's Taskforce on Manufacturing.

In further industry engagement, the school's Professor Suzanne Benn co-led a partnership project between UTS Business School and Ernst & Young to develop an energy efficiency training program for accountants and business managers in New South Wales. The project attracted over \$300,000 in funding from the NSW Government's Office of Environment and Heritage.

The creation of UTS-wide key performance indicators for the University's research strengths, including one for external engagement, led to a number of conferences this year being hosted by the school's Paul Woolley Centre for the Study of Capital Market Dysfunctionality, the Centre for Corporate Governance and the Quantitative Finance Research Centre.

As signatory to the United Nations Principles of Responsible Management Education (UNPRME), the UTS Business School launched an initial report detailing how it is advancing the six UNPRME principles, focusing on purpose, values, method, research, partnership and dialogue. UTS Business School participated in a global working party for the development of a global compact among universities in keeping with the United Nations global compact.

A foundation partner of TEDx Sydney in 2010, the school returned with significant sponsorship support for the 2011 event, working again with the University's School of Design and design consultancy Second Road to visualise the event. The event featured a selection of Australia's leading thinkers, storytellers and performers sharing their ideas with an invited audience of 800 and simulcast globally via web stream.

This year saw the establishment of the Creative Minds Sessions — a series of workshops that aimed to tackle pressing issues in Sydney and globally, and foster innovation across the university. Led by academics Dr Jochen Schweitzer and Dr Melissa Edwards, together with a small group of students and academics, a creative journey was facilitated using integrative and design thinking.

## Future plans

- > development of the new MBA (Executive) program to continue in 2012
- > review Bachelor of Management courses
- > re-launch of the UTS Business School's Industry Advisory Board.

## Major research projects

### The dynamics of contractual and relational governance in inter-organisational relationships

Funding: \$375,000 (ARC Discovery Early Career Researcher Award, over three years)

Recipient: Marketing discipline group

### Monetary policy and models of money, credit and banking

Funding: \$375,000 (ARC Discovery Early Career Researcher Award, over three years)

Recipient: Economics discipline group and Centre for the Study of Choice

### The value of characteristics of Australian wheat

Funding: \$160,539 (ARC Linkage Project, over two years)

Recipient: Centre for the Study of Choice

### Indigenous women and entrepreneurship in NSW

Funding: \$104,000 (ARC Discovery Indigenous Researchers Development, over three years)

Recipient: Management discipline group and economics discipline group

## Teaching

Internationalising the curriculum to equip students for work in a global workplace was a major priority for the Faculty of Design, Architecture and Building in 2011. The faculty also worked on building its international profile and developing strategies to improve research-led teaching and learning.

UTS: Design, Architecture and Building increased the impact of their programs internationally by participating in a number of collaborative programs with prestigious overseas universities.

In 2011, the faculty hosted the United Kingdom's Architectural Association School of Architecture Visiting School, with a number of visiting international staff and students taking part.

Tongji University in Shanghai sent a group of 30 Urban Planning and Design Institute professionals to undertake a two-week workshop on urban planning in Australia hosted and delivered by the Faculty.

Developing a group of international study subjects to be undertaken as electives across the faculty saw opportunities for students to study overseas. Twenty-four students and four interns travelled to the United States to participate in the Frank Gehry and Los Angeles study tour, working with students from California Polytechnic State University on a design charrette.

Ten students travelled to Prague for the Prague Quadrennial of Performance Design and Space in June. Further, students travelled to France, China, Japan, New Zealand and Italy this year as part of the global field studies program, helping local universities develop design outcomes that were presented to local communities and political heads.

The School of Design launched a number of new courses in 2011. Students embraced the new direction of the revised Bachelor of Design in Interior and Spatial Design, with an increase in first preferences and offers through the Universities Admissions Centre. The new Bachelor of Animation will commence in 2012, following successful development and accreditation this year. And a strong initial enrolment of 30 students will participate in the new Master of Design in 2012.

This year the faculty clarified the pathways to PhD research, with the continuing shift of all undergraduate courses in the School of Design to move towards a 3 + 1 honours model (three years undergraduate study plus one year of honours study), and integration of a two-year master's by coursework program. Both of these models will now allow practice-focused research training as entry to the PhD program.

The faculty's School of Architecture strengthened links with RMIT University and the Queensland University of Technology this year. The three universities received European Union funding for three postgraduate students to participate in the Doctor of Architecture exchange program. This also included a staff exchange with universities in Aarhus, Denmark, and Barcelona, Spain, as well as 120 students visiting UTS from Aarhus for a two-week program with the Faculty's architecture students.

Faculty staff participated in workshops to develop strategies to implement research-led teaching and learning, including strategies such as incorporating emerging industry and professional issues directly into teaching, such as robotic fabrication in the Master of Architecture program, sonification and visualisation in other faculty work.

## Research

The Faculty's research aims in 2011 were to build significant international collaborations to improve the reputation of its research capability and to provide leadership in industry to make the Faculty the leading site in Australia for intellectual engagement. To achieve these aims, a number of important research events and activities took place this year.

- > Dave Pigram from UTS, Wes McGee from the University of Michigan and Jeremy Ficca from Carnegie Mellon worked in the United Arab Emirates undertaking collaborative research into robotic fabrication.
- > Leena Thomas collaborated on a five-year grant awarded by the Australia-India Strategic Research Fund to the Centre for Environmental Planning and Technology, one of India's most prestigious architecture schools, to evaluate the environmental impact and occupant experience in Indian buildings.
- > Professor Peter McNeil continued his collaboration with Professor Evelyn Welch from the School of English and Drama, Queen Mary, University of London in a consortium awarded 985,000 euros on the project 'Fashioning the Early Modern: Innovation and Creativity in Europe, 1500-1800', which will contribute to the redesign of the Early-Modern courts of the Victoria and Albert Museum.



PHOTO: ANNA ZHU  
This year's UTS graduate fashion show, held in the refurbished Great Hall.

Nearly 400 design students spent three days on Cockatoo Island, in Sydney Harbour, for the inaugural 'Designer as Explorer' workshop, as part of their Design Thinking subject. First-year students collaborated in groups from the four courses — Interior and Spatial Design, Visual Communication, Fashion and Textiles, and Industrial Design — to work on a mapping and inhabitation challenge. The workshop was considered a success, with staff noting a marked difference in student collegiality and a willingness to undertake other challenging projects.



- > Professor Kees Dorst further developed the Centre for Designing Out Crime to have important links and activities in The Netherlands and England.
- > Associate Professor Anthony Burke and Professor Gerard Reinmuth were selected as curators of the Australian Pavilion for the 2012 Venice Biennale of Architecture. They have since been approached to also convene the Architecture Biennale for the Canary Islands in 2012.
- > Professor Lawrence Wallen was invited to curate the event World Stage Design in Cardiff in 2013.
- > Adam Goodrum was commissioned by Galerie Gosserez in Paris to create a limited edition piece 'Carousel Console'.

## Engagement

In 2011, the Faculty's staff and students excelled nationally and internationally.

- > Associate Professor Vicki Karaminas who was appointed to the governing board of the Popular Culture Association/American Culture Association in the United States.
- > Adrian Lahoud's work 'Mediterranean Belt City' received an honourable mention in the Geopolitical Borders Competition.
- > Professor Peter McNeil won an Art Association of Australia and New Zealand book prize for his four-volume *Fashion: Critical and Primary Sources*.
- > Associate Professor Louise McWhinnie gave a master class on typography for the Design Institute of Australia.

- > Dave Pigram, Senior Lecturer in the School of Architecture, won the International Lace Award, displayed at the Powerhouse Museum.

To increase its exposure to the wider community, the Faculty held a number of exhibitions in highly regarded galleries this year, including the Powerhouse Museum and CarriageWorks.

In 2011, students from across the Faculty won a number of national and international awards.

- > Master of Animation student Sarah Eddowes was selected for France's Annecy International Animation Film Festival 2011.
- > Visual communications student Louella Pleffer's film *Ain't in that Grave* was shown at the St Kilda Film Festival.
- > Fashion student Jacquelyn Wellington won the Australian Wool Fashion Award.
- > Industrial design student Joshua Sunghoon Mun won gold in the James Dyson Student Award.
- > PhD student Christian Tietz was part of the winning team for the World Habitat Award 2011.
- > Recent graduate Bronwyn O'Brien won second place at Italy's Mittelmoda Fashion Award.

## Future plans

- > open and make full use of new facilities including studios and computer/technical support spaces for new degrees, high-end digital teaching support and more staff offices

- > the School of the Built Environment to evaluate the model of their master's and PhD programs based on the School of Design's new model
- > collaborate with the UTS Business School, with design thinking and innovation to become more formalised in courses and activities.

## Major research projects

### Centre for Designing Out Crime

Funding: \$450,000 (Department of Attorney General and Justice)  
Recipient: Professor Kees Dorst

### Building occupants survey system Australia

Funding: \$300,000 (ARC Discovery Projects funding scheme, over three years)  
Recipient: Leena Thomas, in conjunction with the University of Sydney and Investa

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

Funding: \$238,000 (ARC Linkage funding scheme, over three years)  
Recipients: Professor Tom Barker and Dr Hank Haeusler, in conjunction with Fivex Property Group, Malatesta Holdings, Committee for Melbourne, SmartSlab, City of Melbourne and The Sonnenreich Corporation

### Responsive transport environments: spatial and visual user information technologies to allow improved passenger flow and a better customer experience

Funding: \$128,600 (ARC Linkage funding scheme, over three years)  
Recipient: Professor Tom Barker, in conjunction with Arup, RailCorp, City of Sydney Council and Grimshaw Architects

### Process protocol for energy efficiency on construction sites

Funding: \$109,000 (NSW Department of Environment, Climate Change and Water)  
Recipient: Dr Peter Smith

### Emerging technologies in timber construction

Funding: \$68,000 (NSW Forest and Wood Products Australia)  
Recipients: Associate Professor Perry Forsythe and Dr Grace Ding

## Teaching

Strengthening ties with the engineering and information technology industry to support the UTS model of practice-based learning was the foundation of teaching in the faculty this year.

The establishment of the Alcatel-Lucent University at UTS was the first facility of its kind in Australia. In 2011, the faculty launched a joint program provided by the telecommunications company Alcatel-Lucent and UTS to strengthen postgraduate courses for students who aspire to work with the most advanced carrier-grade IP networks, including Australia's National Broadband Network.

The faculty worked on the development of harmonised graduate attributes between engineering and IT this year. There was a general review of subject outlines and a map of graduate attribute development through all courses was drafted. The faculty sought input from industry, professional body representatives and IT students, concentrating on industry views of the future of IT, employability requirements and graduate attribute development. The faculty board approved the new graduate attributes framework in October 2011.

Faculty academic Associate Professor Hadi Khabbaz was a successful recipient of a 2011 Australian Learning and Teaching Council (ALTC) citation for outstanding contributions to student learning.

## Research

In 2011 the faculty enhanced its research profile in support of the University's research strategy.

In preparation for the 2012 Excellence for Research in Australia (ERA) Professor Mary-Anne Williams was appointed Chair of Mathematics, Information and Computing Sciences and 20 applicants were submitted from the faculty for ERA Research Evaluation Committees.

The Faculty's research staff and students received external recognition this year.

- > Dean Professor Hung Nguyen was a finalist in the NSW Australian of the Year.
- > Professor Chengqi Zhang was awarded a NSW Science and Engineering Award, in the category of engineering and information and communications technology.

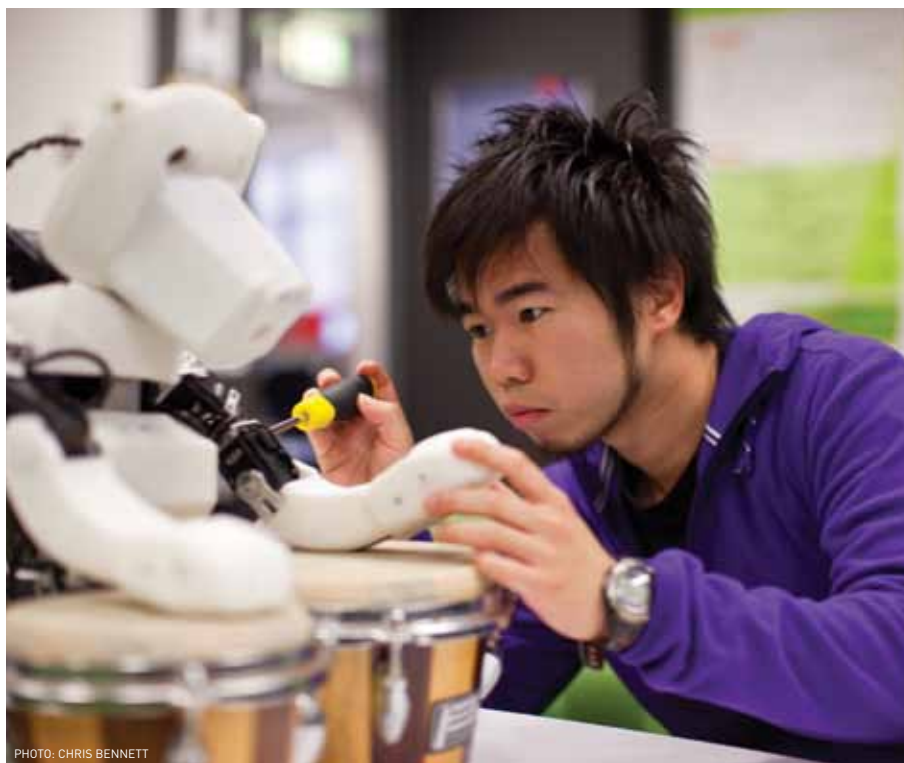


PHOTO: CHRIS BENNETT

PhD student and IBM Fellowship recipient Rony Novianto with 'Smokey the Bear' robot.

- > UTS researchers Christian Sax and Hannes Lau won an Innovation Island prize in the Tech23 2011 awards for their LiquidKeyboard™.
- > PhD student Rony Novianto was awarded the only IBM PhD Fellowship in Australia.
- > Two Endeavour Research Fellowships were awarded: Shan Chen will work with the social media group at Indiana University in the United States and Mitesh Patel will be involved in the ongoing European Union-funded Green Advanced Space Propulsion project at the Center for Autonomous Systems, located at the KTH Royal Institute of Technology in Sweden.
- > PhD student Benjamin Johnston had his thesis nominated to the Association for Computing Machinery — a first for UTS.

Faculty researchers and staff were also recognised at the Vice-Chancellor's Awards for Research Excellence. Dr Keith Willey was awarded the UTS Medal for Teaching and Research Integration and Professor Chengqi Zhang was a joint winner for the Research Leadership award.

To continue to foster research success within the faculty, a successful early career researcher day was held in December, involving three future Fellows from the University of New South Wales, University of Sydney and University of Wollongong in a research ambitions and career aspirations strategy workshop.

## Engagement

Raising the profile of the faculty in the community, including in high schools, was a priority in 2011.

The Faculty organised the Zunz lecture in December — a high-profile highlight for the faculty, marking the 10th anniversary of the Zunz series. This included an appearance by Sir Jack Zunz and a panel discussion on the topic 'Do great buildings make great cities?'

Eight seminars in the Dean's Leadership in Innovation Seminar Series were delivered in 2011 by distinguished internationally recognised researchers.

The faculty hosted  $\pi$  (Pi) Day in March — a special public event co-hosted by UTS and IBM. Led by Pi expert Professor Jonathan Borwein the history, pop culture and hard maths of the world's favourite transcendental number were explored on what is now designated International Pi Day.

The faculty had an unprecedented level of participation at RoboCup this year — up from one team in 2003 to four teams in 2011. The faculty also won the Austrade competition to host the Vietnam robot team.

This year the faculty held hands-on days at various high schools, resulting in an increase in the numbers of students from varied backgrounds participating in these programs. Nearly one thousand high-school girls from 21 schools participated in faculty programs from March to December. Engineering also held its first teachers day, with a second day held in mid-December.

2011 saw the introduction of four sub-groups to the faculty's industry advisory network. These sub-groups were introduced to discuss how industry can assist the faculty to advance its work and interaction with industry, with a particular focus on the development of research and consulting capability.

The network held a successful breakfast forum on the topic Smart Futures: Connecting Physical and Virtual Worlds, bringing together faculty and industry participants to discuss and interact on new developments and activities in this field.

## Future plans

- > develop a conversion Master of Engineering degree
- > prepare and finalise external accreditation of courses
- > develop new master's degree by coursework in analytics and a suite of coursework courses in biomedical engineering.

## Major research projects

### **Dissecting key steps of the miRNA-mediated gene regulation and its implication in immune response and cancer**

Funding: \$630,528 (Future Fellowship, over five years)

Recipient: Dr Gyorgy Hutagner

### **Supra-classical quantum simulation in physically restricted models of quantum computation**

Funding: \$583,416 (Future Fellowship, over five years)

Recipient: Dr Michael Bremner

### **Mining complex concurrency relationship patterns for dynamic customer/asset interaction modelling through novel industrial behaviour networks**

Funding: \$380,000 (ARC Linkage Projects funding scheme, over three years)

Recipients: Professor Chengqi Zhang and team, Centre for Quantum Computation and Intelligent Systems

### **An optimal electrical drive system for plug-in hybrid electric vehicles**

Funding: \$380,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Professor Jian Guo Zhu, Centre for Intelligent Mechatronic Systems

### **A general Bayesian multilinear analysis framework for human behaviour recognition**

Funding: \$378,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Professor Dacheng Tao, Professor Stephen Maybank, Centre for Quantum Computation and Intelligent Systems

### **Adaptive cyber-physical technologies with attention driven commonsense behaviours**

Funding: \$320,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Professor Mary-Anne Williams, Professor Peter Gardenfors, Centre for Quantum Computation and Intelligent Systems

### **Development of globally optimal solutions to simultaneous localisation and mapping for robot navigation**

Funding: \$320,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Dr Shoudong Huang, Professor Gamini Dissanayake, Centre for Intelligent Mechatronic Systems

### **Determination of the condition and strength capacity of in-service timber poles in energy networks**

Funding: \$280,000 (ARC Linkage Projects R2 funding scheme, over four years)

Recipients: Associate Professor Jianchun Li, Professor Bijan Samali and Professor Keith Crews

### **Quantum effects in zero-error communication**

Funding: \$260,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Associate Professor Runyao Duan, Professor Andreas Winter, Centre for Quantum Computation and Intelligent Systems

### **A framework for physical and social collaboration: towards the smarter planet vision**

Funding: \$220,000 (ARC Linkage Projects funding scheme, over three years)

Recipients: Professor Mary-Anne Williams and team, Centre for Quantum Computation and Intelligent Systems

### **Approximate reasoning with qualitative spatial constraints involving landmarks**

Funding: \$150,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Associate Professor Sanjiang Li, Associate Professor Jochen Renx, Professor Anthony Cohn, Centre for Quantum Computation and Intelligent Systems

## Teaching

Developing the curriculum to support the UTS model of practice-oriented learning, building the student profile of the future and creating enhanced teaching and learning spaces were major areas of focus in 2011 at the Faculty of Law.

Four mentoring programs launched by the faculty in 2010 continued in 2011, with notable success in improving the first year experience of students in the Bachelor of Laws and Juris Doctor programs.

- > The peer-mentoring program for first-year students involved 41 mentors and 549 invited student participants. The program resulted in a 40 per cent decrease in first-year student course withdrawals from the previous year.
- > The staff mentoring program for students who have the potential to succeed in their degree but who are experiencing difficulties that may be assisted by a mentor had success with three students who were on academic caution now achieving a credit average.

> The international students program continued to address the specific needs of UTS: Law international students, such as language difficulties.

> The high achievers mentoring program — an exclusive program that fosters connections between high achieving UTS: Law students and eminent members of both the legal profession and related fields — grew from 13 participants and mentors in 2010–11 to 17 participants and mentors in 2011–12.

Assistance and guidance were also offered to students this year in the form of a tort engagement study group. This group, funded by a first-year experience grant through the University's Institute for Interactive Media and Learning, will develop the capacity for students to be part of a student-driven learning community.

The faculty developed and sought accreditation for a number of new postgraduate courses for commencement in 2012. The Juris Doctor has been expanded with the development of the

Juris Doctor and Master of Business Administration combined degree, which enhances the level 9 Australian Qualifications Framework master's level outcomes embedded in the degree.

The study of intellectual property law expanded with the introduction of a revamped Master in Intellectual Property and two new courses: a Graduate Diploma in Intellectual Property and a Graduate Certificate in Intellectual Property.

State-of-the-art dual social/study student spaces were refurbished and opened in March 2011, with a high level of student occupancy and positive feedback.



PHOTO: SAM GROVES

The Governor-General of Australia, Her Excellency Ms Quentin Bryce, AC, CVO, with this year's Quentin Bryce Scholarship recipients, from left to right: Elyse Methven, Anthea Vogl, Ms Quentin Bryce, David Carter and Rachel Young.



This year the inaugural Michael Whitbread Scholarship was awarded to Juris Doctor student Danielle Mansour.

The Michael Whitbread Scholarship of \$3000 is awarded to assist with travel costs to London for students to undertake a two-week unpaid internship at Barristers' Chamber, 7 Bedford Row. This scholarship will help UTS: Law students attain real-world international experience.

## Research

A major highlight for 2011 was the faculty's research being ranked at world standard — a ranking of 3 — in the Excellence in Research for Australia (ERA) initiative. This ranking places UTS: Law above the national average of 2.7 for law and at the top of the Australian Technology Network institutions.

In further support of the University's research strategy, the faculty set out to build partnerships with community and industry to enhance the profile of the faculty and to attract higher degree by research students.

As part of its strategy to attract high-quality higher degree by research students, the faculty established the Quentin Bryce Law Doctoral Scholarships in 2010, named after Her Excellency Ms Quentin Bryce, AC, CVO, Governor-General of Australia. Four PhD students were awarded the doctoral scholarships in 2011, valued at \$25,000 a year for three years. In 2012, the scholarships will be increased to \$30,000 a year for three years and will be offered to up to five law PhD students. There is a part-time option so that students who need to study part-time are not excluded.

This year the faculty further built on its research capacity by aligning its research centres, particularly AustLII (the Australasian Legal Information Institute — the faculty's joint facility with the University of New South Wales' law faculty that provides free internet access to Australasian legal materials), with industry partners. AustLII was awarded an American Bar Association grant of \$212,600 to develop LiberLII (Liberian Legal Information Institute), recognising the faculty's strong international relationships.

The faculty is the home of Anti-Slavery Australia, the only specialist legal research and policy centre in Australia focused on the abolition of slavery, trafficking and extreme labour exploitation. The centre was granted \$40,000 by Good Shepherd Australia and New Zealand to conduct a review of labour rights for women and girls in Australia. Anti-Slavery Australia was also awarded funding of \$350,000 over three years from the Attorney-General's Department.

## Engagement

Supporting greater community engagement and debate, the Anti-Slavery Australia research centre collaborated with CNN International to hold a public forum at the Melbourne Festival on ending modern slavery. The panel, hosted by CNN anchor Anna Coren, included the centre's director, Associate Professor Jennifer Burn, the Federal Minister for the Status of Women, the Hon. Kate Ellis, MP, and leading human rights advocates. CNN and Anti-Slavery Australia are now exploring options for a joint initiative in Sydney in 2012.

Breakfast was served to over 100 guests, students and staff before the UTS Annual Lawyers and Ethics Eminent Speaker Lecture in April. Former federal court judge, the Hon. Kevin Lindgren, QC, delivered the lecture, entitled Ethical Underpinnings of Business Law. Mr Lindgren discussed cases with ethical and legal dimensions and, in a lively discussion, reflected on some difficult decisions he made as a barrister and judge. This annual lecture program promotes the faculty's profile and relationship with alumni, industry and community.

The faculty also addressed the issue of graduate employability by hosting a careers networking night with 200 students and 40 professionals in attendance. The evening started with a panel of four lawyers from diverse backgrounds discussing their work, followed by refreshments and opportunities for networking.

## Future plans

> develop a program of law student career development events.

## Major research projects

### Anti-slavery project

Funding: \$350,000 (Attorney-General's Department (Commonwealth), over three years)

Recipient: Anti-Slavery Australia

### LiberLII

Funding: \$212,600 (American Bar Association)

Recipient: AustLII

### Labour rights for women and girls

Funding: \$40,000 (Good Shepherd Australia and New Zealand)

Recipient: Anti-Slavery Australia

## Teaching

To help build the University's reputation and capacity to attract students and staff, the Faculty of Nursing, Midwifery and Health introduced flexible and student-friendly learning spaces and laboratories, with better technological capabilities.

The faculty also reviewed its accommodation needs for the next few years as per the accommodation schedule for the faculty's development plan. Staff and students were kept well informed of the plans and progress to ensure minimal disruption to teaching and learning throughout the year.

Internationalising the student experience to support the UTS model and the future student profile saw the implementation of master classes with distinguished international scholars.

Internationalising the student experience to support the UTS model and the future student profile saw the implementation of dual PhD programs with international partners in nursing, midwifery and health services management in 2011.

This year, the faculty embedded an English language proficiency policy and strategy in all its undergraduate courses. Targeting students in the faculty who were in need of English language training (conducted by the University's ELSSA Centre) saw a vast improvement in student retention and progress.

## Research

The research reputation of the faculty was boosted by the high ranking received in the Excellence for Research in Australia

(ERA) initiative. The faculty achieved an ERA ranking of 4 in 2011 — above world standard. UTS was the only university in New South Wales to achieve this ranking in the nursing category, which also included midwifery.

A number of significant appointments were made to further support the faculty's research reputation. Professor Jon Adams was appointed Chair in Public Health and was also a recipient of the faculty's career development award. Debra Jackson, a newly appointed professor, was appointed editor of the *Journal of Clinical Nursing*.

Developing plans for the UTS health futures research theme area, and implementing ongoing strategies for the faculty's research strengths, were priorities in 2011.

Professor Patricia Davidson, Director of the Centre for Cardiovascular and Chronic Care (CCCC), led a panel discussion as part of the UTS health futures series concerned with developing a sustainable health care system drawing on the increased knowledge of consumers. Professor Lynn Chenoweth also made a major contribution to the event based on her aged care program of research.

As of July, the CCCC became solely located within the faculty, adding significantly to the faculty's research infrastructure. Established in 2011, the centre has four core staff and achieved three scholarships, one postdoctoral award and Australian Research Council (ARC) funding.

Early-career researchers were supported in 2011 as the faculty increased its focus on researcher development and provided timely information about fellowship and

scholarship opportunities. A director of research studies role was established to support and develop research students in the faculty.

The faculty's staff had a number of research successes this year.

> Dr Sally Inglis was awarded the NSW Cardiovascular Research Network Life Science Research Fellowship (Cardiovascular) from the Heart Foundation, worth \$530,000 over four years, to further her body of work on nurse-led interventions for peripheral arterial disease.

> Two of only five Cardiac Society of Australia and New Zealand Affiliate Clinical Development Awards were received by early career researchers, Dr Sally Inglis and Dr Phillip Newton, to fund their attendance at the society's annual scientific meeting in Perth. Phillip was also awarded the Chancellor's Postdoctoral Research Fellowship.

> Two 2012 Endeavour Research Fellowships were awarded to Dr Mona Abed and Professor Cathrine Fowler.

Through pursuing research that has a strong impact on the health of communities, the faculty developed a model of antenatal care for overweight and obese women, which was rolled out through NSW Health. The Faculty was also involved in a World Health Organization Collaborating Centre (WHOCC) AusAID-funded project to increase maternal health capacity in Papua New Guinea, with \$10 million in project funding.

Through the Health-Science Alliance, Australia's first such alliance, the faculty



PHOTO: CARMEN LEE PLATT, ENCAPTURE PHOTOGRAPHY

The World Health Organization Collaborating Centre within the faculty conducted a successful AusAID 2011 Australian Leadership Awards (ALA) Fellowships program for nurses and midwives from the South Pacific, celebrating the faculty's strong partnership with the South Pacific Chief Nursing and Midwifery Officers Alliance.

The ALA Fellowships aim to develop leadership, address regional development issues and build partnerships and linkages between Australian organisations and regional partner organisations.





PHOTO: ANDREW WORSAM

The faculty's new state-of-the-art teaching laboratories in Building 10.

sought to pursue high-level collaboration and build new research opportunities. Contributions were made to the alliance by Clinical Professor of Nursing Lin Perry and Associate Dean (Research) Christine Duffield, and the profile of the faculty was raised through the publication of research articles on the alliance's website.

The faculty achieved funding through major competitive grant processes in 2011, including being contracted for research projects. SA Health commissioned the faculty to conduct a review of its nursing career structure backfill 2011 program and the Australian Commission for Safety and Quality in Health Care commissioned the faculty to pilot and implement a new observation response chart for use in clinical health care settings.

## Engagement

In 2011, the faculty increased industry and community engagement through seminars, master classes and community programs.

Nominated NSW Health employees took part in master classes by visiting academics from the United States. Professor Kate Lorig led a cardiovascular master class and Professor Kathleen Potempa led a health leadership master class.

Other master classes were delivered in the faculty by Professor Billie Hunter from Swansea University, Professor Jane

Sandall from King's College London and UTS, Dr Ruth Deery from the University of Huddersfield, Professor Mavis Kirkham from Sheffield Hallam University and UTS, Associate Professor Sue Kruske from Charles Darwin University, and Dr Helen McLachlan and Dr Della Forster from La Trobe University.

A UTS: Speaks public lecture on giving babies the best start in life was held in August. The event attracted 400 attendees from industry and the community.

Professor Patricia Davidson was invited to speak at Calvary Mater's Department of Palliative Care's education day at the University of Newcastle as part of National Palliative Care Awareness Week.

Workshops to engage members of the community in health at UTS and highlight the faculty's facilities were held in 2011. Hands-on nursing and midwifery workshops were made available to schools and interested parties, both on and off campus; and workshops for TAFE students were also held in the final semester of their Enrolled Nurse (EN) qualification.

The faculty also connected with international partners this year, including a simulated education unit in Oman and the Al Ain Hospital in the United Arab Emirates. Work is planned for 2012 in the Al Ain Hospital, with development of the emergency triage staff assessment program with Professor Denise Dignam and Associate Professor Margaret Fry.

## Future plans

- > continue to implement strategies for the escalating costs in clinical education for undergraduate nursing and midwifery courses
- > monitor and evaluate student-learning outcomes from newly built control centres to enable recording and playback of team-based simulation encounters and use of high definition presentation facilities in laboratories
- > continue to strengthen the faculty protocol framework in 2012 in order to support growth in teaching and research.

## Major research projects

### Impact of birthplace on neonatal and maternal health care outcomes for low-risk pregnancies

Funding: \$790,175 (National Health and Medical Research Council (NHMRC))

Lead investigator: Professor Caroline Homer

### Youth OutReach for Diabetes (YOuR-Diabetes) (addressing a gap in current diabetes programs by providing support to young people as they make the transition to adult health services)

Funding: \$735,989 (NHMRC)

Lead investigator: Professor Lin Perry

### Impact of increasing the proportion of assistants in nursing to patient, nurse and ward level outcomes

Funding: \$300,000 (ARC Linkage project)

Lead investigators: Professor Christine Duffield and Dr Michael Roche

### The role of continuity of midwifery care in supporting women to attempt a vaginal birth after a caesarean section

Funding: \$257,548 (NHMRC)

Lead investigator: Professor Caroline Homer

### Exploration of how the features of a birthplace, including design, objects, materials and colours, could influence the outcome of a woman's labour

Funding: \$100,000 (ARC Discovery Grant, over three years)

Recipients: Professor Maralyn Foureur and Professor Caroline Homer (in collaboration with the Faculty of Design, Architecture and Building, Griffith University and Canberra University)

## Teaching

2011 saw the first intake of students to the Graduate Certificate in Science and the Master of Science. Initial intake was strong despite the late 2010 launch of the courses and even stronger enrolment figures are envisaged for 2012. From 2012, there will be additional shared majors with engineering in biomedical engineering and with the Sydney Institute of Marine Science (SIMS) in marine science.

Internationalisation of the student experience led the faculty to continue to establish articulation pathways for graduates of certain Singapore polytechnics. In addition, the faculty held discussions over credit transfer arrangements with Nanjing University of Science and Technology, with whom the faculty has a memorandum of understanding, for teaching programs in environmental sciences.

To build the international profile of the faculty, an Associate Dean (International) commenced in 2011.

The faculty embarked on a review of the curriculum in first-year chemistry; this review will flow into 2012 to provide recommendations for 2013 implementation.

One of the challenges the faculty faced in 2011 was poor retention rates for a range of its courses. This led the School of the Environment to undertake a student survey on reasons for leaving courses, and the School of Physics and Advanced Materials to appoint a special project officer to look into recruitment and retention issues for the school.

## Research

Following on from 2010, this year the faculty continued to focus on targeted recruitment in support of the university's overarching research strategy.

Distinguished Professor Matt Wand joined the School of Mathematics in early 2011 and Professor Peter Green, a distinguished statistician, joined the school later in the year.

The faculty's recruitment strategy was bolstered throughout the year by the award of prestigious fellowships to a number of early- and mid-career researchers. Seven early-career researchers have been awarded the highly competitive UTS Chancellor's Postdoctoral Research Fellowships: Dr Alan Huang (School of Mathematics); Dr Catherine Burke (The iThree Institute); Hao Liu, Xanthe Spindler and Liwu Zhang (School of Chemistry and Forensic Science); and Katherina Petrou and Olivier Laczka (Plant Functional Biology and Climate Change Cluster).

Three researchers were awarded Australian Research Council Future Fellowships: Professor Guoxiu Wang and Professor Shari Forbes (School of Chemistry and Forensic Science); and Gyorgy Hutvagner (Centre for Health Technology).

Through the Associate Dean (International), the faculty initiated international research links in Asia and further afield with the Delft University of Technology. This is in addition to existing individual international collaborations.

The faculty also upgraded its research facilities throughout the year with an award of close to \$500,000 from the Cancer Institute of NSW for an excimer laser ablation system and inductively

coupled plasma mass spectrometer (LA-ICP-MS). The LA-ICP-MS studies trace metals and other elements in tissue and their effects on health — a more cost-effective approach to imaging than current X-ray techniques. Access to this unique and developing technology could lead to a better understanding of the progression and treatment of many disorders such as heart disease and Parkinson's disease.

## Engagement

The faculty continued to build on its relations with industry and the community this year.

The faculty's UTS Science Engage public lecture series continued in 2011. These lectures provided a way for the faculty's researchers to communicate with the community. The lectures included:

- > Earth vs Mars — battle of the planets: How can comparative planetology teach us more about Earth and global warming?
- > Fish behaving badly: How human interactions are changing the way fishes function
- > Catching crooks — Guilty before proven innocent! Is crime scene investigation forensic science?



An Australian Learning and Teaching Council National Teaching Fellowship, worth \$350,000, was awarded to Associate Professor Les Kirkup. The fellowship will be employed to bring research thinking into science degrees from the first year of study.



ARTIST'S IMPRESSION: DURBACH BLOCK, JAGGERS AND BVN ARCHITECTURE

View of the new Thomas Street Building from the Alumni Green, due to be completed during 2014.



PHOTO: UTS SCIENCE MARKETING

Associate Professor Richard Lim conducting a workshop for high-school students.

The project to build the bioskills laboratories, including the facility to produce anatomical specimens using the preservation technique of plastination, neared completion during 2011. This work was supported by a generous donation from the Jerry Schwartz Foundation.

The faculty's industry advisory group continued to inform the teaching and research of the faculty and contribute to the development of work-ready graduates.

### Future plans

- > work on a growth strategy to create, by 2016, a viable medium-sized Faculty of Science from which further growth, whether in science or in aligned disciplines in other faculties, can be supported
- > construction of a science precinct, including a new science building set for completion during 2014.

### Major research projects

#### Identifying how bacterial cells find their middle: a new perspective

Funding: \$327,000 (ARC Discovery Projects, over three years)

Recipient: Professor Elizabeth Harry (The iThree Institute)

#### Australia's ocean microbiome: How the diversity and functionality of microbes influence key oceanographic provinces

Funding: \$320,000 (ARC Discovery Projects, over three years)

Recipient: Dr Justin Seymour (Plant Functional Biology and Climate Change Cluster)

#### Quest for zero optical loss

Funding: \$320,000 (ARC Discovery Projects, over three years)

Recipient: Professor Michael Cortie (Institute for Nanoscale Technology)

## Introducing our newest school

UTS: Pharmacy, Australia's newest school of pharmacy within the University's Graduate School of Health, was officially launched by Vice-Chancellor Professor Ross Milbourne on 29 November. Pharmacy is the first discipline to be established under the Graduate School of Health and will be followed by other allied health disciplines in the coming years.

The school's first offering in 2012 will be the Master of Pharmacy, approved by UTS and the Australian Pharmacy Council. Demand for this practice-based program was strong; applications outnumbered places available by three to one.

The launch of the school followed the inaugural meeting of the UTS: Pharmacy National Academic Advisory Committee. The national committee is chaired by Pharmaceutical Society of Australia past president Warwick Plunkett and was established to provide strategic advice on the needs of industry, government, the profession and the community. Committee members include pharmaceutical industry CEOs, a senior government official, and other pharmacy leaders and practising pharmacists.

Professor Shalom Benrimoj was appointed head of the new school. Professor Benrimoj was foundation professor of pharmacy practice and the Dean of the Faculty of Pharmacy at the University of Sydney. He is a visiting professor at the

University of Granada. Professor Benrimoj was awarded Australian Pharmacist of the Year in 2000 and received the Andre Bedat Award in 2010 from the International Pharmaceutical Federation. He is widely published and his research interests lie in the future of community pharmacy.

As of December 2011, four full-time academic staff (three associate professors and one senior lecturer) were employed by the school. These new academic staff have extensive experience in developing and delivering Master of Pharmacy programs and also have strong research interests. An executive officer, educational designer, and marketing and communications manager have also been employed to aid in the development of the new curriculum.



PHOTO: GEORGES GRAU

Staff members at the UTS: Pharmacy Christmas Cocktails Launch in November. From left to right — Dr Maria Sukkar, Associate Professor Kylie Williams, Jim Woulfe, Nicole Scott, Professor Shalom Benrimoj, Dr Julie Funnell, Associate Professor Beata Bajorek and Associate Professor Mary Bebawy.

## Teaching

The first year of the Master of Pharmacy will be delivered in 2012. The curriculum has been developed using the UTS model of practice-oriented learning to ensure students are practice oriented, engaged with the profession and given a global perspective.

Work will continue on developing the curriculum for the Master of Pharmacy, concentrating on the second year of the program. Additional practitioner teachers will be recruited to assist in the continued development and delivery of the course, and student feedback will be sought to assess and monitor the program.

There will be recruitment of international students for both the coursework (around 15 per cent of total cohort) and research degrees.

Development of international exchange schemes for students, both through the Master of Pharmacy (International) and other research degrees, will be a priority.

There will also be recruitment of staff from overseas institutions and support for visiting scholars from other countries.

The school will apply for teaching and learning grant money to support its course development activities and the development of a model for comprehensive course mapping and content management.

## Research

Further recruitment will occur to secure research staff who can contribute to the research activities and teaching of the school.

At least three National Health and Medical Research Council (NHMRC) grant applications will be submitted in 2012, with the aim of each academic member of staff having at least one major grant and three research students. Other research funding opportunities will also be applied for as they arise.

In addition to its current cohort, it is expected that at least six research degree students will commence in 2012. Activities such as regular presentations and workshops will be established, and the UTS Framework for Doctoral Education will be implemented.

Further recruitment of higher degree by research students will occur to contribute to the research activities of the school.

## Engagement

The school will continue to develop its external partnerships and relationships with the pharmaceutical industry, the health care industry, government and relevant institutions to ensure the relevance of its courses, facilitate clinical placements, foster research collaborations and secure services.

## Future plans

- > Master of Pharmacy students and staff to move into the newly renovated level 13 of the University's Tower Building in early 2012.

## Major research projects

### Professional integration

Funding: \$1,200,000 (Australian Government Department of Health and Ageing, over three years)  
Recipient: UTS, Price Waterhouse Coopers, Australian General Practice Network

### The increasing burden of stroke with ageing: Using CARAT to optimise preventative treatment in the community

Funding: \$499,375 (National Health and Medical Research Council, over three years)  
UTS member of recipient team: Associate Professor Beata Bajorek

### Microparticles and selective trait dominance in multidrug resistant cancers

Funding: \$396,273 (National Health and Medical Research Council, over three years)  
UTS member of recipient team: Associate Professor Mary Bebawy

### Microparticle mediated transfer of p-glycoprotein in conferring multidrug resistance in cancer

Funding: \$345,125 (NSW Cancer Council, over five years)  
UTS member of recipient team: Associate Professor Mary Bebawy

### Deep sequencing of glioma derived microparticles

Funding: \$100,000 (NSW Cancer Council Innovator Grant, over two years)  
UTS member of recipient team: Associate Professor Mary Bebawy

### Post-marketing observational study of the safety and efficacy of a new non-prescription pain-relief medication

Funding: \$74,879 (Reckitt Benckiser Healthcare (UK) Ltd)  
UTS member of recipient team: Associate Professor Kylie Williams

### Learning outcomes for pharmacy curriculum

Funding: \$20,000 (Australian Learning and Teaching Council, over three years)  
UTS member of recipient team: Jim Woulfe

# OUR STUDENTS



PHOTO: TOBY BURROWS

UTS Business School students in the u.lab, a multi-disciplinary innovation hub.

This year we continued developing the student profile of the future and building our reputation in attracting students through integrated equity and diversity planning. In support of this, UTS awarded 11 new scholarship types across the University, including the full allocation of Vice-Chancellor's Merit Scholarships.

Following on from last year, UTS further embedded its widening participation strategy (WPS) across the University in order to attract and retain students from low socioeconomic backgrounds. Further information on the WPS is available in the 'our equity and diversity' section of this annual report.

The University's Student Services Unit built on their successful equity and diversity strategies in 2011 with a number of new and improved initiatives for students and staff:

Students with disabilities and students experiencing financial and/or educational disadvantage were offered textbook vouchers, rental subsidies for UTS student accommodation, Indigenous student equity grants, equity grants and interest free loans.

- > A careers service website for students with disabilities was developed.
- > Student workshops were provided on exam anxiety, understanding depression, social phobia and mental health.
- > Invigilators were trained regarding students with mental illness.
- > Staff workshops were conducted for mental health awareness, and acceptance and commitment therapy.
- > Over 1000 students consulted disability service officers who assessed, assisted and referred students to academic liaison officers, library special needs liaison staff, website assistive technologies, and multi-format reading materials.
- > Counselling was provided to approximately 2500 students and staff.

Increasing the number of international students at UTS was a major priority in 2011.



## Our Indigenous students

There are over 250 Indigenous students enrolled across five faculties at UTS with the numbers of Indigenous students enrolling in mainstream courses showing a steady increase. Forty-three offers were made to Indigenous students in 2011 through the University's Jumbunna Indigenous House of Learning direct entry program, resulting in 34 acceptances. Of these acceptances, 31 students participated in the direct entry program. The decision to suspend intake into the undergraduate Indigenous 'away-from-base' programs in the Faculty of Arts and Social Sciences and the UTS Business School for 2012 will be initially reflected with some decline in student numbers.

In 2011 UTS implemented a new Indigenous Education and Employment Policy (IEEP) and UTS's first Indigenous Education Strategy 2011–2014. Overseeing the implementation of the strategy is the newly established Vice-Chancellor's Indigenous Strategies Committee, which will oversee outreach and recruitment, student services, Indigenous studies and Indigenous research at UTS. Further information on the policy is available in the 'our equity and diversity' section of this annual report.

This year, Jumbunna continued to operate and refine its Indigenous student monitoring and tracking program. This program is aimed at increasing the retention and completion rates of Indigenous students studying at UTS. Jumbunna's student services staff met regularly with the coordinators of the programs in which Indigenous students are studying to identify any areas where additional support or assistance with tutoring are required.

With increased funding in 2011, Jumbunna established a new learning development team, enabling students to access substantial academic support through one-to-one or small group consultations about assignment preparation, writing skills, study planning and learning skills.

Two new Indigenous Honours Scholarships were established this year, for commencement in 2012, with a value of \$10,000 each. These scholarships will help to attract more Indigenous students to UTS. Indigenous startup scholarships were also introduced. These scholarships will provide each commencing undergraduate student with a financial scholarship as a start-up payment.

Further increased internal funding supported the creation of two Indigenous academic internships, also for commencement in 2012. Another successful partnership — the Indigenous internship program — with Career Trackers has enabled 14 Indigenous students to obtain cadetships or internships as a means of support during their course of study.

Jumbunna continued to host a series of social and cultural events throughout 2011, aimed at engaging students and staff across the University, promoting Indigenous topics of interest and providing the opportunity for discussions and interactions.

UTS participated in Indigenous Literacy Day, in association with Jumbunna and The Co-op Bookshop — a day of activities, workshops and talks aimed at both Indigenous high school students and their teachers to build aspiration towards university studies and support Indigenous literacy.

Jumbunna is introducing an Elder-in-Residence program from 2012 to support our Indigenous staff and students, and act as an Indigenous knowledge source at UTS.

## Our international students

Increasing the number of international students at UTS was a major priority in 2011. UTS International continued building the number of recruitment activities in established and emerging markets, while providing comprehensive training to recruitment agencies on best practice in attracting international students.

We continued to conduct an extensive recruitment program this year, in Australia and overseas, and more than 200 agent counsellors were formally briefed on updates at UTS. This year we also established representative offices in India and China, and local representatives in Indonesia and Vietnam.

Despite a difficult international environment — including the high value of the Australian dollar, changes to visa and migration regulations and increased competition from the United States, United Kingdom and Canada — UTS saw a 5.2 per cent increase in enrolments of international students. Improving the conversion of university offers to enrolments is an ongoing challenge.

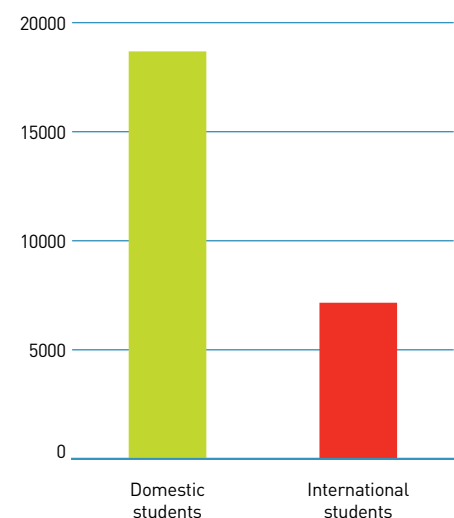
Also having an impact on international student intake was the release of the review of the student visa program by the Hon. Michael Knight, AO. The review revealed a new set of issues pertaining to compliance and the need to assess the genuineness of international applicants with the necessity to review a student's financial as well as their academic abilities. UTS International will work across the University to put measures in place to ensure students' financial viability is assessed and will work closely with agents to ensure our visa success rates are not affected and our students benefit from faster and less stringent visa assessment.

UTS International continued to conduct the annual International Student Barometer (ISB) and international student surveys. UTS maintained an overall satisfaction rate of 86 per cent and analysis of the ISB and international student surveys for 2011 showed significant improvements in 'arrival satisfaction'; an area previously of concern for our students.

This year, we also monitored students' satisfaction with lectures, course content and learning spaces. Extensive pre-departure workshops were held in international students' home countries, particularly India, China and Vietnam.

To improve the satisfaction levels of our international students, UTS launched the Community Connections program — a program whereby a 'street team', consisting of students from the University's international leadership program BUiLD, welcomes new students and provides free or low-cost social events and activities.

### Student EFTSL by citizenship





The Community Connections program will be further developed in 2012 with initiatives such as picking up international students from the airport.

To further foster relationships between international and domestic students, the University's Student Services Unit introduced 'speed-friending'. Based on a student idea from the subject User-Centred Design Methods, speed-friending provides the opportunity for students to meet in an informal setting and find out what is going on at UTS and how to get involved. Three speed-friending events were held in 2011.

Another initiative launched in 2011 was Conversations@UTS, sessions run by staff and alumni volunteers to help improve the English language skills of international students.

## Our global student experience

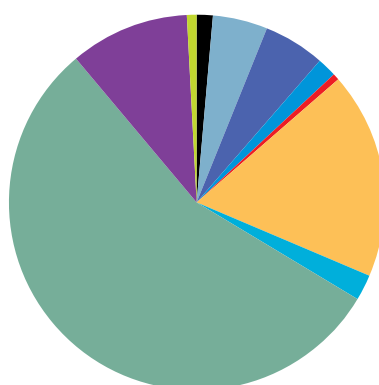
Over the past two years UTS has worked to develop a new internationalisation strategy. Becoming a truly internationalised university will enable UTS to enhance the intercultural capacities and experiences of its students.

A key part of this strategy is our international leadership program BUiLD, which we launched in 2010. This year, BUiLD continued to provide our students with a broad range of international experiences without them needing to commit to a full semester or year of credit-based studies overseas. The program has proved a huge success with a participation rate of 1300 students, compared to 743 in 2010.

In 2011, 621 students travelled overseas, including 250 on exchange for one or two semesters, 169 on in-country studies and 202 on short-term programs. These students travelled to 52 countries, compared to 42 in 2010. The BUiLD program has also encouraged travel to non-traditional destinations with 59 per cent of travel destinations being in Asia, including South Asia.

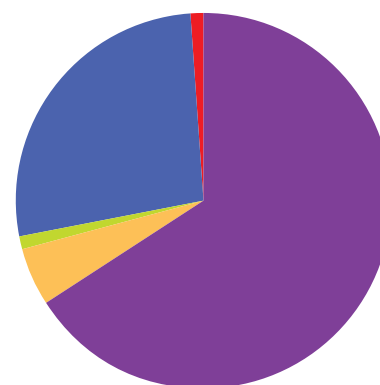
Overall this year, UTS saw a 10 per cent increase in international experiences, with BUiLD accounting for over 61 per cent of these activities.

Overseas EFTSL by country of origin (%)



- Oceania and Antarctica (1.1)
- North-West Europe (4.4)
- North Africa and the Middle East (5.1)
- Southern and Eastern Europe (1.6)
- Sub-Saharan Africa (0.6)
- South East Asia (17.6)
- Americas (2.3)
- North East Asia (57.4)
- Southern and Central Asia (9.7)
- Overseas — not defined (0.1)

Student EFTSL by home residence (%)



- Sydney metropolitan (65)
- New South Wales country (5)
- Interstate (1)
- Overseas (28)
- No information (1)

## Services and facilities for our students

This year UTS monitored our student administration activities, including enrolment, admissions, fees, examinations, results and student centres, and compared these with those of 10 other universities. A student satisfaction survey conducted in March, and completed by over 6000 students, placed UTS in the top 25 per cent of universities surveyed.

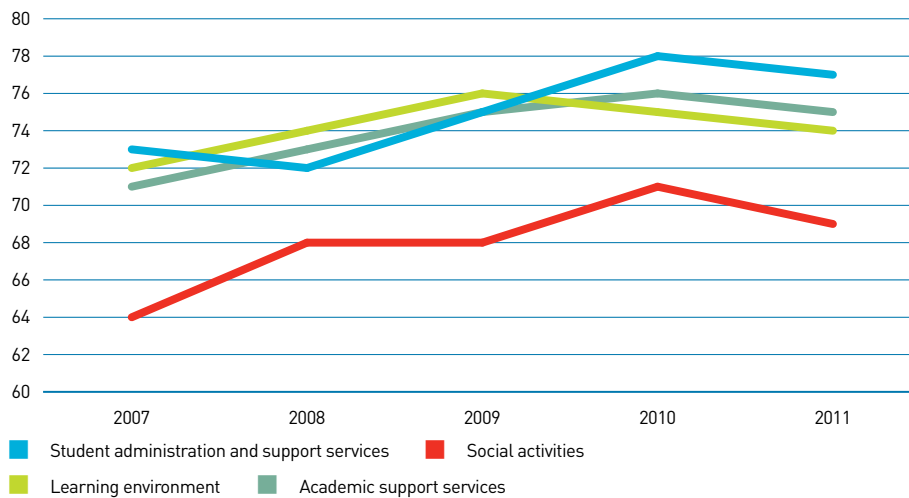
As well as looking into our student administration activities, our Student Administration Unit (SAU) worked on improving communication with students in 2011. Our new student enquiry management system, AskUTS, was launched, allowing students to make inquiries online and also track the status of the assistance received. Our Start at UTS website, which handles student self-administration and enrolment access, was further enhanced and uptake by our student community resulted in a decreased need for on-campus attendance for enrolments.

Another way in which we assisted our students this year was through StudentJobs@UTS. Over 2000 students registered on the database, with over 400 students placed in roles during the year (of which 26 per cent were international students).

One of the University's key objectives is to provide our students with a vibrant university environment, with state-of-the-art social spaces. In July this year, our new on-campus student residence, Yura Mudang, opened with 71 per cent occupancy. This building will house 720 students and significantly increase the housing options available to our students, with the UTS housing service now looking after 1143 student beds.

In October the Australian Parliament passed legislation that will allow universities to charge a fee for student services. In light of this new student services and amenities fee, which will be introduced in 2012, SAU has been developing implementation and communication strategies to ensure a smooth transition for our students.

## Key performance indicator — Student satisfaction with facilities and services



Results for each of the metrics comprising this KPI plateaued in 2011 after steady improvement since 2007. Recent passage of the Federal Government's Student Services and Amenities Bill should enable improvement of this indicator in future years.

Note: KPI results are not final until endorsed by the UTS Council in April 2012.

## Library services

This year, the UTS Library took part in a range of activities to promote itself as a place for knowledge, learning and research. These included Earth Hour, Library Fun Day, Online Library Fun Day, Indigenous Literacy Day and the Talk It Up! markets forum program.

2011 saw an expansion of the library's successful Indigenous Read@UTS project; a reading group that aims to improve fluency and familiarity with reading and other academic literacy skills for Indigenous students who may be new to tertiary studies.

2011 also saw growth in the use of social media in the library, with QR codes (barcodes that can be read by a mobile phone camera that directly links a user to a relevant website), mobile series and popular social media applications in regular use this year.

Forward planning for the library is focused on preparations for the 'library of the future', including the completion of building works and implementation of radio frequency identification (RFID) smart chip collection management for the library's underground retrieval system.

Further information on the library is available in the 'our campuses and resources' section of this annual report. High-level performance indicators for the library are provided on page 81.

## UTS Union

Attracting elite athletes to UTS by providing a well-balanced student life has been a long-term strategy of the UTS Union. The opening of the Multi-Purpose Sports Hall in April this year with a gala sports day has provided UTS with a state-of-the-art teaching and learning facility as well as a centre for recreational and competitive sport.

The UTS Union was recognised this year through a number of awards: the Hub at Haymarket won the best new facility at the 2011 Australasian Campus Union Managers' Association awards in September; the late Tom O'Sullivan, former chief executive officer, won the Outstanding Contribution to Industry Award; and Aimee Purcell, sports club manager, was awarded the Joe Curtis Memorial Award.

This year's orientation day was attended by over 5000 students. Over 100 clubs and societies engaged new and returning students in activities and events across the day, which culminated in the nine-hour music festival, O'Fest. Overall, in 2011, over 10,000 students were involved in the activities of the UTS Union clubs and societies.

## Listening to our students

There are a number of ways UTS deals with student issues, complaints and needs. Student welfare is generally looked after by the Student Services Unit, the Student Ombud and the Equity and Diversity Unit.

The Student Ombuds Office had 14 formal requests for assistance during the year relating to academic or administrative matters. Approaches from students that did not fall within the Student Ombuds Office terms of reference, because they were either not enrolled or registered students at UTS or the office was not a last resort, were confidentially recorded as informal requests for assistance. In 2011 there were 79 informal requests for assistance.

The Equity and Diversity Unit is the contact for students with concerns or complaints involving discrimination or harassment. Generally, staff will help students resolve equity matters themselves. Further information on complaints handled by the Equity and Diversity Unit is available in the 'our equity and diversity' section of this annual report.

The Student Administration Unit worked with the Governance Support Unit this year to improve examination and assessment procedures and communication with students, and assisted with updating the student rules in relation to misconduct to make the system more transparent.

## Our graduates

In 2011, we held 31 local graduation ceremonies, with over 5500 graduates and over 15,000 guests. Our city ceremonies were held at the Sydney Convention and Exhibition Centre due to the refurbishment of the UTS Great Hall.

International ceremonies were also held with our partner universities, one each in Hong Kong and Shanghai. Over 100 PhDs were awarded locally and at international ceremonies, and 19 university medallists were in attendance.

## Our sporting events

- > UTS won the Eastern University Games for the second year in a row in July, winning gold medals for netball, handball and touch football. This was the third time in four years UTS has won the games.
- > UTS had over 400 students, staff, alumni and friends wearing the teal and black in this year's City2Surf.

## Our sporting heroes

- > Science student Alyssa Healy was named UTS's Sports Woman of the Year in 2011. Alyssa represented Australia in women's cricket on four occasions across the 2010–11 summer, including the Australian Test team that reclaimed the Ashes from England in January. Alyssa is also an integral member of the NSW Breakers, who won the 2011 Women's National Cricket League against Victoria.
- > Business student Gavin Woods was named UTS's Sports Man of the Year in 2011. Gavin represented Australia at the world championships in Shanghai, finishing ninth. Gavin went on to represent Australia at the world league, finishing in fifth place. Gavin has been a member of the Australian men's water polo team for over 16 years, attending three Olympic Games.



PHOTO: UTS UNION

Science student, Alyssa Healy, was UTS's Sports Woman of the Year 2011.

# OUR STAFF



PHOTO: JOANNE SAAD

Jock Collins, Professor of Social Economics, UTS Business School.

## The workforce of the future

An ageing workforce is an ongoing problem for the university sector, particularly at UTS where the workforce is predominately middle-aged. About a third of UTS staff have worked for over 10 years at the University.

This year UTS continued to work on its University-wide, five-year workforce renewal plan by building on the five strategic priorities designed to develop target workforce profile scenarios. These are to:

- > increase the pool of potential academic staff
- > grow and develop the capability of our existing workforce
- > expand and diversify the options for new career academics
- > formalise succession planning, and
- > strengthen the transfer of knowledge.

In 2011, our Human Resources Unit (HRU) further refined and implemented workforce strategies and planning at faculty and unit level in order to overcome the workforce gaps resultant from our older workforce. Faculties and units undertook a forecast of their future workforce needs: how many people, and what roles and capabilities are needed. Based on this information, HRU prepared summary and gap analysis of demand as well as supply and capability assessments.

Looking ahead, in 2012 HRU will partner with faculties and units to discuss the gap analysis and assist in identifying priority workforce risks and strategies for incorporation into 2012–14 action plans.

Reviewing the academic career and promotion framework was a major priority for 2011. UTS considered options for a more flexible and attractive academic career model that will meet forecast demand for academic staff arising from growth and the replacement of the ageing workforce. Preliminary work was completed on the development of an academic career framework that will offer choices in terms of career profiles. As a result of the review of the Academic Promotion Vice-Chancellor's Directive and the Progression of Academic Staff Guidelines, greater flexibility has been introduced for academic staff to achieve promotion and progression.

Reviewing the academic career and promotion framework was a major priority for 2011.

## Maintaining workplace standards

In 2011, we developed and reviewed our policies, directives, guidelines and procedures. Some of this work was undertaken to align with the new enterprise agreements for our support staff and academic staff, which were approved by Fair Work Australia in August 2010. The following were updated or created in 2011.

- > Academic Promotion Vice-Chancellor's Directive
- > Code of Conduct (policy)
- > Employment of Casual Academic Staff Guidelines
- > Fixed-term Employment Guidelines
- > Leave without Pay Guidelines
- > Outside Work Vice-Chancellor's Directive
- > Parental Leave Guidelines
- > Parking at UTS Vice-Chancellor's Directive
- > Personal and Community Leave Guidelines
- > Professional Experience Program (PEP) Vice-Chancellor's Directive
- > Progression of Academic Staff from Level A to B Guidelines (effective 1 January 2012)
- > Sick Leave Guidelines
- > Staff and Students with Carers' Responsibilities Vice-Chancellor's Directive

- > Support Staff/Senior Staff Group Probation and Academic Staff Probation Guidelines
- > Workplace Adjustment Procedures.

Planning and negotiation has commenced for a new enterprise agreement for our senior staff group, which will be finalised in 2012.

## Recruiting staff

Following on from HRU's review of the University's recruitment framework, a new eRecruitment system was selected this year. Implementation of the new system will further support and streamline our staff recruitment process, including the provision of the technological architecture required for workforce planning initiatives such as the use of resourcing strategies. Implementation of the new system is scheduled to begin in the first half of 2012.

A number of strategies were implemented this year to recruit national and international academic staff. HRU coordinated national and international secondments and placements of high-profile academics in support of the University's research strategy. We continued our UTS Distinguished Visiting Scholars Scheme and facilitated 'by invitation' appointments of high-calibre researchers. Further, a review of the Chancellor's Postdoctoral Research Fellowship guidelines, as well as research risk management procedures for all research programs, was undertaken.

## Staff development and support

UTS continually looks at ways to streamline and improve its performance and development processes for its staff.

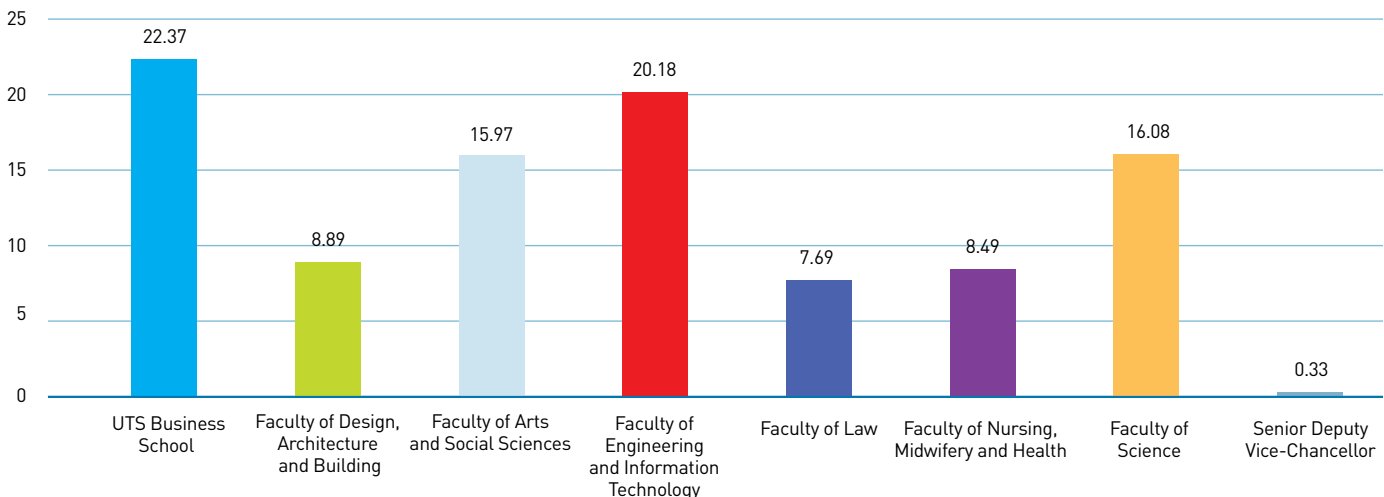
In 2011, HRU completely revamped the University's induction processes and resources, embedding the Australian Technology Network induction framework. The Starting at UTS induction program is a staged process to integrate new staff members into the University and to prepare them to succeed in their new role.

Another way in which HRU supported staff throughout the year was through the leading academics program. Over 100 academic managers participated in the one-and-a-half-day foundation program, Creating the Context for Leadership, with over 60 of these also participating in one or more subsequent topic-specific modules or master classes. HRU received very positive feedback, including numerous examples of how participants have used the program to improve their skills.

HRU also updated their website this year to include a new web-based resource kit for supervisors of casual academics.

A new staff survey will be undertaken in 2012. This is our third survey (the first was undertaken in 2007), so the outcomes will provide information that can be used to track our progress and to plan for our future workforce.

## Staff by faculty (FTE<sup>1</sup>) [%]



1. Full-time equivalent, including casual staff.

### Number of staff (average FTE, including casual staff)

	2006	2007	2008	2009	2010	2011
Academic	1167	1156	1177	1219	1269	1330
Non-academic	1384	1370	1432	1531	1612	1657
Total	2551	2526	2609	2750	2881	2987

## Staff equity and diversity

HRU continued to promote the University's equity and diversity staffing strategies in 2011.

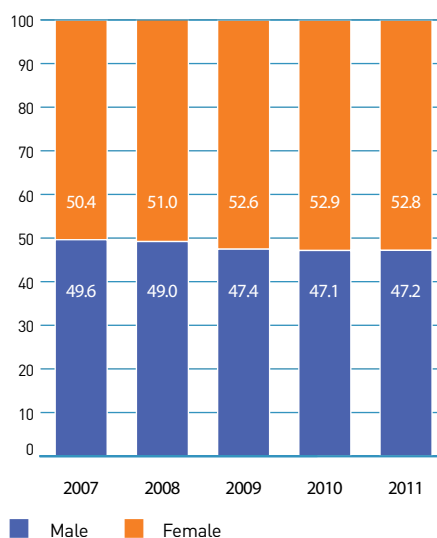
A review of the pay equity data for 2011 was conducted with our Equity and Diversity Unit. Possible patterns and causes of any significant pay gaps were identified and both Units discussed whether there were any discrimination issues.

The Workplace Adjustment Procedures were developed collaboratively with the Equity and Diversity Unit. These procedures outline the processes for staff, prospective staff and supervisors or managers in the provision of appropriate workplace adjustments for staff and potential staff living with a disability or ongoing illness.

A review of the Academic Promotion Vice-Chancellor's Directive was completed in 2011, allowing for consideration of the impact of personal circumstances or approved working arrangements.

Also this year, further work was conducted in support of the University's Indigenous employment and career strategy. HRU worked with line managers to identify and facilitate opportunities such as cadetships, traineeships and recruitment for Indigenous staff members. Further information on staff equity and diversity is available in the 'our equity and diversity' section of this annual report.

### Staff head count by gender (all staff, excluding casual staff) (%)



This chart represents UTS staff headcount for full and part-time staff only. It is not possible to collect gender by headcount for the casual workforce in a meaningful way.

## Recognising our academic staff

### Academic progressions

#### *To Professor<sup>1</sup>*

> Associate Professor Paul Ashton	> Faculty of Arts and Social Sciences
> Associate Professor Marian Haas	> UTS Business School
> Associate Professor Elizabeth Harry	> Faculty of Science
> Associate Professor Xiangjian He	> Faculty of Engineering and Information Technology
> Associate Professor Dikai Liu	> Faculty of Engineering and Information Technology
> Associate Professor Anita Stuhmcke	> Faculty of Law

#### *To Associate Professor<sup>1</sup>*

> Dr Adel Al-Jumily	> Faculty of Engineering and Information Technology
> Dr Aaron Coutts	> UTS Business School
> Dr Philip Doble	> Faculty of Science
> Dr Susan Hood	> Faculty of Arts and Social Sciences
> Dr Jaya Kandasamy	> Faculty of Engineering and Information Technology
> Dr Hadi Khubbaz	> Faculty of Engineering and Information Technology
> Dr Sanjiang Li	> Faculty of Engineering and Information Technology

#### *To Senior Lecturer<sup>2</sup>*

> Hera Antoniadis	> Faculty of Design, Architecture and Building
> Maxine Evers	> Faculty of Law
> Dr Behzad Fatahi	> Faculty of Engineering and Information Technology
> Dr Jinchun Ji	> Faculty of Engineering and Information Technology
> Dr Sue Joseph	> Faculty of Arts and Social Sciences
> Dr Natalia Nikolova	> UTS Business School
> Susan Oguro	> Faculty of Arts and Social Sciences
> Dr Emi Otsuji	> Faculty of Arts and Social Sciences
> Dr Hokyong Shon	> Faculty of Engineering and Information Technology
> Dr Christina Nikitopoulos Sklibosios	> UTS Business School

1. Associate professor and professor appointments were effective from 1 January 2011.

2. Senior lecturer appointments, were effective from mid-2011.





PHOTO: DAVID PHILLIPS, CARE OF THE TERTIARY ACCESS GROUP

## Vale Tom O'Sullivan

UTS farewelled our great friend Tom O'Sullivan in November, after a long illness.

Tom O'Sullivan was the Chief Executive Officer of the UTS Union, a position he had held since July 2004. Having studied arts and law at the University of Sydney and the Australian National University, Tom's professional life began in the music industry as a highly successful tour manager for a number of major Australian bands.

Tom was held in the highest regard within UTS, across the Australian university sector, and by politicians of all persuasions. At a time of increasing competition between universities, Tom brought student service organisations together and later helped to win the battle against voluntary student unionism. Tom also served as President and Vice-President of the Australasian Campus Union Managers Association Incorporated.

Tom passed away on the eve of the ceremony at which he was to be presented with the UTS Distinguished Service Award, only the fifth time the honour has been conferred. The award will be presented posthumously to Tom's family in 2012.

## Recognising our support staff

UTS congratulated our high-achieving support staff members who were recognised at the 2011 Career and Professional Development awards for their exceptional contribution to the University.

- > Alberto Mendez, Survey Officer, Planning and Quality Unit
- > Andrea Thompson, Senior Adviser, Governance Support Unit
- > Des Saunders, Industry Liaison Manager, Faculty of Engineering and Information Technology
- > Gemma Hawkins, Student Centre Manager, Student Administration Unit
- > James Stuart, Manager Communication, Campus Development, Marketing and Communication Unit
- > Nalinika Ekanayake, Project Manager, UTS International
- > Sally Scholfield, Information Services Manager, University Library

## Australia Day 2011 honours list

### Staff

- > Cecilia Drysdale Leary, OAM, co-developer, Graduate Diploma in Day Surgery Nursing
- > Associate Professor Marie Lester, AM, former lecturer, School of Design
- > Professor William Rawlinson, AM, former Associate Professor, Department of Cellular and Molecular, Faculty of Science
- > Professor Jill White, AM, former dean, Faculty of Nursing, Midwifery and Health
- > Geoffrey Youdale, AM, former lecturer, School of Civil and Environmental Engineering

### Alumni

- > Adrian Appo, OAM, BTeach
- > Therese Manning, PSM, MAppSc
- > Margaret Moore, OAM, GradDipEd
- > Maree O'Halloran, AM, GradDipLegPrac
- > Phillip Pender, CSC, BEd
- > Nola Randall-Mohk, OAM, MA

## Queen's birthday 2011 honours list

### Alumni

- > Maureen Cleary, OAM, GradDipAdmin, MAdmin, PhD
- > Susanne Gervay, OAM, MA
- > David Macintosh, AM, BBus
- > Joseph Waugh, PSM, GradDipLegPrac
- > Cheryl Webster, OAM, MMan
- > George Williams, AO, GradDipLegPrac

# OUR EQUITY AND DIVERSITY



PHOTO: JANE POLLARD

High school students at this year's U@UTS summer school program.

A priority across the University this year was to build on our strategies to improve equity, diversity and social inclusion.

The University's Equity and Diversity Unit further embedded our primary strategy in this area — UTS Widening Participation Strategy 2010–2015 (WPS) — as well as implementing a range of equity initiatives related to disability, Indigenous employment and women's career development.

## Our Widening Participation Strategy

The federal government has set a target of 20 per cent of the Australian domestic undergraduate student body to be represented by low socioeconomic status (SES) students and other underrepresented groups by 2020. The Australian rate for participation by students from a low SES background in 2011 is approximately 15 per cent.

A challenge for UTS, in common with other universities, is to remove the barriers that prevent students from disadvantaged backgrounds gaining access to university.

The UTS Widening Participation Strategy 2010–2015 was formally endorsed by the Vice-Chancellor in August. The aim of the strategy is to improve the participation and success rates of low SES students and students from Indigenous backgrounds through building aspiration, widening access, improving retention and success, and providing an inclusive community.

The WPS also links to the University's key performance indicators to increase low SES and Indigenous student participation and create an inclusive university community (further information on the University's KPIs are available in the 'our planning and performance' section of this annual report).

While the participation of low SES students at UTS plateaued in 2011 at 10.8 per cent (measured by postcode in September), it is anticipated that new 2012 widening access strategies will lead to an increase of students from low-SES backgrounds.

Through the federal government's Higher Education Participation and Partnerships Program (HEPPP), 65 projects across the University — including outreach programs, and academic and personal support programs for UTS students — were allocated \$3.3 million in funding.

The aim of the WPS is to improve the participation of low SES students



## Key WPS projects in 2011

### Building aspiration projects (targeting 20 priority schools in south western Sydney)

- > the expansion of U@Uni, incorporating five summer schools and associated programs, HSC tutoring, discipline-specific activities for schools and regional school visits
- > exhibition-based workshops for high-school students at the UTS Gallery
- > workshops for students in web design and development as part of Social Inclusion Pathways for Refugee Youth
- > help for Indigenous students to get into university by assisting them to finish years 10 and 12, as part of the Australian Indigenous Mentoring Experience program
- > cross-university information resources for parents and parents' experience days
- > professional development for teachers.

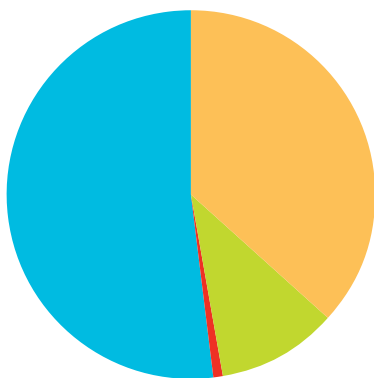
### Widening access projects

- > the establishment of the UTS principals' recommendation scheme
- > the establishment of the UTS principals' recommendation scheme which allows principals to nominate students from low SES backgrounds who demonstrate the capability to succeed at university

### Retention and success projects

- > the establishment of the UTS first-year experience program, with retention and success grants to faculties
- > the expansion of the University's successful peer mentoring program U:PASS

### Domestic undergraduate student headcount by socioeconomic status (%)



- Medium (37)
- Low (11)
- Unknown (1)
- High (52)

- > the establishment of a computer and internet access grant scheme for low SES students

### Inclusive community projects

- > the maintenance of an accessibility website to build a positive community resource to acknowledge, support and inspire students with disabilities.

In addition to the funding received for these projects, a consortium of Sydney universities, including UTS, the University of Sydney, Macquarie University, the University of Western Sydney and the Australian Catholic University, successfully bid for HEPPP funding of \$21.3 million over four years. The consortium will collaborate on joint projects (under the name Bridges to Higher Education) to increase the number of low SES students in tertiary education.

## Cultural diversity initiatives

To complement the University's WPS, this year UTS further developed a variety of initiatives to recognise and support our cultural diversity.

Our Student Services Unit organised activities to celebrate the University's diverse student population. The annual InFusion festival, the network cafes, the student resident life program and the UTS peer network all contributed throughout the year, offering music, dance, food, public campaigns, education and training.

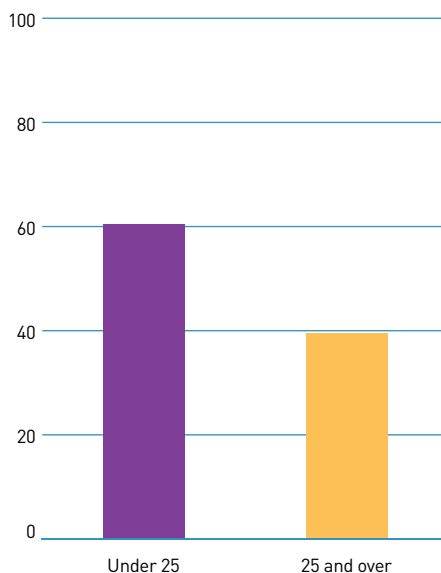
In 2011, UTS joined a collaborative network of eight Australian universities in the development of the courageous conversations about race (CCAR) resource manual. The manual is intended for facilitators of cultural competence workshops, using the courageous conversations model (a model whereby members of the University community are challenged to deepen dialogue by talking openly about race on campus and beyond).

## Staff and students with disabilities

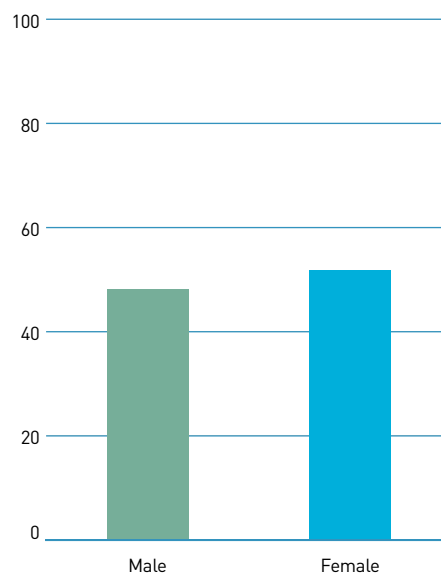
The UTS Disability Action Plan, implemented in 2010, was well underway and due for mid-term review at the end of 2011. Initiatives continued across the University to increase the recruitment, participation and retention of staff and students with a disability. The Disability Action Plan Committee continued its role in overseeing the plan's implementation, and the Equity and Diversity Unit helped stakeholders meet their objectives under the plan.

After an extensive period of stakeholder consultation and collaboration, UTS's first Workplace Adjustment Procedures were endorsed in late 2011. These procedures express UTS's commitment to assisting people with a disability to do their jobs to the best of their ability while further enhancing the diversity of the UTS workforce. The procedures provide guidance and support to supervisors in the process of accommodating staff who may require workplace adjustments.

### Student head count age balance



### Student head count gender balance



Since 2003 we have also provided over 90 opportunities for work placements for people wanting to return to the workforce after the onset of an illness or disability. Some of these placements have evolved into paid positions at UTS or provided opportunities for candidates to secure employment elsewhere. In 2011, UTS and the Commonwealth Rehabilitation Service again reinforced their partnership by offering an information session to UTS supervisors.

The UTS Accessible Environments Advisory Group continued its strategic input into the UTS City Campus Master Plan by successfully ensuring that accessible facilities are included in all new and existing buildings.

## Indigenous staff and students

UTS has a longstanding commitment to overcoming Indigenous disadvantage in employment and education. To demonstrate this commitment, UTS has had an affirmative action employment strategy since 1993.



PHOTO: CAITLIN RAMAKHA  
UTS students in the community connections lounge.

The UTS Wingara Indigenous Employment Strategy 2011–2014 builds on previous strategies and focuses on the recruitment, retention and career development of Indigenous staff within the University.

This new strategy was developed to support the key objectives of the UTS Indigenous Education and Employment Policy (IEEP), which was endorsed and implemented in 2011. This policy sets out to realise the sentiments and

commitments contained in the UTS Reconciliation Statement as well as to establish an explicit University-wide approach. The Wingara employment strategy will sit alongside the UTS Indigenous Education Strategy 2011–2014, with the IEEP as the overarching document. A key aspect of the Wingara objectives will be to provide employment opportunities for UTS Indigenous students, via cadetships, traineeships or internships.

The Vice-Chancellor has also mandated that from 2012 all faculties and administration divisions will be expected to employ at least one Indigenous person. This initiative aims to increase the number of Indigenous staff in mainstream academic and support roles. The IEEP and complementary strategies represents a new era for Indigenous education and employment at UTS, and was launched and celebrated in October at a public event, hosted by the Vice-Chancellor and attended by the Hon. Tanya Plibersek, MP, the Federal Member for Sydney and (then) Minister for Human Services and Social Inclusion.

The launch also featured the presentation of guernseys to the Vice-Chancellor from the Redfern All Blacks and La Perouse rugby league teams. UTS Wingara sponsored these teams, who played at the NSW Indigenous Knockout, one of the largest Indigenous sporting events in Australia. It is hoped that this sponsorship will develop further in years to come, and forge an authentic bond between UTS and the local Indigenous communities.



PHOTO: ENCAPTURE PHOTOGRAPHY

UTS Luminary and alumnus, the Hon. Tanya Plibersek, MP, at the launch of UTS's Indigenous Education and Employment Policy.

## Gender equity

UTS again achieved Employer of Choice for Women by the Equal Opportunity for Women in the Workplace Agency (EOWA) in 2011. We are one of only 13 organisations (and two other universities) in Australia that have achieved this status each year since the citation's inception 10 years ago. The recognition of UTS as a best-practice employer of choice for women by EOWA is a significant achievement as it recognises our sustained efforts to improve employment outcomes for women.

In 2011, women made up 60 per cent of support staff at UTS, with the proportion of women in senior manager positions at 40 per cent. Women represented 43 per cent of academic staff including 36 per cent of associate professors and 31 per cent of professors. In the 2011 promotions round, eight women and three men were promoted to senior lecturer, one woman and six men were promoted to associate professor and three women and three men were promoted to professor. Associate professor and professor appointments were effective from 1 January 2011. Senior lecturer appointments were effective from mid-2011. While this places UTS in a strong position across the tertiary sector, we are continually working towards improving these figures and the representation of women in senior roles.

To achieve this, UTS also continued to offer a targeted support program, including workshops and peer mentoring to women applying for promotion to the professoriate.

With the current focus on research at UTS, it is important to ensure there are no barriers to women's participation in research. To help ensure this in 2011 data was collected to identify any potential gender differences in research engagement and performance and this is being used to inform the development of targeted strategies to support increased research activity. Key priorities for this year included women in the science, engineering and technology disciplines.

With the current focus on research at UTS, it is important to ensure there are no barriers to women's participation in research. To help ensure this in 2011 data was collected to identify any potential gender differences in research engagement and performance and this was used to inform the development of targeted strategies to support increased research activity.

While some common areas of difference in male and female research performance and participation across the University were identified, the report also highlighted considerable variations between faculties and disciplines. The final report will focus on strategies to support early and mid-career women at key transition points, with recommendations for strategic action at the faculty level.

A number of ongoing initiatives were aimed at also improving the representation of women in senior administrative and academic positions. These included our successful Women@UTS program this year, a program that offers a number of mentoring, networking and other professional development opportunities. The future pathways program also continued to be offered to female support staff. In 2011, this included two days of workshops for 25 participants to review and develop their career planning and leadership skills and the facilitation of networking opportunities. Additional CV-building sessions were offered to participants.

## Helping our students

In support of our WPS, UTS offered personal, academic and financial support to its students. In 2011, the University provided, or administered, financial support of \$803,000 through the following:

- > UTS diversity access scholarships, valued at between \$1000 and \$4000, were awarded to 554 students demonstrating financial hardship.
- > UTS equity grant fund, valued at \$180,000 in 2011, was administered by the Student Services Unit to assist students in severe financial hardship.

2011 saw a significant increase in the number of inpUTS students — current and non-current school leavers who demonstrated educational disadvantage and who have never enrolled in university-level study — from 562 in 2010 to 723 in 2011. Once at university, the success rates for these students are broadly on par with the success rates of all students.

### 2011 UTS educational access schemes:

inpUTS educational access scheme	723
Refugee educational access <sup>1</sup>	3
Elite athletes/performers educational access	35

<sup>1</sup> Most refugee applications are now processed through inpUTS.

UTS also continued to offer individual equity scholarships that are discipline-specific or related to specific cohorts of students.

## Handling complaints

To be a truly equitable university, it is essential that our students and staff are able to speak out about discrimination and harassment. The Equity and Diversity Unit (E&DU) is a contact point for staff and students with concerns or complaints that involve elements of unlawful discrimination or harassment. The unit also provides information and advice to staff on handling discrimination and harassment issues.

In most cases, E&DU staff assist students and staff to resolve matters themselves, at a low level, where this is appropriate. In 2011 five matters proceeded to an investigation stage. All other matters were handled through the provision of advice, information or support for students and/or staff seeking to address issues themselves, or through assistance in the resolution of matters at a local level.

In 2011 the unit handled 29 new student matters, a significant increase on the previous year's inquiries. Similar to previous years, the largest number of matters (10) related to complaints about unfair treatment, policies or procedures that fell outside the formal definitions of discrimination or harassment. Of those which involved allegations of potentially unlawful discrimination and harassment, eight inquiries concerned allegations of unfair treatment on the ground of race (a category that includes colour, descent, national or ethnic origin and ethno-religious background), six involved allegations of sexual harassment, four related to disability and one concerned an allegation of age discrimination.

Of the matters that were investigated formally, two involved allegations of unfair treatment on the basis of race, and one was a complaint of sexual harassment. In two of the investigations the respondents were UTS staff members, while in the third matter the respondent was a student.

In addition to these cases, staff also dealt with a number of matters from previous years.

A report on the review of the Policy on Handling Student Complaints is being finalised, and will be distributed for consultation early in 2012.

## Outlook and priorities for 2012

As well as continuing the successful implementation of the University's WPS, the Equity and Diversity Unit will keep on developing better ways to improve equity, diversity and social inclusion at UTS in 2012, with the goals of:

- > strengthening partnerships with other New South Wales universities, TAFEs, schools and community groups to improve higher education access for disadvantaged students on a state-wide basis
- > increasing the number of Indigenous staff recruited to a range of mainstream positions across UTS, in addition to targeted initiatives such as the creation of Indigenous academic internships
- > developing policies, training and resources in collaboration with the Student Services Unit, the Human Resources Unit (HRU) and Safety and Wellbeing to support staff and students with mental health issues and help supervisors manage these situations
- > continuing to provide a more inclusive environment for staff and students with disabilities via the UTS Disability Action Plan
- > reviewing current policies and procedures for handling staff and student complaints to provide clear guidance to complainants, respondents and supervisors
- > developing a gender equity agenda for 2012–14
- > supporting the promotion of women to the professoriate
- > working closely with HRU to integrate equity into the University's workforce planning and career development strategies.



PHOTO: JULIANA CHOW

## Aunty Joan Tranter: UTS Indigenous Elder

Joan retired from the Equity and Diversity Unit in December after 11 years at UTS and more than 50 years in the workforce. Joan grew up on the Cherbourg mission — a Murri woman from Wakka Wakka country in Queensland.

Joan was a pioneer in the area of Indigenous education. Through her own life experience she knew the importance of a formal education and the doors it opened.

She worked for many years in the TAFE Aboriginal Education Unit, where she developed many innovative Aboriginal education programs, as well as supporting many Indigenous students through their studies.

At UTS, Joan made a huge contribution to education and cultural awareness through her unflagging commitment to reconciliation and opening up opportunities for education and employment for Indigenous people. She transformed the lives of others and, in the process, transformed UTS's understanding as an organisation.

In recognition of her contribution to the University, Joan will be presented with the UTS Distinguished Service Award in 2012.

# OUR RELATIONSHIPS



PHOTO: UTS SHOPFRONT

Master of Business Administration students learnt first hand about boating and the work of Sailability Manly that provides access for disabled people of all ages to learn and experience sailing.



This year we confirmed our position as the leading university in Sydney that is 'good to do business with' and moved from identifying relationships to submitting proposals to partners and putting in place engagement plans. Our biennial reputation survey among business leaders showed that our work is continuing to be recognised and is having a significant impact in the business community. The survey also saw our overall reputation improve in an area usually dominated by more established institutions.

UTS distinguishes itself through three key differentiators:

- > we are innovative
- > we prepare practical graduates
- > we are industry focused.

UTS has a 'can do' attitude and works with partners to establish productive relationships that achieve specified outcomes.

## Building relationships with industry and government

In 2011 UTS developed a more tailored and integrated approach to connect with our community and build on our strategic partnerships.

During the year we entered into negotiations and submitted major proposals for memorandums of understanding (MoU) with six large organisations.

An MoU with the City of Sydney was signed in October, and is built around the City of Sydney's 2030 sustainability goals. UTS's involvement will include work on significant projects around sustainability, excellence in government and the UTS City Campus Master Plan. The Lord Mayor of Sydney will announce the partnership at UTS in 2012.

An MoU was signed with Arup, an independent firm of designers, planners, engineers, consultants and technical specialists, to explore areas of research and teaching and learning for a university partnership around precinct development and best practice.

These and other partnerships currently still in negotiation will add significant value to the University's reputation and profile in the wider community.

Another initiative to involve industry with the University this year was the establishment of the UTSpotlight series for national and global industry leaders to speak on key issues. UTSpotlight events held during 2011 featured Randy MacDonald, Senior Vice-President, Human Resources, at IBM; Dr Werner Vogels, Chief Technology Officer and Vice-President of Amazon; Mark Scott, Managing Director of the Australian Broadcasting Corporation (ABC); and a second ABC event featuring the late Paul Lockyer and UTS academic Professor Alan Knight. Each event attracted more than 300 attendees and the feedback from industry partners (including sponsors) and our staff and alumni was extremely positive. As a result, UTS plans to hold 10 UTSpotlight events in 2012.

The importance of engagement at UTS was also signalled through the support of the Deputy Vice-Chancellor and Vice-President (Research) who appointed the Director of External Engagement as the University's research engagement director in a shared post, enabling a senior focus on engagement outcomes in the research portfolio.

In this area, the University continued with its UTS: Engage events — a showcase of our collaborative research work with industry around our major research themes to encourage further projects. In 2011 we held two events around the themes of communities and health futures; and in 2012 we will hold three such research events.

Also this year, the network of engagement professionals across UTS came together in the external engagement network, which now has over 50 members, sharing contacts and best practice.

## Industry advisory boards

To maintain strong relations with industry and, in turn, to ensure the needs of industry are met, UTS has several industry advisory boards.

The Vice-Chancellor's Industry Advisory Board held three meetings during the year. The board includes CEOs and top executives from Telstra, IBM, Arup, Deloitte, the ABC, the Special Broadcasting Service (SBS), Westpac, Cochlear and Kimberly-Clark, and is chaired by Glen Boreham, former managing director of IBM, and now Chair of the federal government's convergence review committee.

All board members have committed to implement personal and company engagement plans with UTS, including speaking at University events and graduations, research plans, contacts into relevant areas of their organisations and event sponsorships. An example of this in 2011 was the sponsorship by Arup of the 2011 Zunz lecture, entitled 'Do great buildings make great cities?', held at the Sydney Opera House.

This year a reception was held for the faculties' dean's industry advisory boards to thank members for their work and to test some engagement proposals. Deans asked whether industry spaces, engagement plans and best practice on boards were working and received warm and committed responses from board members.

## Engaging with our community

Engaging with the UTS community was a high priority in 2011. UTS Shopfront, the University's community outreach program involving students from four faculties, increased their community-student projects from 33 in 2010 to 42 in 2011.

Projects included creating information architecture mapping incentives for landlords-owners to make properties available for community use; designing a mentoring program; researching the international use of lead in petrol; website and corporate identity design; producing a feasibility study for project merchandising; researching affordable housing; and developing business, governance and sustainability plans.

UTS Shopfront also hosted a number of community events, undertook valuable research projects and launched a number of publications throughout 2011.

- > All Empty Spaces coordinators met in June to develop strategic priorities and set learning objectives. Launched in 2010, Empty Spaces is a project in partnership with Arts NSW that supports artists, creative entrepreneurs and community organisations to find short and medium-term uses for buildings in city centres that are currently vacant.
- > In collaboration with regional arts board Arts North West, UTS students and academics identified professional makers, designers, producers and support services in the digital-creative industries to compile an extensive and useable database that can be used to make connections, support identified practitioners and boost regional opportunities.
- > UTS students and academics worked with communities in different parts of regional and rural Australia to identify and articulate their local cultural assets through the Cultural Asset Mapping in Regional Australia project. The project's ultimate aim is to help government understand how it can improve cultural planning and policy making.
- > Student monograph *Arts in Prison* was commissioned by Arts Access Australia to examine the value of visual arts programs in Australian prisons and their impact on adult inmates.



PHOTO: JOANNE SAAB

## Radio 2SER FM

Melanie Whitnall was appointed as Managing Director of the UTS community radio station, 2SER, in 2011 following a major review and restructure of the 2SER board at the end of 2010. Melanie Whitnall, a UTS communications/law graduate and former executive producer of the ABC's *Morning Program*, worked with the new board to workshop and present its response to the review. One of the major recommendations accepted was to reposition 2SER as a big E (for education) format station. The board also worked on a strategic plan to integrate UTS more closely into 2SER.

## Connecting with our alumni

Earlier this year, the first independent and comprehensive market survey of UTS alumni was conducted, providing a benchmark for future annual surveys.

A key finding of the survey was that only 11 per cent of our alumni feel involved with UTS, but the majority are open to greater involvement. With this in mind, detailed marketing and promotions plans were implemented this year to increase the reach and frequency of alumni engagement and to expand the range of opportunities for UTS alumni. Over 3500 alumni attended a total of 76 events this year. Each of these events targeted various segments of the alumni community, based on location, special interest, year of graduation and degree program.

Communication with alumni in 2011 was significantly improved with the launch of a new alumni website in April. The new website enables graduates to find clear information on alumni services and events, as well as topical and current news stories. Alumni can now also check and amend their contact details online. Two editions of the award-winning *TOWER* magazine were published in autumn and spring, and were linked with two alumni appeals for scholarships.

The presence of social media grew this year, both with the number of UTS alumni-related groups online and also the level of activity in these groups, connecting our alumni globally. Facebook groups have now been established for alumni in Indonesia, Hong Kong, Singapore, Malaysia, and a group is being developed for India.



PHOTO: PRIME MINISTER'S OFFICE

Prime Minister the Hon. Julia Gillard, MP, witnessing the signing of the MoU to create the UTS Australia-China Strategic Relations Institute. From the left: China Raybo International Corporation CEO Mr Jingyun Hao, CRIC Chairman Dr Chunsheng Suo, Prime Minister Julia Gillard, UTS Vice-Chancellor Professor Ross Milbourne, Managing Director of EG Funds Management Mr Michael Easson and Director of UTS International Engagement Mr. Leo Mian Liu.

Overseas-based alumni were invited to events hosted by UTS senior executives and Australian Government officials. These events included the Australia-China Business Leaders Forum in Beijing in April, an event in conjunction with the Prime Minister's first official visit to China in July, and an event in India in August hosted by the Vice-Chancellor.

Major alumni reunions were hosted by either the Vice-Chancellor or the Deputy Vice-Chancellor and Vice-President (International and Development) in Beijing, Jakarta, Hong Kong, Shanghai, Kuala Lumpur and Singapore. The Jakarta reunion was the first to be held in Indonesia for many years, due to travel restrictions.

Our alumni continued to be recognised both here and overseas in 2011 with the awarding of two prestigious international awards: Bachelor of Building graduate Khoo Sze Boon was awarded the Outstanding Young Alumni Award at Austrade's Australian Alumni Awards in Singapore; and Master of Management

Graduate Ian Lee won the Mallesons Stephen Jaques Australia-China Alumni Award for Corporate Achievement. UTS had a record number of six finalists for this year's awards — the highest of any Australian university.

In other alumni news, the autumn alumni appeal raised \$29,401 for scholarships for disadvantaged students (compared with \$10,490 in 2010). A total of 300 donations were received, with 196 new donors contributing in 2011.

A new alumni initiative, UTS Luminaries, was launched at the 2011 Alumni Awards. Luminaries are distinguished alumni with a sustained record of outstanding achievement in their chosen field. They are ambassadors and advocates for UTS, both in Australia and overseas.

The aim of the Luminaries program is to provide a structure for deep engagement with outstanding alumni, which will lead in turn to higher levels of support for UTS. Winners of the annual Chancellor's Award for Excellence are automatically included in this elite group.

Luminaries include stars from the arts, policy-makers and leaders in government, and innovators across every industry who have achieved success in Australia and internationally. Founding members include the Hon. Tanya Plibersek, MP; Gold Walkley award-winning journalist, Tim Palmer; Justice of the Industrial Court of New South Wales, the Hon. Justice Tricia M Kavanagh; actor and producer, Hugh Jackman; and Chairman of the Future Fund, David Murray, AO.

## Fostering development

Philanthropic support of over \$6.2 million in gifts, bequests and new pledges was secured in 2011.

An MoU was entered into with Chinese-energy company China Raybo International Corporation Limited (CRIC) to establish the China-Australia Strategic Relations Institute at UTS. A \$3 million donation over three years was pledged from CRIC and the institute will support scholarships for Australian and Chinese students undertaking their studies in Australia-China relations as well as research projects. Prime Minister the Hon. Julia Gillard, MP, witnessed the signing of the MoU in Beijing on her first official visit to China in July.

Other development highlights for the year included:

- > funding of \$300,000 over three years from the Copyright Agency Limited (CAL) for the 2012 CAL Non-Fiction Writer-in-Residence and CAL Chair of Australian Poetry 2012-2014, both located in the Faculty of Arts and Social Sciences
- > a second gift of \$50,000 in less than 12 months from the Neilson Foundation to provide support for research by Anti-Slavery Australia.
- > \$50,000 donation from plastic surgeon and philanthropist Dr Jerry Schwartz towards the establishment of a plastination laboratory in the Faculty of Science
- > \$49,777 was raised through the staff giving program in 2011 to support UTS's equity and diversity scholarships
- > grants for scholarships and research from the Ian Potter Foundation; Wildlife Preservation Society of Australia; Animals Australia; Trust Company; Zonta Club of Sydney; and the City of Sydney Law Society.



UTS graduate and former group executive of Westpac's retail and business bank, Rob Coombe is one of the industry's most respected figures. Graduating in 1990 with a Bachelor of Law, Rob has more than 28 years' experience in banking, insurance, and finance and wealth management. A director of The Australian Indigenous Education Foundation, Ascalon Capital Management and Surfing Australia, Rob is a member of the UTS Faculty of Law's advisory board as well as acting as a mentor in the high achievers mentoring program.

Rob won the 2011 Chancellor's Award for Excellence as well as the 2011 Alumni Award for Excellence — Law. He is a founding member of UTS Luminaries.

In 2011, UTS was recognised as a winner in the Fundraising Institute of Australia's (FIA) National Awards for Excellence in Fundraising Capital/Major Gifts Campaign category for its work on securing a \$25 million gift from Dr Chau Chak Wing for the new Frank Gehry designed UTS Business School building and a scholarship endowment.

The importance of fundraising to UTS was further recognised this year with the completion of the UTS 'case for support'.

This project, which involved extensive consultation with internal and external stakeholders, will comprise online and print marketing material and key messages designed to communicate a compelling need for financial investment in UTS. It will outline the need for individual and corporate philanthropy in support of UTS's key strategic objectives and will be used as the framework for

a comprehensive fundraising strategy for major gifts, annual giving, bequests, alumni giving and capital projects.

## Honorary awards

At our graduation ceremonies this year we awarded the following honorary doctorates:

- > Paul Cox  
Honorary Doctor of Creative Arts
- > Mem Fox  
Honorary Doctor of Creative Arts
- > Dianne Leckie  
Honorary Doctor of the University
- > Valerie Levy  
Honorary Doctor of the University
- > Paul Woolley  
Honorary Doctor of the University
- > Katherine Woodthorpe  
Honorary Doctor of the University

## Alumni awards

This year, the UTS Alumni Awards program was expanded to include an Alumni Award for Excellence for each of the seven faculties, as well as an International Alumni award. The objectives for the awards program were to facilitate closer engagement with graduates, as well as significantly raise awareness of the value of the alumni community to the University, particularly UTS staff. Deans and senior executive were involved in short-listing nominations and selecting winners.

The 2011 UTS Alumni Award for Excellence faculty winners included:

- > Guy Templeton, UTS Business School
- > Graham Jahn, Faculty of Design, Architecture and Building
- > Shawn A-in-chut Atleo, Faculty of Arts and Social Sciences
- > Drenka Andjelic, Faculty of Engineering and Information Technology
- > Rob Coombe, Faculty of Law
- > Matthew Cleary, Faculty of Nursing, Midwifery and Health
- > Dr Shari Forbes, Faculty of Science

Other Alumni Awards included:

- > Rob Coombe, UTS Chancellor's Award for Excellence 2011
- > Rangan Srikhanta, UTS Alumni Community Award 2011
- > Dr Dimitri Argyriou, UTS International Alumni Award 2011
- > Karieshma Kabani, UTS Young Alumni Award 2011



2011 Alumni Award winners. Back row L-R: Rangan Srikhanta, Graham Jahn, Guy Templeton, Matthew Cleary, Drenka Andjelic. Front row: L-R: Deputy Vice-Chancellor and Vice-President (International and Development) Professor William Purcell, Vice-Chancellor and President Professor Ross Milbourne, Rob Coombe, Karieshma Kabani, Dr Shari Forbes, Chancellor Professor Vicki Sara, AO, and Dean of the Faculty of Law, Professor Jill McKeough.

# OUR CAMPUSES AND RESOURCES



PHOTO: JAMES STUART

Patrick Woods, Deputy Vice-Chancellor (Resources) and Nigel Oliver, Director, Program Management Office, observing the finishing touches to the Great Hall Balcony Room.

2011 was a momentous year for UTS with major projects starting and finishing in our City Campus Master Plan — the large-scale expansion and redevelopment of our city locations into a more connected campus.

This year saw the completion of our new Multi-Purpose Sports Hall. Opened in April, the sports hall was the first new facility completed under the UTS City Campus Master Plan. Located under Alumni Green, at the heart of the campus, the sports hall is designed for students enrolled in UTS's various sports- and leisure-related degrees. The hall will also provide an indoor venue for the University's social and elite sporting community. Multi-award-winning architects PTW, who also designed the Beijing Water Cube for the 2008 Olympics, designed the new sports hall.

Our brand new student housing tower, Yura Mudang (meaning 'students live' in the local Cadigal Indigenous language), opened in July, in time for the Spring semester. As expected, we experienced heavy demand for the 720-bed tower, which rises 13 stories and contains various communal areas, including a rooftop terrace with city views. Most importantly the complex seamlessly integrates the student academic and social lives with multiple group study areas.

The Great Hall has become a showcase of integrated design and technology for UTS.



PHOTO: ANDREW WORSSAM

New South Wales Minister for Education, The Hon. Adrian Piccoli, MP, officially opens Yura Mudang with Chancellor Professor Vicki Sara, AO, and Laurence Wainright, UTS Union President, looking on.

The upgrade to the University's Great Hall has reinvented UTS's important ceremonial venue. Opened in December in conjunction with the annual UTS graduate fashion show, the Great Hall has become a showcase of integrated design and technology for UTS. The key design feature is the 'mantle', a skin of perforated metal panels grafted onto the existing concrete interior that allows updated audio-visual and lighting systems to be concealed and natural light to flow into the space. A new balcony room, overlooking the University's Alumni Green, has provided a formal arrival space and anteroom. Graduation ceremonies will return to the Great Hall in 2012.

Our Faculty of Science is set to benefit from a new landmark building in 2014, with the unveiling of the new Thomas Street Building, designed by Sydney architects Durbach Block Jagers in association with BVN Architecture. The design was selected as part of a design competition held by the University. The gently undulating building inspired by the organic forms of a grove of trees will sit at the heart of UTS. The building will connect to existing science facilities in Building 4 and feature a variety of laboratories supporting research, teaching and learning, a lecture theatre and social spaces. Excavation of the area started at the end of 2011.

Excavation also started under the Alumni Green for our new library retrieval system. This system will hold two-thirds of our library collection and books will be retrieved by a fast robotic crane that will deliver the books to a library service desk within 15 minutes. The most recent titles, about 250,000 purchased over the last 10 years, will be in the open access collection in the new library. The library retrieval system will free up valuable library space for interactive teaching, learning and research use, rather than for storage use.

Progress has also been made on the new Frank Gehry designed Dr Chau Chak Wing Building for the UTS Business School, and the Denton Corker Marshall designed Broadway Building, where excavation work commenced in late 2011. Both buildings are expected to be completed for the 2014 academic year.

In 2011, the Aerial Function Centre was awarded the 2011 Master Builders Association (MBA) Excellence in Construction Award, the commercial building sector's most valued awards, with nominations received from the majority of large construction companies across the state.

In 2011, the Aerial Function Centre was awarded the 2011 Master Builders Association (MBA) Excellence in Construction Award, the commercial building sector's most valued awards, with nominations received from the majority of large construction companies across the state.

## Our public spaces

To ensure that UTS is a vibrant and accessible campus, this year the University embarked on a public spaces project at our Haymarket campus. New flexible environments, informal learning spaces, group collaboration and social hubs were created. These works are part of our extensive campus improvements program, which complements the City Campus Master Plan and has provided immediate benefits for staff and students.

In 2011, work was also carried out to improve public spaces at our Kuring-gai campus. The provision of group learning and informal study spaces form part of UTS's approach to teaching and learning on campus. Audio-visual booths will be available for all students and laptops are now able to connect to plasma screens around the campus, similar to those found at UTS's City campus.

Negotiations for the sale of the land encompassing Kuring-gai campus were finalised with local authorities, the New South Wales Government, Sydney Water, the federal environment department and the purchaser.

## Our safe and accessible campus

This year we implemented a precinct-wide security strategy to improve the safety of not only our staff and students but our neighbours as well, including the Australian Broadcasting Corporation, TAFE and Powerhouse Museum.

A new online training system was developed for our contract security officers, promoting the values of good customer service. All security staff also completed training this year in dealing with people with mental health issues.



## Our equitable and diverse campus

Strengthening cross-cultural experiences within the UTS community is an ongoing priority for our facilities and resources staff. This year, we established a workplace framework to include training and employment for Indigenous staff working on construction projects at UTS. The University also worked closely with its main building contractors and the NSW Government's Koori Job Ready program to develop viable Aboriginal Participation Plans for both training and employment. Aboriginal Participation Plans have been developed for the Dr Chau Chak Wing Building and the Broadway Building, and these plans will be extended across future major projects.

## Our interactive resources

To ensure that UTS provides leading web services and facilities to our staff and students, we continued to roll out our website renewal project (our web roadmap) in 2011 and to bring in new technologies in support of our strategic objectives.

At the end of the year, the University selected a new content management system and commenced implementation and are well on our way to rolling out our staff intranet.

This year UTS brought new rich technologies into learning spaces, making better use of existing spaces and creating new spaces for students under the City Campus Master Plan. We also significantly improved student technology facilities across the University by enhancing student email, through the use of an external provider; expanding the University's laptop loan scheme; increasing available wireless technologies; and improving the student administration enquiry management system.

Further enhancements were also made to finance, human resources and curriculum systems.

We also finalised implementation of the University's client relationship management system and completed the rollout of the new online procurement system across the whole University.

In addition to this, UTS initiated a multi-year smart card technology project for staff and students, to improve ease of identification, access to buildings, and to streamline other services.

## Our sustainable campus

UTS Sustainability continued to provide strategic advice, with a focus on the coordination of sustainability initiatives across the University and sustainable practices and engagement with the UTS community. The sustainability steering committee ensured integration of sustainability across the four key areas of research, teaching and learning, campus operations and community engagement.

In 2011, after consultation with UTS staff, students and other interested stakeholders, the UTS Sustainability Strategy 2012–2015 was finalised. In addition, the environmental sustainability policy was revised and updated to become the UTS Sustainability Policy, which now goes beyond sustainable campus operations to encompass broader sustainability integration into the University's activities.

The integration of sustainability principles into the planning, design and delivery of the City Campus Master Plan is essential to good sustainability performance. Sustainable design, advice and input continued to be provided to all project teams of refurbishments and new buildings. As part of this process the sustainability requirements in the UTS Design Guidelines are currently being reviewed and updated.

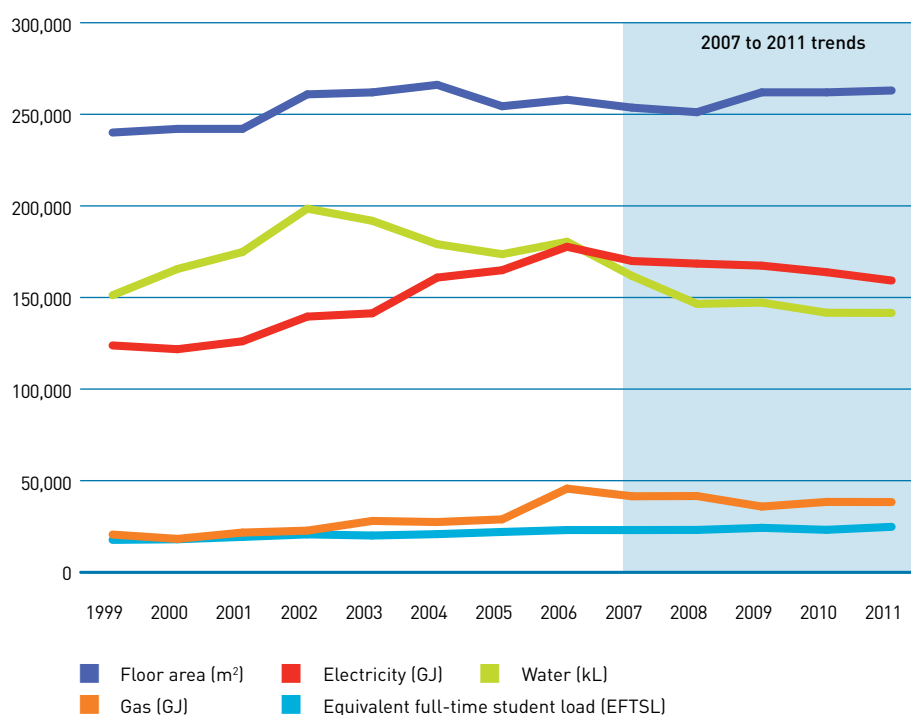
The Dr Chau Chak Wing, Broadway and Thomas Street buildings are all targeting a 5 Star Green Star certified design rating under the Green Building Council of Australia's Education v1 tool. All project teams continued to explore additional sustainability opportunities beyond the Green Star tool, including ways to further future proof our buildings and achieve sustainability learning outcomes through environmental design.



PHOTO: UTS UNION

Deputy Vice-Chancellor and Vice-President (Resources) Patrick Woods and sports management student Alex Campbell at the launch of the new Multi-Purpose Sports Hall.

### Utilities consumption 1999–2011



The operational sustainability performance of our existing campus continued to improve, particularly with regard to energy efficiency, water conservation and resource recycling. The graph above outlines UTS energy and water consumption from 1999 to 2011 against changes in floor area and equivalent full-time student load (EFTSL). While floor area increased slightly and EFTSL was relatively stable between 2007 and 2011, UTS managed to achieve good reductions in energy and water use as follows:

- > 6.3 per cent reduction in electricity consumption
- > 7.6 per cent reduction in gas consumption
- > 12.9 per cent reduction in water consumption.

As part of our Australian Technology Network (ATN) commitments, UTS has made a commitment to achieve an 11 per cent reduction in greenhouse gas emissions based on 2007 levels by 2012–13 and a 30 per cent reduction on 2007 levels by 2020–21. These targets are ambitious given the increase in floor area associated with the implementation of the City Campus Master Plan.

To help achieve these targets, UTS has implemented a number of energy efficiency building works including the installation of metering and efficient light fittings and controls; as well as heating, ventilation and air-conditioning equipment; as modifications to building management systems (BMS); and a comprehensive retro-commissioning program. The metering installation contract is in the process of being awarded and the tender for the head contractor to undertake the lighting, mechanical, BMS and retro-commissioning works opened this year.

UTS is still involved with Sydney Water’s Every Drop Counts program, which focuses on improving management practices and technological initiatives to conserve water. Since 2002 our water consumption has decreased by 28.6 per cent through the implementation of water-efficient technology, monitoring and metering practices and educational programs.

## Our sustainable community

UTS Sustainability continued to collaborate with the UTS community and various groups on campus to run and support a number of sustainability events throughout the year. In 2011 these included Earth Hour, Fair Trade Fortnight, World Environment Day and Ride to UTS Day.

To encourage sustainability at UTS, the Broadway Food Co-op, a volunteer-run, not-for-profit organisation, provided ethically produced goods and organic food to staff and students and the local community. The UTS Union was awarded the runner up prize at the 2011 ACUMA Inc. Awards for Excellence in Campus Services Community Outreach Program following the introduction of the ‘ground for good’ initiative that involved people turning used coffee grounds into a useful product, with all gold coin donations going to Landcare NSW.

UTS Sustainability continued to engage with the wider community in 2011. UTS is a member of the City of Sydney’s Better Buildings Partnership’s leadership panel and participated in a number of technical working groups that aim to share knowledge and promote sustainable practice among property owners. UTS is also a member of the Green Building Council of Australia.

Following on from our 2011 shortlistings for two Australasian Campuses Towards Sustainability (ACTS) Green Gown awards (for Continuous Improvement — Institutional Change and Continuous Improvement — Specific Area (for our Institute for Sustainable Futures)), priorities for our sustainability team for 2012 include the development of programs to encourage sustainable practices and behavioural change among staff and students, and an increase in sustainability engagement activities.



PHOTO: CITY OF SYDNEY COUNCIL

Kevin Ellenor (representing Information Technology Division) and Danielle McCartney (representing Projects Management Office) collecting two awards on behalf of UTS from Clover Moore, MP, Lord Mayor of Sydney, following the University's participation in the City of Sydney's inaugural Sydney Rides Challenge. ITD were placed second in the 200–499 department team category and PMO were placed third in the 20–49 category, with 58.1 per cent participation.

## Increasing our resources

Tenders, business relationships and commercial transactions are managed by UTS Commercial. This year, significant contracts were won with the Roads and Traffic Authority, Sydney Water, the World Health Organization and Westpac. The Unit also provides advice to areas of the University on complex transactions and commercial projects.

UTS Commercial assisted in generating University income in 2011 by investigating funding opportunities and effectively managing University-owned property. Over \$4 million in income was delivered through property leasing, facilities hire and car parking, with a further \$3 million generated by short courses and consulting income.

UTS Commercial negotiated a study tour market for the University, resulting in the development of training programs for the Chinese, Sri Lankan and Vietnamese governments, and universities in China and Thailand.

A suite of accessUTS branded products were released into the market, including collaborations with the Australian Securities and Investment Commission, and the Turnaround Management Association.

## UTS Library high-level performance indicators

	2010	2011
<b>Facilitate discovery and access to scholarly information</b>		
High use material usage (items/EFTSL <sup>1</sup> )	27.3	31.6
Journals cited by UTS scholars in the UTS Library collection (% sampled via Scopus)	98.2%	92.8%
<b>Develop information-related capabilities</b>		
Use of online information literacy tools (page views/EFTSL <sup>1</sup> )	20.4	20.2
Participation in information literacy programs (% total of EFTSL <sup>1</sup> )	63.0%	88.9%
<b>Promote learning via provision of physical and digital environments</b>		
Visits to UTS Library website (average page views/month)	280,545	295,371
Use of library digital spaces (average time spent on UTS Library site per visit in minutes)	2.1	2.1
<b>Enable scholarship</b>		
Research consultation assistance to academic staff (% of population)	46%	37.5%
Ranking of UTSeScholarship (Webometrics world ranking at January 2012)	121	139
Visits to UTSePress open access journals (average page views/month)	21,522	29,880
UTSiResearch collection (scholarly work items)	14,518	17,426
<b>Develop the library of the future</b>		
Progress against schedule (weeks ahead [+] or behind [-] at the end of the year)	-1	-4

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 2011 high-level performance indicators show continuing high-level usage of library resources, including materials usage (average of items) per person and online visits to our website. As in previous years, our information literacy tools and programs have been popular with students, researchers and staff.

The value of our scholarly resources continued to increase, as shown by the journals held by the library, the high proportion of references to them cited by UTS scholars, and the expansion of the UTSiResearch collection. Through UTSePress, we are the leading Australian university publisher of open access journals, with online access to our 14 journals consistently high. UTSeScholarship — our flagship electronic window into UTS research — retained an international top 11 per cent ranking among library-based centres providing electronic resources for scholars.

Progress towards our new library, scheduled to open in 2017, has continued. We have completed implementation of radio-frequency identification smart-chip collection management and are moving through the vendor contract phase of the underground library retrieval system, to be in operation in 2014. Design work for the library retrieval system facility has been largely completed.

1. Equivalent full-time student load.

# OUR PLANNING AND PERFORMANCE



PHOTO: ANNA ZHU

The new balcony function space adjacent to the Great Hall.

To ensure that UTS meets its objectives, as stated in the UTS Strategic Plan 2009–2018, the University sets a number of strategic priorities each year, managed by the UTS senior executive (see page 84). Overall performance against the plan is tracked using the University's KPIs (see page 85).

The overarching framework of the strategic plan provides structure and context to all levels of planning, enabling the University's faculties, units and divisions to manage improvements within their own areas. The plan also sets the tone for how university staff interact with each other, students, industry and the community through the university's values of Discover, Engage, Empower, Deliver and Sustain.

Each faculty and unit prepares an annual action plan with a three year planning horizon. In 2011, action plan priorities were informed by a number of the University's strategies, including the widening participation strategy (WPS), the Wingara Indigenous Employment Strategy and our research strategy. In addition to the improvement strategies identified at the faculty and unit level, a 'whole of UTS' process management and improvement approach introduced in 2010 was further developed.

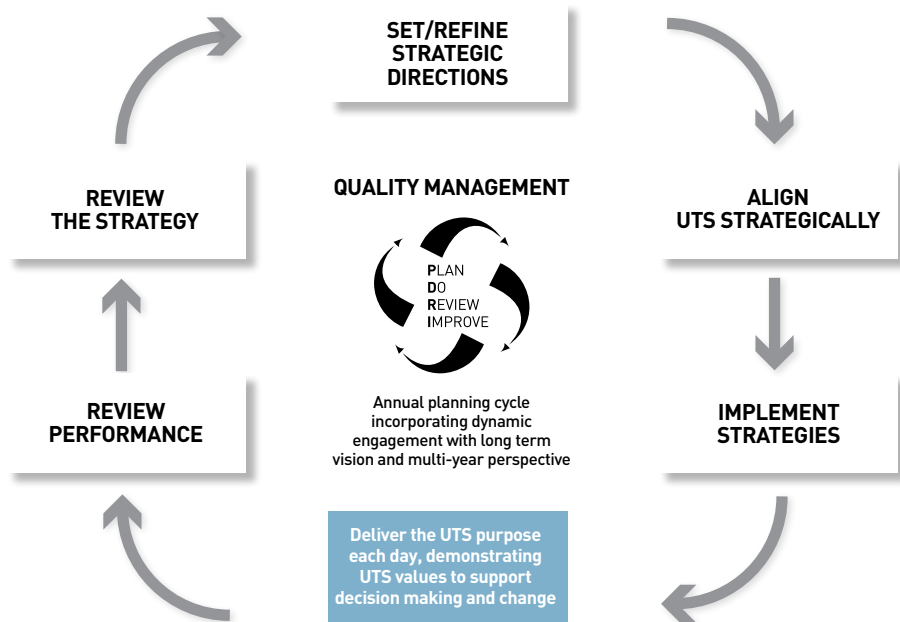
Our KPI framework provides our Council, our Senior Executive and Senior Management with an insight into how UTS is performing.



## 2011 strategic priorities

Strategic objective	Strategic priorities
Strengthen the standing of the UTS model of global practice-oriented learning	Build the student profile of the future
	Build/renew curriculum to support the UTS model and future student profile
	Internationalise student experience to support the UTS model and the future student profile
Increase the scale, quality and impact of research in our discipline fields	Build our research reputation through the continued implementation of the research investment strategy
Enhance our strong, inclusive university environment through state-of-the-art learning, research and social spaces, infrastructure and highly responsive services	Build our reputation and capacity to attract students and staff through a multi-year City campus development program
	Build our reputation and capacity to attract students and staff through integrated equity and diversity planning
	Build the relationships for the future — with alumni, industry and the professions and government
Build the capabilities of our people and processes to sustain and improve performance into our third decade and beyond	Build the staff profile of the future
	Build the triple bottom line sustainability of the University
	Build and integrate the approach to managing quality, standards, risk and compliance

Note: see 'Auditing the University' for an explanation on the AUQA audit.



## Our planning and improvement framework

The UTS Planning and Improvement Framework outlines the UTS approach to the different levels of planning that support the UTS strategic plan. It includes the plan, do, review, improve (PDRI) quality management cycle, which integrates quality improvement into the University's strategic planning process and aims to build continuous improvement across all projects, processes and activities.

The University reviews, updates and prepares action plans and a budget annually as part of the planning, budgeting and reporting cycle, which operates on a rolling three-year term.

The Planning and Quality Committee oversees planning and quality activities at UTS, including implementation of the planning, budgeting and reporting cycle. The Planning and Quality Unit (PQU) provides executive support to this committee.

## 2011 planning and improvement activities

This year, UTS examined internal processes to identify opportunities for improving effectiveness and efficiency. One area of focus was on processes to support management of research projects. This resulted in joint initiatives by the University's faculties and the Research and Innovation Office (RIO) to prioritise and focus UTS research efforts and to put in place development programs.

UTS also continued with our widening participation strategy and implemented the Wingara Indigenous Employment Strategy 2011–2014. Both of these improvement initiatives are in response to our commitment to equity and diversity, and also align with government initiatives.

Further areas identified for improvement for 2012 include:

- > course development
- > credit recognition/recognition of prior learning
- > student inquiries into the enrolment process — course enquiry through to enrolment
- > budgeting.

Further information on the University-wide WPS and the WIES is available throughout this annual report, particularly in the 'our equity and diversity', 'our students', 'our staff' and 'faculties reports' sections.

We also developed the UTS 'top 10' strategic priorities in the latter part of 2011. As part of the roll-out of the priorities, we began the development of improved monitoring and reporting mechanisms that will further coordinate our action planning and key performance indicator (KPI) reporting for 2012.

## Tracking and reporting on our performance

Aligning with our strategic plan to support management decision-making within the University, our KPI framework provides our 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.

UTS uses several mechanisms to track organisational performance, including integrated key performance indicator (KPI) data available through a business intelligence system. PQU coordinates monitoring and reporting performance on behalf of the University. It does this through mechanisms such as:

- > surveys of students, graduates, business leaders and staff
- > consolidating performance information into various internal reports such as the UTS annual performance report, the course performance reports and subject performance reports.

Another area of monitoring gaining increasing prominence is international rankings and ratings. UTS pays close attention to these results and participates in a range of annual ranking exercises.

2011 saw the consolidation of and continued improvement to UTS's institutional performance measurement system following completion of a major enhancement project in 2010.

The business intelligence portal provides UTS decision-makers with direct access to data cubes, KPI metric performance reports and further analytics on key aspects of the University's strategic plan.

Most KPI metrics are designed to benchmark UTS's performance against other Australian universities or against internal performance (such as faculty benchmarking). The portal integrates our core operating systems and enables improved management reporting, analysis and decision-making.

## 2011 performance rating against KPIs

Key performance indicator	Met/exceeded internal target	Within tolerance of internal target	Below tolerance of internal target
Reputation with industry, government and professions		✓	
Reputation for being good to do business with	✓		
Reputation for being a premier source of advice to industry			✓
Share of domestic market demand			✓
Graduate workplace success			✓
Internationalisation of student experience	✓		
Teaching quality		✓	
Student equity		✓	
Research leadership and recognition		✓	
Research outcomes — higher research degree completions	✓		
Research outcomes — higher research degree commencements	✓		
Student satisfaction with services and facilities		✓	
Indigenous Australian student participation			✓
Indigenous Australian staff participation			✓
Alumni engagement and total giving	✓		
Commitment to diversity (students)	✓		
Staff engagement	✓		
Staff equity		✓	
Operating surplus		✓	
Workforce cost sustainability		✓	
Greenhouse gas reductions		✓	

Note: this is not a complete set of KPIs as results for some are not yet available (eg research publications and income).

The KPI framework currently consists of 21 University-wide KPIs over five interdependent performance domains:

1. Learning and teaching
2. Research performance and standing
3. University environment and engagement
4. Organisational sustainability and capability.

The fifth domain, Reputation, is an overarching domain.

As our strategic direction and the Federal Government's policy agenda continue to evolve, our KPIs are also required to be refined. We internally benchmark our performance against past trends and forward targets. We also externally benchmark our performance — where appropriate and where comparable data is available — against the Australian Technology Network of universities and national and international outcomes.

The table on page 85 summarises our performance against our KPIs in 2011. Each performance rating is based on the extent

to which the challenging internal target for that KPI was met. For those KPIs listed as 'below tolerance' or 'within tolerance', steps for improvement are being developed and implemented by KPI sponsors.

## Auditing the University

UTS was informed by the newly formed Tertiary Education Quality and Standards Agency (TEQSA) in late 2011 that they would not proceed with the planned 2012 cycle 2 quality audit of UTS. In its place UTS was asked by TEQSA to apply for re-registration as a higher education provider. In the interim UTS will automatically be re-registered until December 2012.

Preparation for the scheduled cycle 2 audit during 2011 identified a range of quality improvement priorities. These will be crucial in influencing our future plans in these areas and, in part, preparing us for the new regulatory environment. A self-review and trial audit focused on the themes of practice-oriented education and internationalisation and sought to close off on recommendations and affirmations

of the 2006 cycle 1 Australian Universities Quality Agency (AUQA) audit. The trial auditors' reports were positive about how quality is managed at UTS, and identified a number of opportunities for quality improvement that will be addressed from 2012.

Areas for improvement in 2012 will include:

### Practice-oriented education improvement areas

- > embedding English language in the curriculum
- > embedding graduate attributes in the curriculum
- > increasing employability of graduates
- > refining/strengthening systematic links to enhance course accreditation and reaccreditation

### Internationalisation improvement areas

- > performance tracking and early intervention
- > internationalisation of the curriculum
- > offshore student support and integration

## 2011 internal audit program

Audit area	Senior executive	Scope of audit
Financial management of income	DVC(Res)	Accounts receivable (end-to-end process)
Financial management of income	DVC(Res)	Facilities hire and rental income (end-to-end process)
Financial management of expenditure	DVC(Res)	Credit cards and iExpenses (end-to-end process)
Facilities management	DVC(Res)	Facilities maintenance management
IT delivery	DVC(CS)	General computer controls University-wide (FEIT)
IT operations	DVC(CS)	Workgroup server management (governance and security)
IT governance	DVC(CS)	Disaster recovery planning and testing
International commercial activities	DVC(I)	Offshore teaching partners (governance)
OHS management	DVC(Res); DVC(CS)	OHS management (City Campus Master Plan)
Teaching and learning — IT applications	DVC(CS); DVC(TLE)	UTS online (application review)
Teaching and learning — student assessments and progress	DVC(CS); DVC(TLE)	Student assessments (capturing and processing of marks/grades)
Learning resources — library and educational technology	DVC(CS); DVC(TLE)	Library procurement/demand management
Student support	DVC(CS); DVC(TLE)	Scholarships/financial assistance (end-to-end process)
Implementation of action plans	All	Follow-up audits

Key to abbreviations

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)

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

All: All senior executive



## Key strategic risks for 2012

Risk	Inherent risk	Residual risk assessment	Comments
Student income — fees	critical	moderate	Uncertainty in international and postgraduate market trends remains.
Student income — Commonwealth Grant Schemes (CGS)	moderate	low	Some emerging risks in meeting student load targets in science and at Kuring-gai campus.
Achieving operating result	critical	low	
Research performance	critical	high	Risk of not achieving our research investment plan performance targets that are core to our positioning.
Deregulation and new performance regulations	critical	moderate	Potential impact of student load deregulation and new government policies related to performance.
City Campus Master Plan — planning and funding	critical	high	We are currently in a key high-level planning phase for our City Campus Master Plan.
City Campus Master Plan — project implementation	critical	moderate	Now in implementation of several City Campus Master Plan projects.
City Campus Master Plan — reputational/operational impact during campus construction	high	high	Attraction and retention of both students and staff during construction phases of the City Campus Master Plan.
Achieving staff profile	critical	moderate	We face challenges in renewing our aging workforce and containing employment costs.
Research reform agenda (ERA)	critical	high	The government's research reform agenda may impact on grant outcomes for UTS.

### Risk ratings

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.

## Risk management

UTS uses a number of strategies to effectively manage and minimise risk to the University. Significant risks are reviewed and assessed twice yearly, and risk assessments are also conducted to manage specific areas of risk, including 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, operational risks at the faculty and unit level are also examined.

The UTS Risk Management Policy was revised and approved by the UTS Council in August this year and the revised guidelines were approved and made available on the UTS website in September.

## 2012 strategic risk assessment

A strategic risk assessment for 2012 was conducted at the end of the year. 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.

Although not critical, all of the 10 strategic risks present ongoing challenges for UTS and need to be closely monitored.

## Our financial performance

The University's 2011 operating result of \$27 million is below our 2010 surplus of \$29.8 million, due partly to higher employee-related expenses.

### Resourcing

Revenue increased by 9.4 per cent on 2010 levels with increases in student fees (9.2 per cent higher than 2010) and Australian Government grants (6.3 per cent higher than 2010).

Student numbers increased slightly with equivalent full-time student load (EFTSL) increasing by 3.3 per cent from 2010 numbers. International student numbers, which represent 24.4 per cent of total revenue, increased by 3.9 per cent from 2010.

We have continued to maximise return on investments with cash reserves increasing despite significant expenditure on new buildings during 2010 and 2011. The University continued to invest in only term deposits with the big four Australian banks. This strategy has resulted in investment income increasing by 13.5 per cent from 2010.

### Expenditure

Total expenditure on operating activities was \$560.3 million, which is 10.6 per cent higher than 2010, while employee-related expenses increased by 11.1 per cent from 2010 levels.

### Capital expenditure

We continued to invest in buildings and infrastructure to improve the student learning experience. In 2011 a total of \$141.2 million was spent on capital equipment in addition to the \$105.6 million spent in 2010. As part of the University's City Campus Master Plan (CCMP), 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 2011 was \$214.6 million. The weighted average return on the investment portfolio for the year was 6.9 per cent, compared to the year-end official cash rate of 4.25 per cent.

## 2012 budget priorities

The 2012 budget supports the University's strategic investment by focusing on our teaching and learning initiatives, the research investment plan, our workforce and the CCMP.

The 2012 budget also continues the investments from the 2011 budget, including the establishment of new courses, the BUiLD global leadership program for our students, extension of the peer-assisted learning scheme and continuation of our teaching and learning internal grant program.

The 2012 budget includes additional or new strategic funding for:

### Teaching and learning initiatives

- > implementation of the UTS Creative Industries Strategy
- > new academic programs and short course development — including the implementation of the new pharmacy program
- > increased IT support for students and campus facilities, particularly to support research
- > renewing technologies for learning
- > increased support for the Indigenous Education and Employment Policy.

### Research initiatives

- > investment for the recruitment and retention of high-performing researchers
- > enhancement of the ethics secretariat to manage a much higher workflow
- > realignment of the research management structures and processes to reduce administration
- > increased funding for scholarships, including top-up scholarships
- > investment in temporary project staff to handle the 2012 Excellence in Research for Australia process
- > ongoing Founding Partner commitment to *The Conversation* ([theconversation.edu.au](http://theconversation.edu.au)).

### International and development initiatives

- > higher recruitment and in-country presence in North and South-East Asia and Europe — to assist our research and recruitment strategy.

### University environment, engagement and sustainability initiatives

- > additional international and domestic marketing activities, particularly for the Kuring-gai campus
- > further investment into digital media for communicating the CCMP
- > investigation and implementation of debt-funding facilities to meet borrowing needs linked to the CCMP
- > investment in compliance and governance programs.

## Income statement

At 31 December 2011

	University			
	Actual 2011 \$'000	Budget 2011 \$'000	Variance 2011 \$'000	Budget 2012 \$'000
<b>Revenue from continuing operations</b>				
> Australian Government grants	192,351	189,628	2,723	223,404
> HECS-HELP — Australian Government payments	79,181	76,831	2,350	86,837
> FEE-HELP	39,570	39,426	144	40,000
> State and local governments financial assistance	7,425	6,278	1,147	6,021
> HECS-HELP — student payments	22,005	26,194	(4,189)	22,000
> Fees and charges	181,049	168,069	12,980	207,475
> Investment revenue	15,722	10,003	5,719	8,000
> Royalties, trademarks and licences	709	326	383	79
> Consultancy and contract research	9,805	10,617	(812)	11,636
> Other revenue	23,259	18,953	4,306	20,790
> Gains on disposal of assets	–	2	(2)	–
> Other income	16,226	11,379	4,847	20,196
<b>Total revenue from continuing operations</b>	<b>587,302</b>	<b>557,706</b>	<b>29,596</b>	<b>646,438</b>
<b>Expenses from continuing operations</b>				
> Employee benefits	339,728	326,265	(13,463)	353,938
> Depreciation and amortisation	55,371	54,366	(1,005)	62,174
> Repairs and maintenance	9,486	9,992	506	10,177
> Borrowing costs	3,022	3,176	154	4,476
> Bad and doubtful debts	325	316	(9)	122
> Loss on disposal of assets	1,431	–	(1,431)	–
> Deferred super expense	441	–	(441)	–
> Other expenses	150,530	136,591	(13,939)	166,481
<b>Total expenses from continuing operations</b>	<b>560,334</b>	<b>530,706</b>	<b>(29,628)</b>	<b>597,368</b>
<b>Operating result before income tax</b>	<b>26,968</b>	<b>27,000</b>	<b>(32)</b>	<b>49,070</b>
<b>Income tax related to continuing operations</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Operating result from continuing operations</b>	<b>26,968</b>	<b>27,000</b>	<b>(32)</b>	<b>49,070</b>

## Balance sheet

At 31 December 2011

	University			
	Actual 2011 \$'000	Budget 2011 \$'000	Variance 2011 \$'000	Budget 2012 \$'000
<b>Current assets</b>				
> Cash and cash equivalents	216,393	125,768	90,625	77,356
> Receivables	13,113	8,672	4,441	12,922
> Other financial assets	47	-	47	45
> Other non-financial assets	15,722	20,571	(4,849)	16,780
<b>Total current assets</b>	<b>245,275</b>	<b>155,011</b>	<b>90,264</b>	<b>107,103</b>
<b>Non-current assets</b>				
> Receivables	410,694	255,674	155,020	287,805
> Other financial assets	4,700	421	4,279	5,011
> Other non-financial assets	514	-	514	600
> Property, plant and equipment	1,114,311	1,157,306	(42,995)	1,344,564
> Intangible assets	18,375	-	18,375	-
<b>Total non-current assets</b>	<b>1,548,594</b>	<b>1,413,401</b>	<b>135,193</b>	<b>1,637,980</b>
<b>Total assets</b>	<b>1,793,869</b>	<b>1,568,412</b>	<b>225,457</b>	<b>1,745,083</b>
<b>Current liabilities</b>				
> Trade and other payables	34,408	33,928	(480)	47,000
> Borrowings	3,311	3,636	325	3,300
> Provisions	75,600	22,718	(52,882)	55,518
> Other liabilities	13,125	16,139	3,014	12,029
<b>Total current liabilities</b>	<b>126,444</b>	<b>76,421</b>	<b>(50,023)</b>	<b>117,847</b>
<b>Non-current liabilities</b>				
> Borrowings	42,930	43,100	170	51,473
> Provisions	428,690	302,229	(126,461)	312,689
> Other liabilities	-	-	-	-
<b>Total non-current liabilities</b>	<b>471,620</b>	<b>345,329</b>	<b>(126,291)</b>	<b>364,162</b>
<b>Total liabilities</b>	<b>598,064</b>	<b>421,750</b>	<b>(176,314)</b>	<b>482,009</b>
<b>Net assets</b>	<b>1,195,805</b>	<b>1,146,662</b>	<b>49,143</b>	<b>1,263,074</b>
<b>Equity</b>				
> Reserves	564,705	517,699	47,006	573,923
> Retained surplus	631,100	628,963	2,137	689,151
<b>Total equity</b>	<b>1,195,805</b>	<b>1,146,662</b>	<b>49,143</b>	<b>1,263,074</b>

## Cash flow statement

To 31 December 2011

	University			
	Actual 2011 \$'000	Budget 2011 \$'000	Variance 2011 \$'000	Budget 2012 \$'000
<b>Cash flows from operating activities</b>				
> Australian Government				
> CGS and other Department of Industry, Innovation, Science, Research and Tertiary Education grants	312,590	297,988	14,602	350,241
> State and local government grants	7,425	4,621	2,804	6,021
> HECS-HELP — student payments	22,005	26,000	(3,995)	22,000
> Receipts from student fees and other customers	255,233	231,552	23,681	273,014
> Dividends received	256	–	256	–
> Interest received	16,431	10,000	6,431	8,000
> Payments to suppliers and employees (GST inclusive)	(504,493)	(480,000)	(24,493)	(530,718)
> Interest payments	(3,022)	(3,175)	153	(4,476)
> Income tax payments	–	–	–	–
<b>Net cash inflow (outflow) from operating activities</b>	<b>106,425</b>	<b>86,986</b>	<b>19,439</b>	<b>124,082</b>
<b>Cash flows from investing activities</b>				
> Proceeds from sale of property, plant and equipment	55,618	47,000	8,618	–
> Purchase of shares	(2,815)	–	(2,815)	–
> Payments for property, plant and equipment	(141,906)	(181,527)	39,621	(241,692)
<b>Net cash inflow (outflow) from investing activities</b>	<b>(89,103)</b>	<b>(134,527)</b>	<b>45,424</b>	<b>(241,692)</b>
<b>Cash flows from financing activities</b>				
> Proceeds from borrowings	–	–	–	8,000
> Repayment of borrowings	–	–	–	–
> Repayment of lease liabilities	(3,714)	(3,845)	131	(3,452)
<b>Net cash inflow (outflow) from financing activities</b>	<b>(3,714)</b>	<b>(3,845)</b>	<b>131</b>	<b>4,548</b>
<b>Net increase (decrease) in cash held</b>	<b>13,608</b>	<b>(51,386)</b>	<b>64,994</b>	<b>(113,062)</b>
<b>Cash at beginning of reporting period</b>	<b>202,785</b>	<b>177,154</b>	<b>25,631</b>	<b>190,418</b>
<b>Cash at end of reporting period</b>	<b>216,393</b>	<b>125,768</b>	<b>90,625</b>	<b>77,356</b>

## 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
CCMP	City Campus Master Plan
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
PEP	professional experience program
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 the Audit Office of NSW.

### Availability

The University's annual reports are available in Portable Document Format (PDF) at:

[www.gsu.uts.edu.au/publications/utsannualreport.html](http://www.gsu.uts.edu.au/publications/utsannualreport.html)

They are also available by request to:

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## Acknowledgements

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THE UTS ANNUAL REPORT 2011 REVIEW OF  
OPERATIONS PROVIDES A RECORD OF THE UNIVERSITY'S  
PERFORMANCE AND ACTIVITIES DURING THE YEAR.

VOLUME TWO OF THIS REPORT CONTAINS OUR  
FINANCES AND APPENDICES.