



UNIVERSITY OF
TECHNOLOGY SYDNEY

UTS:
ANNUAL REPORT 2012

REVIEW OF OPERATIONS

April 2013

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

Dear Minister

It gives us great pleasure to present the *UTS Annual Report 2012*.

Volume one of the report outlines our priorities and performance for the year; and volume two contains our financial statements as endorsed by the UTS Council.

The report 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 2012

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Who we are

On 26 January 1988 — with the commencement of the University of Technology, Sydney Act — the former New South Wales Institute of Technology became the University of Technology, Sydney.

The New South Wales Institute of Technology was established in 1964, with the School of Design of the former Sydney College of the Arts incorporated into the institute on 25 January 1988.

On 1 January 1990, the Institute of Technical and Adult Teacher Education and the Kuring-gai College of Advanced Education were amalgamated with the existing University of Technology, Sydney to form the current UTS.

The UTS Strategic Plan 2009–2018 is 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 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 north of the CBD.

We have embarked on an ambitious redevelopment of our City campus to deliver an innovative, dynamic and revitalised campus that will complement our vision to be a world-leading university of technology.

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

What we do

UTS offers more than 130 undergraduate and 200 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. In addition, we offer a range of extracurricular programs to give our students the opportunity to further develop the knowledge and skills needed for their future careers.

Students also have the opportunity to study overseas as part of their degree program. UTS has exchange agreements with nearly 200 universities around the world.

The University 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, innovative and collaborative with a focus on delivering a real benefit to society.

In the latest Australian Research Council's Excellence in Research for Australia evaluations, UTS rated world standard or above in every one of its broad areas of research.

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

Chancellor's message



UTS Chancellor Professor Vicki Sara, AO

PHOTO: CARMEN LEE PLATT

2012 has been an ambitious year for UTS, and one marked by significant achievements. As I reflect on my time as Chancellor I am inspired by how far we have come as a university and the significant progress we have made towards achieving our vision to being a world-leading university of technology. In all of our endeavours we are guided by the UTS Strategic Plan: a plan to ensure we excel in our teaching, learning and research activities and deliver state-of-the-art facilities and services to our student and staff community.

It is especially encouraging to see UTS position itself as a world-leader in research and innovation. Once again, the University did exceptionally well in the Australian Research Council's Excellence in Research for Australia evaluations. These evaluations confirmed that research undertaken at Australian universities is competitive with that of the world's best.

Our growing success in research is due to the high calibre of researchers at UTS who are attracting a new generation of research-inspired academics to the University. This year a record number of Chancellor's Research Postdoctoral Fellowships were awarded to the very best and brightest young researchers to carry out projects ranging from water management and food security, to forensics and an advanced thought-controlled, semi-autonomous wheelchair. This year, I was delighted to award the Chancellor's Medal for Exceptional Research to Professor Alastair Pennycook for his body of research in the field of sociolinguistics.

UTS has a reputation for producing cross-disciplinary research based on technology and innovation; traits that also underpin the University's new Creative Intelligence Strategy. Launched this year, this strategy has collaborative knowledge at its heart and will see UTS leverage its strengths in integrating creativity, technology and innovation.

These strengths were on display throughout the year in our campus redevelopment. It was so pleasing to see our Campus Master Plan in action and witness our new and exciting teaching and learning environments taking shape. Our vibrant new campus will enable us to embrace new approaches in teaching and learning, further progress and lead in our research endeavours and provide our student and staff community with a forward-looking and sustainable place to learn and work.

UTS has a distinctive reputation as a champion of social justice. This year we celebrated the commitment of our staff and students to equity, diversity and social justice at the UTS Human Rights Awards and the UTS Alumni Awards. At this year's Alumni Awards it was with particular pleasure that I presented the UTS Chancellor's Award for Excellence to Nasima Rahmani. Nasima, Director of the Women's Empowerment Centre at the Gawharshad Institute of Higher Education in Kabul, is an inspiring individual who has devoted herself to ensuring the human rights of women in Afghanistan. She studied a Master of Laws at UTS and, after completing the final semester of her degree, returned to Afghanistan to promote gender equality and education for Afghani women. She continues to be supported by the University, particularly by the Faculty of Law.

The University is dedicated to ensuring that participation in higher education is accessible to all students and to providing the opportunity for students to realise their potential. To this end, a range of initiatives and activities continued this year under the UTS Widening Participation Strategy. Our successful U@Uni days and summer schools were well attended by high school students, predominantly from south western Sydney. Another successful initiative is the University's principals' recommendation scheme, whereby students are admitted to UTS

based on their potential. Over 100 students gained a place at UTS through this scheme this year.

The UTS Council supports an Indigenous scholarship and this year's scholar, Hannah Tsui, commenced a Bachelor of Arts in Communication Bachelor of Laws course in the Autumn semester. It is very rewarding to meet students who have been given the opportunity to come to university.

The University's graduation ceremonies are a time of great excitement and anticipation for our graduates and their families. Autumn and Spring ceremonies were held in the Great Hall at our City campus, as well as international ceremonies in Hong Kong and Shanghai.

The University conferred honorary doctorates on the Hon. Bruce Baird and Dr Martha Hill; and John Curtis, AM, and Brian McFadyen were made Fellows of the University. I was also honoured to present Distinguished Service Awards to Aunty Joan Tranter and a posthumous award to former UTS Union chief executive officer Tom O'Sullivan.

During 2012, our governing body, the UTS Council, made the transition to the *Universities Governing Bodies Act 2011* (NSW). Council resolved that the total number of members will be 20, including staff and student representatives. Elections for a number of Council positions were held. I was delighted to be re-elected as Chancellor and I welcome the re-election of Brian Wilson as Deputy Chancellor, and Robert Kelly and Dr Ron Sandland, AM, as Pro-Chancellors and thank them for their support and for their significant contribution to UTS. I am extremely appreciative of the work all Council members do throughout the year and thank all members for their ongoing commitment to the success of UTS.

2013 will be UTS's 25th anniversary. As we look ahead to the next 25 years I am confident that we will continue to grow, to learn, to innovate and to celebrate the truly world-leading university of technology we are becoming.

Professor Vicki Sara, AO
Chancellor

Vice-Chancellor's message



UTS Vice-Chancellor and President
Professor Ross Milbourne.

PHOTO: CHRIS BENNETT

This year marked my 10th year as Vice-Chancellor of UTS. It has been a privilege to be at the helm of such an innovative, creative and welcoming university for the last decade.

Throughout my time as Vice-Chancellor, I have seen the University make its mark on the higher education sector and our local and global community. We are becoming known as a university that has a unique approach to creativity and technology that is transforming the way we teach, learn and research.

UTS is well placed to take advantage of the creative and digital boom currently happening in Sydney. This year we launched a six-year Creative Intelligence Strategy: a strategy designed to establish UTS as a world-leader in creative innovation. The strategy is headed up by Hael Kobayashi, a pioneer in the field of digital media with over 30 years experience in the creative industries.

This strategy, and our newly established Creative Intelligence Unit, complements our involvement with the Creative Industries Innovation Centre, which is part of the Australian Government's Enterprise Connect program. Federal Minister for Industry and Innovation, the Hon. Greg Combet, MP, visited UTS in May to announce an additional three years of federal government funding for this centre.

The Creative Intelligence Strategy will be strongly supported by our Campus Master Plan, which is coming along in leaps and bounds. At its completion, it will deliver a cutting edge campus with collaborative teaching and learning spaces and where industry will be able to work and integrate with the University's teaching and research programs.

The time is right for us to embrace this new creative and digital environment. Changes are afoot in the higher education sector, including the rise of massive open online courses, and we must adapt to this new environment and continue to offer our students a rich learning experience.

UTS has always offered its students the opportunity to learn and develop beyond the academic curriculum. The UTS model of global practice-oriented learning enables our students to undertake professional practice during their degree, as well as the opportunity to undertake an international experience throughout their time at UTS.

This year, over 1700 students participated in our international leadership program, BUiLD. This fantastic program helps our students develop their leadership potential and attain the attributes required for a career in a global workplace.

We also continued to foster our research students and staff this year, launching a program to assist early career academics to develop the knowledge and skills that are central to a successful career in research.

This initiative will help us to maintain our outstanding results in the federal government's Excellence in Research for Australia 2012 evaluations. In every one of its broad areas of research, UTS was ranked at or above world standard. It received the top ranking possible in environmental sciences, agricultural and veterinary sciences, human movement and sports science, economics and nursing. These outstanding results are evidence of UTS's leadership in research, which directly shapes and complements our teaching programs.

Our researchers continued to make an impact in 2012. Professor Stuart White and Dr Dana Cordell from the Institute for Sustainable Futures were awarded the 2012 Australian Museum Eureka Prize in environmental research for their work on

managing global phosphorus supplies; and Professor Guoxiu Wang, Director of the Centre for Clean Energy Technology, won a 2012 NSW Science and Engineering Award in the renewable energy innovation category for his research on battery technology.

Associate Professor Runyao Duan and Dr Shauna Murray were awarded Australian Research Council Future Fellowships. These fellowships are awarded to the best and brightest researchers to promote research in areas of critical national importance.

Researchers at the University's Centre for Health Economics Research and Evaluation were appointed to provide economic advice to the Pharmaceutical Benefits Advisory Committee. This work will directly impact which drugs are listed on the Pharmaceutical Benefits Scheme.

The growing influence of our staff was also recognised this year with several high-profile external appointments. In February, Faculty of Law Dean Professor Jill McKeough was appointed to the Australian Law Reform Commission to head up the inquiry into copyright and the digital economy.

Professor Larissa Behrendt, from the UTS Jumbunna Indigenous House of Learning, headed up the federal government's Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People. This important review examined higher education outcomes among Aboriginal and Torres Strait Islander people. The final report was released in July.

UTS academics continued to provide stimulating analysis and commentary to *The Conversation*; an online independent source of news and views of which we are a founding partner. With nearly 700,000 readers visiting the site each month this is an ideal way for UTS to expand its reach and impact.

I thank all staff who participated in our staff survey this year. Ninety per cent of staff responded and I was very pleased to see a considerable improvement on the 2009 survey findings.

It is always a pleasure to see our students receive the recognition they deserve for their ideas and initiatives. In November, the UTS Students' Association won an International Green Gown Award for their



Vice-Chancellor Professor Ross Milbourne and Senator Sekai Holland at the UTS Alumni Awards 2012.

PHOTO: FIORA SACCO PHOTOGRAPHY

free sustainable pop-up café, the Bluebird Brekkie Bar. And I am once again proud of our students who participated in and won the Eastern University Games. This is the fourth time in five years that we have taken out the title — a great result!

It was an honour to help celebrate the work of our graduates at this year's UTS Alumni Awards. Whether it be in the field of media and business, or literature and human rights, our graduates are distinguishing themselves nationally and internationally.

Senator Sekai Holland, recipient of the 2012 Sydney Peace Prize and Zimbabwe's Co-Minister for National Healing, Reconciliation and Integration, was the guest of honour at the Alumni Awards. Sekai is also a member of UTS Luminaries: a group of alumni whose achievements have earned them national and international prominence.

Luminary David Wang won the 2012 IELTS Australia China Alumni of the Year Award. David is founder and chairman of a property development and investment corporation based in Shanghai.

Our strong relationship with industry and government was reaffirmed this year with a number of high-profile events and visits. The Managing Director of Google Australia and New Zealand, Nick Leeder, spoke at a UTSspotlight event in April on growing Australia's digital economy.

In July we welcomed finance, information technology, telecommunications and public sector leaders to our UTS: Engage event on future services, industries and productivity. Federal Minister for Employment and Workplace Relations the Hon. Bill Shorten, MP, delivered the keynote speech.

The UTS Council continued to provide valuable leadership to the University this year. In very welcoming news, Professor Vicki Sara, AO, was re-elected as Chancellor until the end of 2016. The University will benefit enormously from Vicki's guidance over the years to come.

Council also made a significant decision on our Kuring-gai campus. At its November meeting, the Council approved entering an agreement in-principle with the New South Wales Government that saw UTS swap the Kuring-gai campus for a state-owned asset in Ultimo. We took possession of NSW TAFE's Building U (on its Ultimo campus) in December.

We are mindful of the effect of this move on the staff and students at Kuring-gai campus. Existing students who will complete their courses by the end of 2015 will do so at the Kuring-gai campus and, come 2016, all other students will be able to complete their courses at the City campus. I am excited that we will all be together on the one dynamic, revitalised campus.

In support of our commitment to Indigenous education and employment, the Vice-Chancellor's Indigenous Advisory Committee held its inaugural meeting in June. Eminent members of the community, including the founder of UTS's Jumbunna Indigenous House of Learning, Bob Morgan, and the first Indigenous coordinator of the adult education block program, Norma Ingram, agreed to work with us on this committee. Member of Council Russell Taylor chaired the committee.

Our achievements this year were reflected in our rise in international rankings. This year for the first time we entered the *Times Higher Education World University Rankings* to be among the top 400 universities internationally; and, for the second year in a row, UTS was ranked by the Academic Ranking of World Universities in the world's 500 top universities. We were also ranked in two separate 'young' university rankings, the *Times Higher Education* 100 under 50 and the QS top 50 universities under 50, as among the best young universities in the world. These are tremendous achievements, particularly for a university as young as UTS.

We will celebrate our 25th anniversary as a university in 2013. As we look ahead, we have much to be proud of, but we also need to be vigilant in the face of an ever-changing and evolving operating environment, including the federal election due in September 2013.

Our 25th year will provide us with the opportunity to accentuate the things we do well — our collaborative and multidisciplinary approach to teaching, research and external engagement, and our state-of-the-art facilities and spaces — but we will also have the opportunity to redefine ourselves to ensure we remain at the forefront of creativity and technology.

This is an exciting and rewarding time for UTS. I look forward to sharing the next stage of our journey with you all.

Ross Milbourne

Professor Ross Milbourne
Vice-Chancellor and President

Year in review

January	February	March
<ul style="list-style-type: none"> > New student enrolments commenced > Five U@Uni summer schools held for year 11 students 	<ul style="list-style-type: none"> > Peter Robb named 2012 Copyright Agency Limited Non-Fiction Writer-in-Residence > Former Olympian Liz Brett named UTS Union chief executive officer > Faculty of Law Dean Professor Jill McKeough to lead an Australian Law Reform Commission inquiry into copyright law 	<ul style="list-style-type: none"> > UTS Graduate School of Journalism launched > Political scientist Professor Ujjwal Kumar Singh from the University of Delhi joined UTS as the first Rajiv Gandhi Visiting Chair for Contemporary Indian Studies > UTS Business School launched advisory board > New clinical laboratory facility opened by the Hon. Tanya Plibersek, MP, Minister for Health
April	May	June
<ul style="list-style-type: none"> > A record number 16 Chancellor's Postdoctoral Research Fellowships awarded to early career researchers > UTS team in law moot final at Oxford University > Google Australia and New Zealand Managing Director Nick Leeder spoke at UTSspotlight event 'Growing Australia's digital economy' 	<ul style="list-style-type: none"> > UTS graduate Zimbabwean politician Sekai Holland wins 2012 Sydney Peace Prize > Federal government announced further three years funding for UTS's Creative Industries Innovation Centre > UTS researcher Rosalia Cavaliere announced first ever Cochlear Research Fellow > Director of UTS's Communications Law Centre, Professor Michael Fraser, elected new chair of the Australian Copyright Council > Global exchange fair 	<ul style="list-style-type: none"> > Green Week of sustainability events and activities > UTS graduate Anna Funder named winner of the 2012 Miles Franklin Literary Award for <i>All That I Am</i> > UTS Journalism postgraduate student Colin Cosier wins 2012 Media Super Student Journalist of the Year Award > Australian-Chinese business leader Dr Chau Chak Wing signed formal agreement for \$5 million scholarship endowment and visited the site of the Dr Chau Chak Wing Building



Vice-Chancellor Professor Ross Milbourne (at left) and Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander with Google Australia and New Zealand Managing Director Nick Leeder.
PHOTO: JESSE TAYLOR FOR ENCAPTURE



Anna Funder, UTS graduate and 2012 Miles Franklin Literary Award winner.
PHOTO: KARL SCHWERDTFEGGER



Colin Cosier, winner of the 2012 Media Super Student Journalist of the Year Award.

July	August	September
<ul style="list-style-type: none"> > Vice-Chancellor Professor Ross Milbourne celebrated 10 years as UTS's Vice-Chancellor > Two UTS academics named president and deputy president of the new Chinese Medicine Council of New South Wales > Sustainable transport practitioner forum to promote the development of sustainable transport networks and services 	<ul style="list-style-type: none"> > Researchers Dr Dana Cordell and Professor Stuart White awarded the 2012 Australian Museum Eureka Prize for environmental research > Digital Sydney 2.0, a program to connect and grow businesses, headquartered at UTS > 13th International Architecture Exhibition, part of the Venice Biennale, with Professor Anthony Burke and Practice Professor Gerard Reinmuth as creative directors of the Australian Pavilion 	<ul style="list-style-type: none"> > Samah Hadid, National Director of the Global Poverty Project, was guest speaker at the UTS Human Rights Awards ceremony > Indigenous Literacy Day talk by Kate Grenville > Research students competed in UTS's three minute thesis final
October	November	December
<ul style="list-style-type: none"> > UTS: Sydney International Animation Festival > International students' information day > UTS Alumni Awards gala dinner 	<ul style="list-style-type: none"> > Students' Association Bluebird Brekkie Bar wins International Green Gown Award recognising sustainability best practice > Professor Cynthia Mitchell elected to the Australian Academy of Technological Sciences and Engineering > UTS's School of Architecture INDEX 2012 showcased cutting edge works exploring the future of architecture > Institute for Sustainable Futures celebrated 15 years with keynote address by Tim Costello, Chief Executive Officer of World Vision Australia 	<ul style="list-style-type: none"> > Privacy in the 21st Century symposium with the Right Hon. Lord Justice Brian Leveson, Chair of the United Kingdom's Leveson Inquiry; the Hon. Malcolm Turnbull, MP; and other national and international policymakers, politicians, journalists, lawyers and commentators; hosted by UTS's Communications Law Centre



Grade 1 Ultimo Primary School students helped out during the University's Green Week.

PHOTO: BROADWAY FOOD CO-OP



Tim Costello speaking at the 15th anniversary celebrations of UTS's Institute for Sustainable Futures.

PHOTO: ONEILL PHOTOGRAPHICS



Professor Cynthia Mitchell was named a Fellow of the Australian Academy of Technological Sciences and Engineering.

PHOTO: INSTITUTE FOR SUSTAINABLE FUTURES

AT A GLANCE

Rankings and ratings

> 351–400 band

Times Higher Education World University Rankings

> 29

QS top 50 universities under 50

> 88

Times Higher Education 100 under 50 rankings

> 401–500 band

Academic Ranking of World Universities

> 5 Stars

QS Stars system

> 284

QS World University Rankings

Financial performance

The University's 2012 operating result of \$59.4 million is the largest recorded net result; largely due to receipt of \$28.2 million in Endowment Infrastructure Fund capital grant income.

Resourcing

Revenue increased by nine per cent on 2011 levels with increases in student fees (1.7 per cent higher than 2011) and Australian Government grants (16.5 per cent higher than 2011).

Student numbers increased slightly with equivalent full-time student load increasing by 0.7 per cent from 2011 numbers, largely in Commonwealth-supported places. International student numbers, which represent 22.8 per cent of total revenue, decreased by 2.3 per cent from 2011.

The University continued with its Campus Master Plan (CMP) building program. The significant expenditure on new buildings during 2011 and 2012 was funded from cash reserves. We continued to maximise return of remaining funds in investments and invest in only term deposits with the big four Australian banks. This strategy has resulted in investment income of \$13.1 million, a decrease of 16.1 per cent from 2011 and reflects the lower cash reserves and lower market returns in 2012.

Expenditure

Total expenditure on operating activities was \$580.9 million, which is 3.7 per cent higher than 2011, while employee-related expenses increased by 3.2 per cent from 2011 levels.

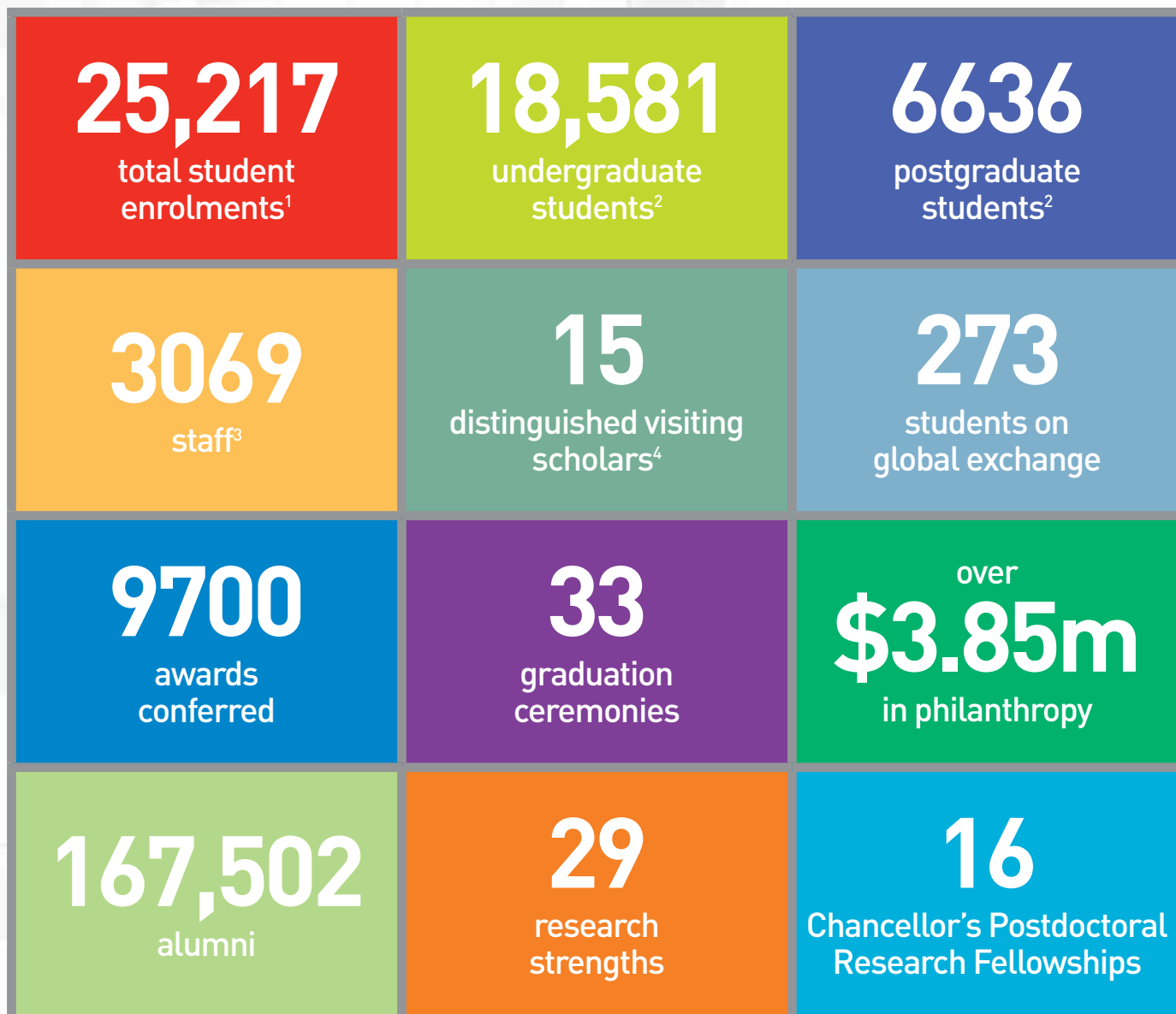
Capital expenditure

We continued to invest in buildings and infrastructure to improve the student learning experience. In 2012, a total of \$161.0 million was spent on capital equipment in addition to the \$246.8 million spent in 2010 and 2011. As part of the University's CMP, 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 2012 was \$195.6 million. The weighted average return on the investment portfolio for the year was 6.09 per cent, compared to the year-end official cash rate of three per cent.

Note: A snapshot of UTS's financial statements and 2013 budget priorities is available on pages 70–73.



1. Equivalent full-time student load. Non-award students excluded.

2. Equivalent full-time student load.

3. Full-time equivalent, including casual staff.

4. Through the University's Distinguished Visiting Scholars Scheme.

Key statistics

	2008	2009	2010	2011	2012
Enrolments					
Total student enrolments	22,688	23,797	24,186	25,053	25,217 ¹
Undergraduates	16,950	17,384	17,214	18,228	18,581 ²
Postgraduates	5737	6414	6972	6825	6636 ²
International	5484	5928	6647	7128	6905 ²
Low socioeconomic status	2184	2247	2301	2355	2531
Course completions (headcount)					
Total	9724	9553	9894	10,248	9990 ³
Undergraduates	5735	5536	5427	5578	5797 ³
Postgraduates	3802	3822	4297	4508	4041 ³
Higher degree research students	187	195	170	162	152 ³
Staff (FTE⁴)					
Academic	1177	1219	1269	1330	1358
Non-academic	1432	1531	1612	1657	1711
Research					
Research strengths	26	28	28	29	29
Cooperative Research Centres	5	6	3	4	2
University research institutes	4	4	5	5	5 ⁵
ARC Centres of Excellence	2	2	2	2	2
NHMRC Centres of Research Excellence	–	–	1	1	1
Centres	18	17	19	19	21
External research funding (\$'000)	32,202	34,466	35,818	39,798	39,218
> from national competitive grants	11,093	14,290	14,219	16,186	16,780
Income (%) (excluding deferred government contributions)					
Government grants	37.7	38.9	40.7	40.8	43.8
Fees and charges	27.5	28.2	30.9	30.8	28.8
HECS-HELP	19.0	18.6	18.0	17.2	16.9
Other	15.8	14.3	16.4	11.2	10.5
Expenditure (%)					
Employee benefits	60.8	60.6	60.4	60.7	60.4
Other	24.7	25.7	26.1	27.1	27.5
Depreciation and amortisation	11.6	11.3	10.4	9.9	10.1
Repairs and maintenance	2.2	1.8	1.8	1.7	1.5
Impairment of assets	0.0	0.0	0.7	0.0	0.0
Borrowing costs	0.7	0.6	0.6	0.5	0.6
Finance (\$'000)					
Total assets	1,400,398	1,457,655	1,574,771	1,793,869	1,919,986
Total revenue from continuing operations	475,109	516,481	536,644	587,302	640,304
Total expenses from continuing operations	422,617	457,863	506,808	560,334	580,899

1. Equivalent full-time student load. Non-award students excluded.

2. Equivalent full-time student load.

3. Preliminary figures for 2012.

4. Full-time equivalent, including casual staff.

5. 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), the iThree institute (also a University research strength) and the Advanced Analytics Institute.

Priorities and objectives

To achieve our vision to being a world-leading university of technology, UTS has established four key strategic objectives. These objectives form the foundation of the UTS Strategic Plan 2009–2018.

The University sets a number of strategic priorities to ensure that we meet these objectives.

Our top 10 strategic priorities for 2012–2014 are informed by our performance against the four key strategic objectives and our key performance indicators (KPIs), together with emerging challenges and issues in the external environment. (Further information on the University's KPIs is available on page 17.)

The contents of this report outline the activities and initiatives implemented this year in support of these priorities.

Strategic objectives	Top 10 strategic priorities	Annual report section
Strengthen the standing of the UTS model of global practice-oriented learning	> Leverage UTS strengths in integrating creativity, technology and innovation	Research, creativity and innovation pages 20–25
	> Complete the integration of the UTS model and graduate attributes into all courses and curriculum	Teaching and learning, pages 26–29 Faculty reports, pages 30–45
	> Achieve planned growth and retention in targeted student profiles	Students, pages 46–53
	> Increase the workplace and career success of our graduates	Students, pages 46–53
Increase the scale, quality and impact of research in our disciplinary fields	> Provide comprehensive researcher development	Research, creativity and innovation pages 20–25
	> Improve research performance in key research strengths	Research, creativity and innovation pages 20–25
Enhance our strong, inclusive university environment through start-of-the-art learning, research and social spaces, infrastructure and highly responsive services	> Strengthen our relationships with industry, government, universities and the community	Relationships and engagement pages 64–69
	> Deliver state-of-the-art facilities and services to support all teaching, learning and research activities	Campuses and resources pages 58–63
Build the capabilities of our people and processes to sustain and improve performance into our third decade and beyond	> Attract, engage and retain talented academic and professional staff	Staff, pages 54–57
	> Maintain a positive student and staff experience and effective operations during city campus development	Campuses and resources pages 58–63

Future direction

UTS is guided by its strategic plan and the four key strategic objectives that underpin the plan. These objectives, set for the period 2009–2013, will be up for review next year with the aim to establish a new set of objectives.

As part of the UTS Planning and Improvement Framework — and its plan, do, review, improve quality management cycle — the University's senior managers met in November to discuss the review of the strategic plan and its objectives.

At its November meeting, the UTS Council was advised of the timeline and parameters of the review, with work to begin in 2013. Throughout 2013, the review will be integrated into existing committees, forums and events in order to receive feedback from the University community.

The review is timely with a federal election due in September 2013, an evolving higher education sector and the introduction of the federal government's Australia in the Asian Century White Paper.

Senior executive



Vice-Chancellor and President

Professor Ross Milbourne

BCom, MCom (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.

Ross 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.

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.



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 former Faculty of Business. He is a former member of CPA Australia's Strategic Business Management Centre of Excellence and former associate director (NSW) of InSite Connect, a collaborative outreach and research centre between industry and academia.

Professor Booth is Deputy Chair of the board of the Securities Industry Research Centre of Asia-Pacific Ltd. He served on the executive of the Accounting Association of Australia and New Zealand from 1993–97 and was Australian president from 1996–97. In 2012 Professor Booth was appointed to the Advisory Council for the Centre for International Finance and Regulation.

Professor Booth's major areas of interest are the impact of information technology on management accounting practices, the role of accounting in collaboration within 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 (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's 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 (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 theory and operations where he has published widely in major international journals and monographs.

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

Professor Purcell is the Chair of the executive of Universities Australia Deputy Vice-Chancellors' (International); Co-Chair of the Asia-Pacific board of CASE, the Council for Advancement and Support of Education, based in Washington DC; and the Chair of Sydney Educational Broadcasting Ltd Board of Directors. He is also a serving member on a variety of other boards and foundations.



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) are to ensure an effective teaching and learning environment, develop a University-wide student focus and promote equity.

Professor Alexander has worked at UTS for the past 20 years, having previously held the positions of director of the Institute for Interactive Media and Learning and dean of the former 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, and in 2012 Professor Alexander was appointed to a standing committee of the Office for Learning and Teaching in the Department of Industry, Innovation, Science, Research and Tertiary Education.



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, maintenance and sustainability activities as well as for the creation and management of the \$1 billion Campus Master Plan.

Patrick Woods has been the Deputy Vice-Chancellor and Vice-President (Resources) since 2006. Previously, he held numerous chief executive officer and executive positions across 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.



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.

UTS structure

CHANCELLOR AND COUNCIL
Vice-Chancellor and President
<p>Senior Deputy Vice-Chancellor and Senior Vice-President</p> <ul style="list-style-type: none"> Faculties Creative Intelligence Unit Jumbunna Indigenous House of Learning Planning and Quality Unit
<p>Deputy Vice-Chancellor and Vice-President (International and Development)</p> <ul style="list-style-type: none"> External Relations International Engagement UTS International UTS Shopfront 2SER
<p>Deputy Vice-Chancellor and Vice-President (Research)</p> <ul style="list-style-type: none"> Research and Innovation Office University Graduate School Institute for Sustainable Futures UTS Centre for Local Government
<p>Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity)</p> <ul style="list-style-type: none"> Equity and Diversity Unit Institute for Interactive Media and Learning Student Ombud Student Services Unit University Library
<p>Deputy Vice-Chancellor and Vice-President (Corporate Services)</p> <ul style="list-style-type: none"> Human Resources Unit Information Technology Division Marketing and Communication Unit Registrar (Governance Support Unit, Student Administration Unit, UTS Internal Audit, UTS Legal Services)
<p>Deputy Vice-Chancellor and Vice-President (Resources)</p> <ul style="list-style-type: none"> Commercial Services Unit Facilities Management Operations Financial Services Unit Program Management Office
<p>Major related entities</p> <ul style="list-style-type: none"> accessUTS Pty Limited INSEARCH Limited UTS Union Ltd

GOVERNANCE AND PERFORMANCE



The University's Building 6 podium extension, opened in early 2012.

PHOTO: ANDREW WORSSAM

Re-registration as a higher education provider

In 2012, the Tertiary Education Quality and Standards Agency (TEQSA) — Australia's regulatory and quality agency for higher education — began the process of evaluating and registering higher education providers against the new Higher Education Standards Framework (HES Framework).

The HES Framework is the foundation for the standards-based regulation of all providers of higher education in Australia. The framework comprises five domains: provider standards, qualifications standards, teaching and learning standards, information standards and research standards. In order to be re-registered, universities were required to demonstrate that they met the threshold standards (the provider and qualifications standards) set out in the *Tertiary Education Quality and Standards Agency Act 2011* (Cwlth).

UTS was among the first group of higher education providers to complete the re-registration process, having received automatic re-registration until the end of 2012.

The University was required to complete a comprehensive application that examined all areas of our operations including financial, corporate and academic governance, academic quality, compliance with the Australian Qualifications Framework, course approval, management and human resources, our responsibilities to students, and our physical and electronic resources.

We provided evidence to demonstrate that we have the right plans, policies and processes in place to meet and exceed the relevant standards and to achieve our desired outcomes. We also showed how we measure our success. In addition, the University was asked to provide specific details about five nominated courses that were examined in depth.

This major undertaking was coordinated by the Senior Deputy Vice-Chancellor and Senior Vice-President's office and the University's Planning and Quality Unit, and involved consultation with many staff across the University. The submission was sent to TEQSA at the end of September for assessment, with feedback expected early in 2013.

Professor Vicki Sara, AO, re-elected as UTS Chancellor

New composition of UTS Council

Full compliance against voluntary governance code

The way we govern

The *Universities Governing Bodies Act 2011* (NSW) was introduced in October 2011 to enable universities to adopt standard provisions allowing flexibility in the size and composition of their governing bodies.

The UTS Council is the governing body of the University. At its April meeting, it opted in to the standard governing body provisions (as set out in Schedule 1 of the *Universities Governing Bodies Act*) and changed its size and composition.

Council resolved that the total number of members will be 20 and will comprise:

- > three official members (the University's Chancellor, Vice-Chancellor and Chair of Academic Board)
- > two ministerially appointed members
- > 10 Council appointed members
- > two elected (academic staff) members
- > one elected (non-academic staff) member
- > one elected (undergraduate) student
- > one elected (postgraduate) student.

These changes came into effect in September this year under the *Universities Governing Bodies (University of Technology, Sydney) Order 2012*.

Subsequently, the University of Technology, Sydney, By-law 2005 (NSW) and the General Rules of the University were amended to reflect the new make up of the Council.

The UTS Council also underwent a change in sitting members this year as a number of members completed their terms on 31 October. Elections were held for two members of academic staff, a member of non-academic staff, an undergraduate student member and a postgraduate student member.

Professor Jenny Onyx and Professor Greg Skilbeck were re-elected as academic staff members, Daniel Willis was elected as the non-academic staff member, and Douglas McDonald and Zohaib Raza were elected as the undergraduate and postgraduate student members respectively.

Chair of the UTS Council, Professor Vicki Sara, AO, was re-elected as Chancellor this year, with her new term running until 2016. Brian Wilson was re-elected as Deputy Chancellor; and Robert Kelly and Dr Ron Sandland, AM, were re-elected as Pro-Chancellors.

Also of significance this year was Council's decision to enter an agreement in-principle with the New South Wales Government that saw UTS swap its asset at Lindfield (the Kuring-gai campus) for a state-owned asset in Ultimo. Further information on this is available on page 60.

Following on from the introduction last year of the Voluntary Code of Best Practice for the Governance of Australian Universities, UTS remained fully compliant this year against all 14 protocols contained within the code. The code provides a framework to assess performance and to ensure transparency and accountability in a university's governance arrangements. The code is available from the Universities Australia website.

Academic Board

In 2012, the University's Academic Board continued to develop a suite of academic standards. Academic Board is responsible for policy development as it relates to the University's academic programs in education, scholarship and research, and community service.

UTS Academic Standards: Research were approved by the board this year. These standards detail the academic standards UTS has set for establishing, conducting and managing the outcomes of our research. In line with the UTS Academic Standards Framework, these standards set a minimum level of performance and will enable our performance to be tracked and benchmarked nationally and internationally.

Our Academic Board held a number of events and presentations this year with speakers from UTS and the external academic community.

In July a special one-day event was held, aimed at stimulating debate and discussion on issues at the forefront of the higher education sector. In the morning Professor Hilary Winchester, Emeritus Professor at the University of South Australia, led a discussion on Academic Board best practice; and the afternoon's session was on 'Higher education: Risky business?', with a panel including the Chief Commissioner of TEQSA, Carol Nicoll; David de Carvalho, Group Manager of the Higher Education Group, Department of Industry, Innovation, Science, Research and Tertiary Education; Di Booker, Director (Policy), Australian Qualifications Framework Council; and the president of the UTS Students' Association, Jade Tyrell.

The board also held a number of presentations at its meetings throughout the year. A number of researchers spoke of the research being done at their centres; Professor Nicky Solomon, Dean of the University Graduate School, spoke about researcher development at UTS; Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander updated the board on graduate attributes and the UTS model of learning; and Professor Michael Fraser, Director of the Communications Law Centre, discussed academic freedom and the role of the university in society.



At the Academic Board's panel session on 'Higher education: Risky business?' with panellists, from left, moderator Jenna Price, lecturer in the Faculty of Arts and Social Sciences; Professor Richard James, Pro-Vice-Chancellor (Participation and Engagement) and Director of the Centre for the Study of Higher Education at the University of Melbourne; Di Booker, Director (Policy), Australian Qualifications Framework Council; and Carol Nicoll, Chief Commissioner of TEQSA.

PHOTO: ALEXANDRA BERRIMAN

Planning and improvement activities

In 2012 UTS continued to implement University-wide planning and improvement processes. The focus this year was on building capability across the University to analyse and improve processes at a local faculty and unit level. Workshops on process methodology were offered to staff as well as the provision of additional tools and support from the University's Planning and Quality Unit.

The Planning and Quality Unit also supported a number of cross-University improvement projects aimed at reducing inefficiencies and unnecessary red tape.

In 2012 the processes behind course approval and accreditation, credit recognition (formerly recognition of prior learning), planning/budgeting, and course financial feasibility were all reviewed and were at varying stages of implementation at the end of 2012.

These reviews have resulted in better cross-unit and faculty collaboration, identified opportunities for workflow and system improvements, as well as improved communication about requirements, in order to improve services to staff and students.

Performance rating against KPIs

Key performance indicator	Met/exceeded internal target	Within tolerance of internal target	Below tolerance of internal target
Share of domestic market demand			✓
Graduate workplace success			✓
Internationalisation of student experience — international experience completions		✓	
Internationalisation of student experience — inbound equivalent full-time student load	✓		
Teaching quality	✓		
Student equity		✓	
Research outcomes — higher degree research completions (weighted)			✓
Research outcomes — higher degree research commencements (unweighted headcount)	✓		
Student satisfaction with services and facilities			✓
Indigenous Australian student participation			✓
Indigenous Australian staff participation			✓
Alumni engagement and total giving — email contact rate	✓		
Alumni engagement and total giving — annual dollars given or pledged			✓
Commitment to diversity (students)		✓	
Discrimination item (staff)	✓		
Staff engagement		✓	
Staff equity		✓	
Operating surplus	✓		
Workforce cost sustainability		✓	
Greenhouse gas reductions			✓

The University's key performance indicator (KPI) framework supports management decision-making and the tracking and delivery of the UTS Strategic Plan 2009–2018. The framework has 22 KPIs and 32 performance metrics associated with five interdependent performance domains:

1. Reputation (overarching domain)
2. Learning and teaching
3. Research performance and standing
4. University environment and engagement
5. Organisational sustainability and capability

Each of the KPIs is operationalised through the development of one or more specific performance metrics with targets approved by the UTS Council each November. This KPI framework allows senior management to assess the University's progress towards its strategic objectives as set out in the strategic plan. Where possible, UTS's performance is benchmarked against comparable bodies (for example the Australian Technology Network of universities and Sydney metropolitan universities), as well as national and international outcomes. KPI reporting is supported by the University's business intelligence portal, along with other organisational performance tracking mechanisms such as surveys and analytical reports.

The table above shows whether the target was achieved, whether the actual result was within an acceptable tolerance of the target, or whether the target was not met. For each KPI and metric a number of multi-year initiatives and projects designed to improve performance and move UTS closer to the achievement of its strategic objectives are being undertaken by KPI owners in collaboration with faculties and units across the University.

Note: This is not a complete set of KPIs as results for some are not yet available.

UTS Council



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Chancellor

- Professor Vicki Sara, AO**, BA(Hons), PhD (Sydney), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), HonDSc (UTS), HonDUniv (QUT), FAA, FTSE
15 December 2004 to 14 December 2008
15 December 2008 to 14 December 2012
15 December 2012 to 14 December 2016

Vice-Chancellor and President

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

Chair of Academic Board

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

Ministerially appointed members

- Tony Tobin**, BA LLB (UQ)
12 December 2011 to 31 October 2014
- Brian Wilson**, MCom(Hons) (Auck)
1 November 2006 to 31 October 2010
1 November 2010 to 31 October 2014

Council appointed members

- Peter Bennett**, BEc, DipEd (Monash), MBA (Melb), FCPA, MAICD, SA Fin
1 November 2010 to 31 October 2012
1 November 2012 to 31 October 2016
- Michelene Collopy**, JP, BEc (ANU), CA, FPS, GAICD
4 October 2011 to 31 October 2012¹
1 November 2012 to 31 October 2016
- Megan Cornelius, AM**, BA (Sydney), FAICD, FAIM, FACS; Harvard Leadership Program, Australian Institute of Company Directors Diploma; retired as deputy chair, National Offshore Petroleum Safety Authority Board; Director, Expertise Australia Group and Expertise Technology Pty Ltd; Fellow of UTS; member, Advisory Board of UTS Centre for Management and Organisation Studies
14 April 2003 to 31 October 2006²
1 November 2006 to 31 October 2008²
1 November 2008 to 31 October 2012²
1 November 2012 to 31 October 2014
- Robert Kelly**, BComm (UNSW), LLB, LLM (Sydney), MBA (UNSW), FCIS, FAICD; barrister
1 November 2006 to 31 October 2010²
1 November 2010 to 31 October 2012²
1 November 2012 to 31 October 2014
- Dr Ron Sandland, AM**, BSc(Hons) (Sydney), PhD (UNSW), FTSE
1 November 2008 to 31 October 2012¹
1 November 2012 to 31 October 2016
- Michael Sexton**, SC, LLB(Hons) (Melb), LLM (Virginia); Solicitor General for New South Wales
12 December 2005 to 31 October 2008
1 November 2008 to 31 October 2012
1 November 2012 to 31 October 2016

- Russell Taylor**, MBA, GradDipPSM (UTS), GradDipArts (ANU); Principal, Australian Institute of Aboriginal and Torres Strait Islander Studies
1 November 2006 to 31 October 2008¹
1 November 2008 to 31 October 2012¹
1 November 2012 to 31 October 2016
- Su-Ming Wong**, ME (Cant), MBA (AGSM)
1 November 2010 to 31 October 2014

Elected (academic staff) members

- Professor Jenny Onyx**, MA (Well), PhD (Macq); Professor of Management, UTS Business School, University of Technology, Sydney
1 November 2006 to 31 October 2008
1 November 2008 to 31 October 2010
1 November 2010 to 31 October 2012
1 November 2012 to 31 October 2014
- Professor Greg Skilbeck**, BSc(Hons), PhD (Sydney), MAIG; Associate Dean (Research), Professor of Earth Sciences, Faculty of Science, University of Technology, Sydney
1 November 2006 to 31 October 2008
1 November 2008 to 31 October 2010
1 November 2010 to 31 October 2012
1 November 2012 to 31 October 2014

Elected (non-academic staff) member

- Christopher Cahill**, GradDiplnSys (CSturt); Director, Information Technology Division, University of Technology, Sydney
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
- Daniel Willis**, BCA (UOW), ATEM; Manager, Academic Administration, Faculty of Science, University of Technology, Sydney
1 November 2012 to 31 October 2014

Elected (undergraduate) student

- Rachael Durrant**; enrolled Bachelor of Arts in Communication (Media Arts and Production), University of Technology, Sydney
1 November 2010 to 31 October 2012
- Douglas McDonald**; enrolled Bachelor of Arts in Communication (Social Inquiry) Bachelor of Laws, University of Technology, Sydney
1 November 2012 to 31 October 2014

Elected (postgraduate) student

- Thomas Robertson**, BCom(Hons) (WAust), GDipAppFin, GDipFinPlanning (Finsia), FFin; enrolled Juris Doctor, University of Technology, Sydney
30 May 2011 to 31 October 2012
- Zohaib Raza**, BSc(Hons) (LUMS); enrolled, Master of Professional Accounting Extended, University of Technology, Sydney
1 November 2012 to 31 October 2014

1. Term as member appointed by the Minister.

2. Term as member of Convocation appointed by Council.

The number of, and attendance at, Council meetings is available in volume two.

RESEARCH, CREATIVITY AND INNOVATION

frames
v
futures
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transformation
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connections



Professor Kees Dorst presenting at UTSpeaks Shapeshifters lecture 'The new creatives'.

PHOTO: ANNA ZHU

In 2012, UTS embarked on an ambitious six-year Creative Intelligence Strategy (UTS: CI) to position the University as a world-leader in creativity and innovation.

This new strategy aligns with the UTS top 10 strategic priority to leverage UTS strengths in integrating creativity, technology and innovation.

UTS: CI is being developed and implemented through the University's newly established Creative Intelligence Unit, led by Executive Director Hael Kobayashi. Hael originally joined UTS in 2011 as the associate director of the federal government's Creative Industries Innovation Centre (CIIC), which is also hosted by UTS. Hael brings more than 30 years experience with global leaders in film, digital and new media, performing arts and design-led innovation to UTS.

The focus on creative intelligence fits well with UTS's collaborative and transdisciplinary approach to teaching, learning and research, as well as with the University's state-of-the-art facilities and spaces.

Creative collaboration

The Creative Intelligence Strategy arose from the partnership between the University and the CIIC. The CIIC has provided business advisory services to more than 600 creative enterprises since its launch in 2009. In May, the Hon. Greg Combet, AM, MP, Minister for Industry and Innovation visited UTS to announce funding for the CIIC for a further three years.

One of UTS: CI's key pilot programs was developed in collaboration with the CIIC. The UTS CI Labs were held in July and featured three different approaches to design-led innovation and problem-solving through creative practice.

The CI Labs were led by Professor Kees Dorst and the u.lab team of academics from the faculties of Design, Architecture and Building; Engineering and Information Technology; and the UTS Business School. Seventy-six people participated in the lab, including UTS students, academics and staff, as well as creative professionals and external partners from education, industry and government. The CI Labs featured a series of masterclasses by internationally acclaimed creative practitioners, researchers and thought leaders, as well as hands-on sessions.

New strategy to be a world-leader in creativity and innovation

Success in the Excellence in Research for Australia 2012 evaluations

Eureka Prize for Dr Dana Cordell and Professor Stuart White

Professor Dorst and UTS Guest Innovator-in-Residence Professor Dick Rijken from STEIM (the Studio for Electro-Instrumental Music) in the Netherlands ran a design-led innovation workshop in May for the New South Wales Government Architect and his team. Further UTS: CI activities this year included a series of successful workshops for students, industry leaders and the general public run by the u.lab team in partnership with the City of Sydney. The u.lab also partnered with Object: the Australian Centre for Design in Sydney for the Groundbreaker series of workshops and public lectures.

Students further benefitted from the new strategy by participating in a 10-week, internship pilot with Fishburners, Australia's leading co-working space for entrepreneurs and startup businesses. Nine students were placed with eight startups to gain in-depth, real-world experience in the digital and creative industries.



Startup Weekend Sydney runner up Emma Earley (at right) with team member Mia Ko (at left) and Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander. PHOTO: ANNA ZHU

As part of the UTS@Fishburners pilot program, the University's creative intelligence interns pitched ideas at Startup Weekend (a Seattle-based non-profit organisation) Sydney 2012 Mobile along with more than 100 new and experienced entrepreneurs. Third-year Faculty of Law student Emma Earley, along with fellow UTS internship student Mia Ko as part of the team, won the runner up spot with their reFoodit app for dealing with leftovers.

Creative engagement

UTS set out to engage creative entrepreneurs and industry in a range of talks and events this year.

- > UTS experts, industry professionals and international academics, including Hael Kobayashi, Professor Dick Rijken and world-renowned creative leader Craig Davis, spoke at UTSpeaks lectures titled Shapeshifters. Topics such as 'The new creatives' and 'Culturing innovation' were discussed.
- > The UTS Library's Talk it Up! forum in May was on innovation and creativity and their place in educating Australia's future generations as well as preparing them for positions as global leaders.
- > The UTS spotlight lecture series covered topics such as 'Growing Australia's digital economy' with Google Australia and New Zealand's Managing Director Nick Leeder; 'Looking beyond the boom — why Australia should master innovation' with Andrew Stevens, Managing Director of IBM Australia and New Zealand; and 'Future of retail' with fashion designer Carla Zampatti, AC, Margy Osmond, Chief Executive of the Australian National Retailers Association and Andy Hedges, Director of Shopping Centre Management for the Westfield Group.
- > The UTS Business School presented 'The future of creativity' to an audience of industry leaders and entrepreneurs. The evening featured Sydney Theatre Company's co-directors Cate Blanchett and Andrew Upton, Dean Professor Roy Green and Lisa Colley, Director of the CIIC. They shared insights into how creative industries are contributing to new thinking that can transform the commercial sector.

- > The first international UTS spotlight was held in Hong Kong in November. The event, attended by alumni and key supporters, featured highlights of the UTS Campus Master Plan and the West Kowloon Cultural District.
- > UTS: CI was featured on the global stage in presentations at the quadrennial United Nations Conference on Trade and Development in Qatar, at the International Creative Economy Forum in Thailand, and at the UN-sponsored World Summit on Internet and Multimedia in China.

Excellence in research

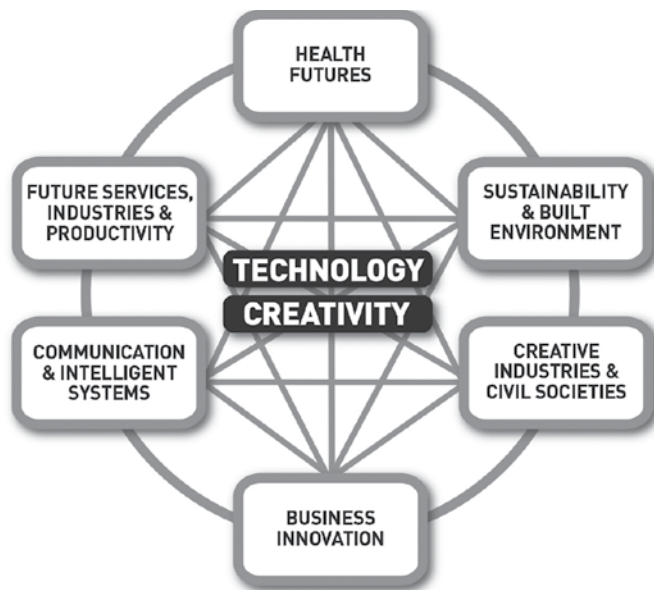
Once again, UTS rated highly in the Australian Research Council's Excellence in Research for Australia (ERA) initiative. All UTS research assessed and summarised at the two digit Field of Research (FoR) level was rated as world standard (3) or above. UTS was one of only eight Australian universities to achieve this rating. This is a significant improvement on our ERA 2010 performance, which rated approximately 85 per cent of UTS research as world standard or above.

The ERA results, announced in December, are an indication of the increasing capacity and profile of the research undertaken at UTS.

We rated as world leading, well above world standard (5), in the fields of agricultural and veterinary sciences, applied economics, econometrics, economics, environmental sciences, human movement and sports science, and nursing. And at the two digit FoR we rated above world standard (4) in a number of areas including language, communication and culture, and law; and in 11 areas at the four digit level.



The University's u.lab in action. UTS students present their proposals for near field communications (NFC) applications to Patrick Crooks of Commerce in Motion, Australia's first NFC-only incubator. PHOTO: JOCHEN SCHWEITZER



UTS research is grouped in six main research themes that are critical to national and global research priorities. The themes promote and encourage cross-disciplinary research that is underpinned by technology and creativity. In each of these areas we have research strength centres and institutes that are recognised as national and international leaders in areas including quantum computation, infectious diseases, societal change, the study of choice and sustainability.

To maintain these high results for our research, it is imperative that we continue to attract the next generation of research leaders and foster and reward our strong research talent.

Researcher development

Central to the University's research strategy is the UTS Framework for Doctoral Education. All faculties have now implemented this framework, which provides a structured doctoral program in three stages: the formal confirmation of candidature; the progression of research; and readiness to submit with evidence that the research is advancing knowledge in its field.

The number of higher degree by research students commencing at UTS in 2012 increased by 36 per cent to 395 students.

Our University Graduate School continued to offer Chancellor's Research Scholarships and UTS: Research Excellence Scholarships, as well as additional PhD scholarships for UTS students who have completed a first class honours degree. Thirteen industry-sponsored doctorates were also established.

Two researchers from the Jumbunna Indigenous House of Learning secured scholarships to enrol in PhD programs in 2012.

A number of programs were run by the University Graduate School to further support the University's research students this year, including a research student induction program for commencing doctoral and master's by research students, a research student workshop program made up of research literacy workshops, and intensive research literacy winter and summer schools.

In line with our strategic priority to provide comprehensive researcher development, the early career researchers connect program was implemented in 2012. The program consisted of monthly half-day sessions to assist early career researchers to gain the necessary knowledge and skills needed for a career in research and to provide the opportunity for participants to link up in a scholarly and social way. Topics included writing and getting published, collaborating and networking, and grants and grant-writing.

To increase the research capacity of the University, a record 16 Chancellor's Postdoctoral Research Fellowships were awarded this year. These fellowships are offered for either three years for a research-only appointment or four years for a combination research and teaching appointment.

Research culture

Enhancing the research culture at UTS was also a focus for the year. To ensure a strong and vibrant research culture it needs to be accessible to all. For this reason, our Human Resources Unit worked with the Equity and Diversity Unit to implement a number of initiatives to support researchers with carer responsibilities.

The UTS Childcare and Carers Support Fund (Conference Attendance) is available to academic staff who have primary carer responsibilities. The fund provides financial assistance towards the additional care costs associated with attending and participating in national or international conferences, workshops or symposia relevant to their research. Financial assistance of up to \$1000 is available for national events and \$2000 for international events. Further information on research equity initiatives is available on page 57.

The UTS Library contributed to the culture of research at UTS through their research week; a week of workshops and presentations that covered data management and visualisation, expert search tips, and publishing and self-promotion.

Also contributing to the research culture at UTS are the Vice-Chancellor's Awards for Research Excellence: awards that recognise the contributions made by our researchers, from early career researcher excellence to research leadership and research support staff.

At the awards in October, Professor Alastair Pennycook from the Faculty of Arts and Social Sciences won the Chancellor's Medal for Exceptional Research and Associate Professor Les Kirkup from the Faculty of Science took out the UTS Medal for Teaching and Research Integration.

We performed strongly in research commercialisation partner UniQuest's Trailblazer awards. After an initial competition at UTS, winners attended the grand final in Brisbane where PhD student Samantha Khoury and Associate Professor Jianchun Li and his team from the School of Civil and Environmental Engineering were highly commended for their research into the development of a personalised prognostic tool for people living with oral cancer and novel engineering practices to protect people and infrastructure from earthquakes respectively.

The work of research students was further recognised in the three minute thesis (3MT™) competition, which was won by engineering PhD student Jordan Nguyen for his presentation on an autonomous wheelchair. He received \$3000 plus funding to represent UTS at the national 3MT final.

International connections

UTS set out to further build on its international research reputation this year by forming new collaborations and partnerships.

In 2012 we established the Australia–China Joint Research Laboratory for Quantum Computation and Quantum Information Processing with the Chinese Academy of Sciences. The establishment of this centre is testament to our profile in China as a leader in quantum computation. This is the third joint research centre with China that UTS’s Centre for Quantum Computation & Intelligent Systems has established; the other two being with the Shanghai Jiao Tong University and the Beijing Institute of Technology.

Fifteen international researchers came to UTS this year through our distinguished visiting scholars scheme. The scheme enables esteemed international researchers to come to the University for a period of between two to six months and exchange knowledge and ideas with UTS academics. This year saw scholars from a number of institutions including the National University of Singapore, the University of Michigan, the University of Cambridge and the University of Zurich.

We saw an increase in enrolments this year of students undertaking international collaborative degrees with our key technology partnership partners: the Beijing University of Technology, the Huazhong University of Science and Technology, Shanghai University and the Hong Kong Polytechnic University.

Research partners

One of UTS’s main research aims is to produce research that delivers real benefits to society. We achieve this by working with industry and the professions to deliver practical solutions to real-world challenges.

Announced in 2011, the Australian Technology Network’s industry doctoral training centres continued to provide PhD students with the opportunity to tackle projects set by our industry partners. The first cohort of doctoral students began in 2012.

A partnership between Professor Philip Doble from the University’s School of Chemistry and Forensic Science and measurement company Agilent Technologies resulted in Australian Research Council (ARC) Linkage funding in 2012 for two projects into the role that metals play in degenerative neurological disorders like Parkinson’s and Alzheimer’s diseases.

A result of this partnership was the development of elemental imaging technology, which led to further collaborations with Seoul National University Hospital and the Mental Health Research Institute in Melbourne.

UTS and Agilent Technologies signed a new contract to extend the partnership for another three years.

Researchers at the University’s Centre for Health Economics Research and Evaluation (CHERE) were appointed to provide economic advice to the Pharmaceutical

Benefits Advisory Committee on a contract worth \$4 million. The work will directly impact which drugs are listed on the Pharmaceutical Benefits Scheme.

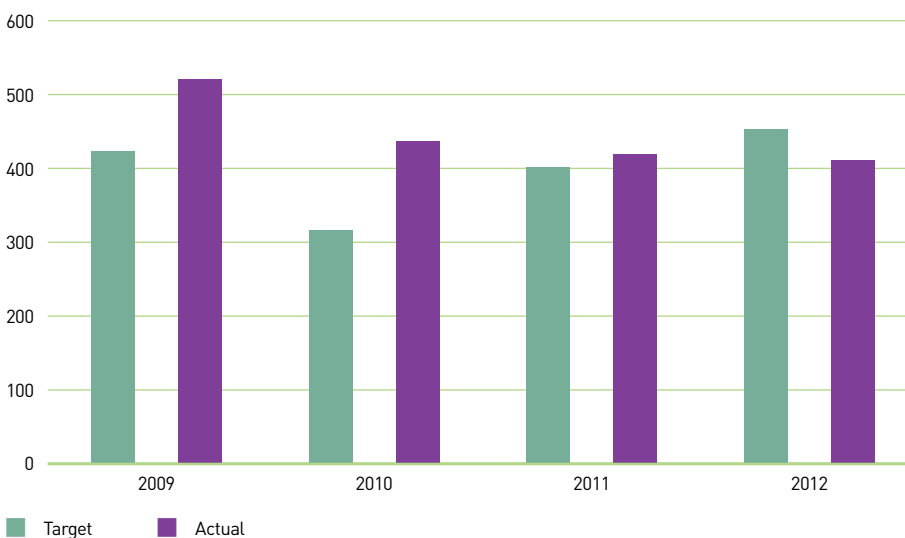
Recognising the centre’s research expertise and leadership, CHERE researchers were also awarded a \$2.5 million grant from the Australian Primary Health Care Research Institute for a Centre for Research Excellence in the finance and economics of primary care.

UTS’s relationship with IBM strengthened this year with the awarding of two IBM PhD Fellowships. Pramod Parajuli from the University’s Centre for Quantum Computation & Intelligent Systems and Jinjiu Li from the Advanced Analytics Institute were recognised for their innovative research and its alignment with IBM’s Smarter Planet initiative: an initiative to utilise innovation in technology to enhance the way the world works.

Also this year, the Faculty of Science signed a \$2 million collaborative research contract with American-based nanotech equipment manufacturer FEI Company to support a new energy efficient materials research strength at UTS.

UTS also worked with government this year to inform public policy on environmental and scientific challenges in New South Wales. A memorandum of understanding was signed with the Office of Environment and Heritage to facilitate ongoing research collaborations in the fields of science, sustainability and environmental protection.

Key performance indicator — Higher degree by research completions (weighted)¹



1. Preliminary data for 2012.

We also held a number of events with our industry partners through our UTS: Engage series. These events showcased to industry and government partners the breadth of research carried out at UTS. This year, topics covered how technology can be used to design, build, maintain and sustain dynamic cities; the future of Australian health care and services; and how we can build practical collaborations with industry to grow future services, industries and productivity.

Innovations in research

The high calibre of our research was recognised this year through a number of awards.

> 2012 Australian Museum Eureka Prize

Dr Dana Cordell and Professor Stuart White from the Institute for Sustainable Futures took home a 2012 Australian Museum Eureka Prize in environmental research for their work on managing global phosphorus supplies. Professor Patricia Davidson from the Faculty of Health was a finalist in the Outstanding Mentor of Young Researchers category.

> 2012 Green Globe Awards

Researchers from the Institute for Sustainable Futures also won a New South Wales Government Green Globe Award. Professor Cynthia Mitchell, Dr Kumi Abey Suriya and Dena Fam won the environment award for their work on developing a system for diverting urine from urban toilets for reuse as an agricultural fertiliser.

> 2012 NSW Science and Engineering Awards

In November, Professor Guoxiu Wang, Director of the Centre for Clean Energy Technology, won the renewable energy innovation category at the 2012 NSW Science and Engineering Awards for his research on battery technology.

> International Water Association Project Innovation Award

Led by Dr Hokyong Shon, a team from UTS's Centre for Technology in Water and Wastewater won a Global Honour Award in the category of applied research. The collaborative project between UTS, Korean company Photo & Environmental Technology Co Ltd and Shandong University in China won the award for a process that converts the sludge left after water recycling into titanium dioxide; a valuable and environmentally friendly product.



New South Wales Minister for Environment and Heritage Robyn Parker, MP (at left), with Professor Stuart White and Dr Dana Cordell with their 2012 Australian Museum Eureka Prize. PHOTO: DANIEL O'DOHERTY

> 2012 Australian Engineering Excellence Awards

UTS researchers won two categories in the Engineering Excellence Awards Sydney Division. Centre for Real-time Information Network researchers won the education and training category for their self and peer assessment software SPARKPLUS; and nocturnal glycaemic monitor HypoMon, developed by Professor Hung Nguyen and spin-out company AiMedics, won the welfare, health and safety category.

> Linkage Projects: in round one for 2012, UTS received funding for three proposals (from six submitted), receiving \$800,000 in funding with a 50 per cent success rate. In round two, we received funding for seven proposals (from 17 submitted), receiving \$1.6 million in funding. This gave UTS an overall success rate of 41 per cent, above the national average of 36.7 per cent and best among the Australian Technology Network universities.

> Linkage Infrastructure, Equipment and Facilities: UTS received funding for two proposals (from four submitted), receiving \$1,230,000 in funding. Our success rate increased from 33 per cent last year to 50 per cent this year.

> Associate Professor Runyao Duan from the Faculty of Engineering and Information Technology and Dr Shauna Murray from the Faculty of Science were both awarded ARC Future Fellowships.

> National Health and Medical Research Council (NHMRC): Dr Simon Ting of the Faculty of Engineering and Information Technology received an Australian Biomedical Fellowship, which is awarded to talented researchers in the early stages of their careers. The NHMRC is a highly competitive funding scheme and this fellowship recognises Dr Ting's outstanding achievements as an early career researcher.

Australian Research Council funding

The amount of ARC funding received by UTS increased significantly in 2012.

> Discovery Projects: 15 were funded (out of 99 submitted) and \$4,407,561 in funding was received. This equates to a success rate of 15.2 per cent, up from 13.4 per cent in 2011, and an increase of \$857,561 in total funding.

> Discovery Early Career Researcher Awards: two proposals were funded (out of 13 submitted); a success rate of 15.4 per cent, up from 6.1 per cent from the previous round. This extremely competitive scheme awarded only 200 proposals nationally to commence in 2013, compared to 277 awarded to commence in 2012 (the first year of the scheme).

TEACHING AND LEARNING



Graduate School of Health students in one of the University's new collaborative lecture theatres.

PHOTO: DANIEL NGUYEN

In response to one of the University's top 10 strategic priorities — to complete the integration of the UTS model and graduate attributes into all courses and curriculum — this year all faculties worked towards embedding graduate attributes into all coursework programs.

Graduate attributes are the characteristics, skills and capabilities that each faculty determines that their students will have by the time they complete their degree.

To ensure that graduate attributes are truly embedded into all coursework programs, they need to be aligned to a subject's objectives and assessment items. This will enable a student's progress in attaining the attributes to be monitored. To this end, several faculties this year created a dedicated position to work on the complete integration of graduate attributes.

Faculty-based graduate attributes stem from the UTS Graduate Profile Framework, which outlines the capabilities that UTS intends its graduates to acquire throughout their degree. In keeping with the UTS model of practice-based learning, these capabilities are strongly aligned with the attributes employers are looking for in their employees.

A graduate of UTS:

- > is equipped for ongoing learning and inquiry in the pursuit of personal development and excellence in professional practice
- > operates effectively with the capabilities that underpin professional practice in a global context
- > is committed to the actions and responsibilities required of a professional and a global citizen.

Forum for teaching and learning

In November the UTS Teaching and Learning Forum was held. This forum is the major annual event for University staff to share ideas and innovations in teaching and learning. Deputy Vice-Chancellor and Vice-President (Teaching, Learning and Equity) Professor Shirley Alexander presented a keynote address on the future direction of higher education teaching and learning, and Professor David Boud presented on practice-oriented education and the need for scholarly teaching practice. The forum then focused on the development of graduate attributes.

Learning2014: new initiative to explore the way we teach

20 Vice-Chancellor's Learning and Teaching Grants awarded

32 academic promotions

Changing the way our students learn

One of the biggest issues facing universities at present is the rise in availability of massive open online courses (MOOCs). MOOCs are open access online courses offered by a range of universities around the world, including Harvard and MIT. UTS is developing a new learning and teaching strategy so that students have access to the best combination of online and face-to-face learning experiences through its model of global practice-oriented learning.

As part of this strategy, students will experience the 'flipped classroom', whereby, rather than attending lectures, students access digital resources and undertake preliminary tasks prior to going to classes, where they then engage in collaborative, group-based activities.

To support the University's new learning and teaching strategy, the Learning2014 initiative was launched this year. The aim of this initiative is to provide opportunities for staff to explore interactive and collaborative approaches to learning and to examine the relevance of different teaching approaches in their disciplines.

As part of UTS's Campus Master Plan, a whole range of flexible and collaborative learning spaces, equipped with the latest technologies, will come online in 2014. The Learning2014 initiative is about looking at how these new spaces may be utilised and exploring new ways to teach and learn.

Future learning fellowships

To involve the University's academic staff in the Learning2014 initiative, expressions of interest for Future Learning Fellowships 2012–2014 were sought in September.

These fellowships will provide opportunities for creative academics to develop innovative practices in teaching and learning, while using their experience to mentor and collaborate with other UTS teaching staff in exploring educational practices and evaluating their benefits for various disciplines. The successful fellows will receive \$10,000 a year.

Learning and teaching grants

This year, staff were able to apply for small grants of between \$2000 and \$10,000 through the Vice-Chancellor's Learning and Teaching Grants. These grants are intended to enable staff to engage in innovation, or adaptation of existing innovations, in areas of the UTS model of learning, improve students' development of graduate attributes and improve the overall student experience.

Examples of the projects awarded a grant in 2012 included:

- > extending spaces for engagement — the connected classroom in drama and science education (Dr Rachel Perry, Faculty of Arts and Social Sciences)
- > widening participation by improving retention in first years through the use of social media (Jenna Price, Faculty of Arts and Social Sciences)
- > digital tool to assist Master of Architecture student investigations into the design of innovative precast concrete elements (Associate Professor Kirsten Orr, Faculty of Design, Architecture and Building)
- > developing video learning resources to assist culturally and linguistically diverse undergraduate nursing students prepare for effective clinical communication (Frances Rogan, Faculty of Health)
- > deepening student engagement with graduate attributes: developing self-appraisal of academic performance and self-improvement in scientific writing (Dr Andrea Leigh, Faculty of Science).



Students using the University's new learning spaces.

PHOTO: ANDREW WORSSAM

Awards for teaching and learning

Awards and citations for teaching and learning were presented this year to recognise the work of staff and their significant contributions to the student experience at UTS.

In 2012, the following UTS Learning and Teaching Awards were presented.

- > Team teaching (\$5000): Dr Jonathan Tyler and James Wakefield, UTS Business School, and Dr Laurel Dyson and Jessica Frawley, Faculty of Engineering and Information Technology, for their sustained cross-faculty team-teaching approach to increasing student engagement, feedback and creativity in introductory accounting.
- > Individual teaching (\$3000): Rod O'Donnell, UTS Business School, for promoting significant change in economics education through knowledge and skill expansion, curriculum development, conference coordination, journal editorship and scholarly contributions.
- > Early career teaching (\$3000): Gerhard Hambusch, UTS Business School, for his work in ethics in finance — demonstrating relevance and inspiring learning for the global workplace.
- > Strengthening the UTS model of learning (\$3000): Dr Paul Kennedy, Faculty of Engineering and Information Technology, for a decade-long contribution to data analytics teaching, learning and academic leadership.
- > Teaching by a casual or sessional staff member (\$3000): Joanne Kinniburgh, Faculty of Design, Architecture and Building, for excellence in pedagogical delivery of architectural design studio, and an outstanding contribution to learning outcomes through strategic implementation of student support mechanisms.

In addition, eight staff received a Learning and Teaching Citation worth \$1000.

Academic promotions

To professor ¹	
Paula Hamilton	Faculty of Arts and Social Sciences
Sandra Schuck	Faculty of Arts and Social Sciences
Steven Djordjevic	Faculty of Science
To associate professor ²	
Debra Adelaide	Faculty of Arts and Social Sciences
Anthony Macris	Faculty of Arts and Social Sciences
Liam Morgan	Faculty of Arts and Social Sciences
Peter Docherty	UTS Business School
Gordon Menzies	UTS Business School
Heather McDonald	Faculty of Design, Architecture and Building
Kirsten Orr	Faculty of Design, Architecture and Building
Linda Leung	Institute for Interactive Media and Learning
Damien Giurco	Institute for Sustainable Futures
Christopher Riedy	Institute for Sustainable Futures
Tony George	Faculty of Science
Saroj (Sara) Lal	Faculty of Science
Bronwyn O'Brien	Faculty of Science
Yakov Zinder	Faculty of Science
To senior lecturer ³	
Lai-Ha Chan	Faculty of Arts and Social Sciences
Nicholas Hopwood	Faculty of Arts and Social Sciences
Andrew Hurley	Faculty of Arts and Social Sciences
Kyungja Jung	Faculty of Arts and Social Sciences
Christine Eckert	UTS Business School
Melissa Edwards	UTS Business School
Michael Er	Faculty of Design, Architecture and Building
Jason Prior	Institute for Sustainable Futures
Honni Van Rijswijk	Faculty of Law
Michelle DiGiacomo	Faculty of Health
Michelle Kelly	Faculty of Health
Alison Beavis	Faculty of Science
Hui Chen	Faculty of Science
Andrea Leigh	Faculty of Science
Justin Seymour	Faculty of Science

1. Effective 1 January 2012.

2. Effective 1 January 2012.

3. Effective 9 July 2012.

Course completions

	2008	2009	2010	2011	2012 ¹
Higher doctorate	1	1	3	1	0
PhD	148	153	140	128	113
Master's by research	38	41	27	33	39
Master's by coursework	2588	2701	3160	3250	3017
Graduate diploma/certificate	1214	1121	1137	1257	1001
Bachelor's	5733	5525	5420	5566	5726
Sub-degree	2	11	7	13	24
Postgraduate cross-institutional	–	–	–	–	23
Undergraduate cross-institutional	–	–	–	–	47
Total	9724	9553	9894	10,248	9990

1. These are preliminary figures for 2012.

In 2012

32

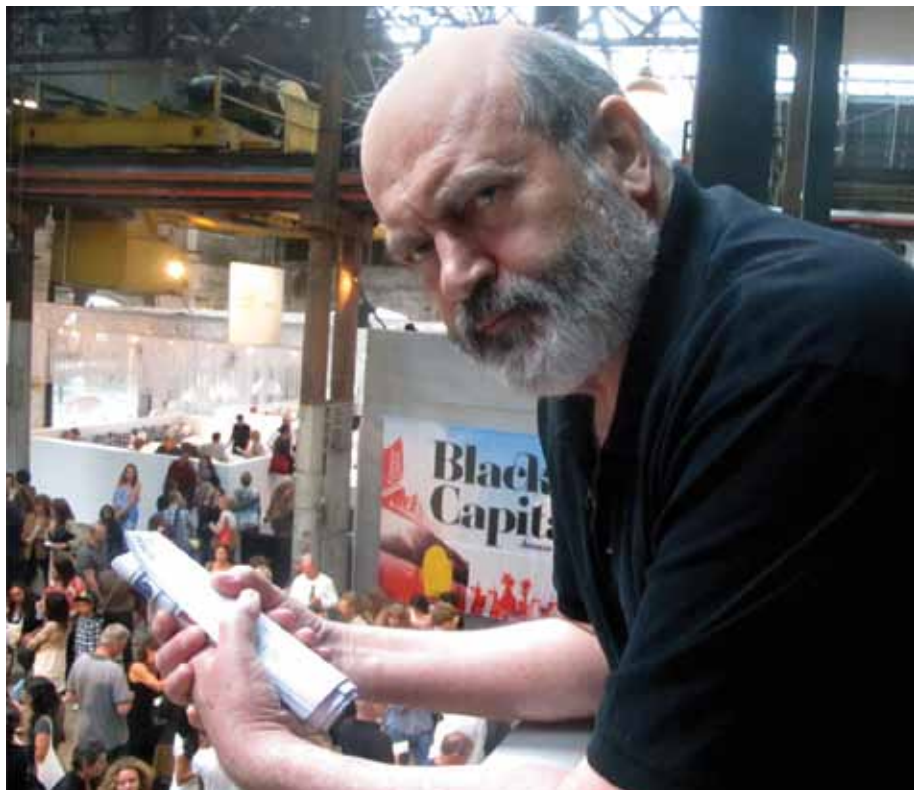
PhD graduates

78

students on
global exchange

\$2.22m

new external
research income



Peter Robb, the faculty's 2012 CAL Non-Fiction Writer-in-Residence.

PHOTO: JUNO GEMES

Teaching and learning

In 2012, the faculty underwent a period of course renewal of its postgraduate courses in line with the University's reaccreditation cycle. Postgraduate courses in communication management, international studies, journalism, writing, and media arts and production were reviewed and, in some cases, restructured in order to maintain currency, relevance and the academic and educational merit of the degrees.

This year, the Faculty of Arts and Social Sciences established the attributes it believes its students need to graduate and forge successful careers: professional readiness, critical and creative inquiry, international and intercultural engagement, Indigenous competencies, active citizenship, and effective communication. These attributes were approved by the Faculty Board in Arts and Social Sciences and will be embedded in all coursework degrees.

The faculty has a reputation for attracting high-quality academics and authors and this was in evidence this year.

Acclaimed author Peter Robb was the CAL Non-Fiction Writer-in-Residence in 2012. Funded by the Copyright Agency Limited (CAL), the program promoted the study, recognition and wider appreciation

of high-quality non-fiction. Throughout the year, Peter Robb worked with Master of Arts in Non-fiction Writing students, as well as presented lectures and gave talks.

Professor Robert Adamson was appointed the inaugural Chair in Australian Poetry this year (also funded by CAL). Professor Adamson gave two lectures to alumni, students and the general public.

In 2012, the faculty established a Graduate School of Journalism. The new school, headed by Professor Alan Knight, will build on the faculty's current courses in journalism by offering a program designed for graduates who want to work in the media, as well as experienced journalists wishing to update and develop their professional skills. The school will offer a graduate certificate, a graduate diploma and a master of arts in journalism, as well as a doctoral degree.

Fulbright Scholar and founding editor of the *Journal of Sociolinguistics* Nik Coupland was appointed Distinguished Visiting Professor of Sociolinguistics at UTS in June, and political scientist Professor Ujjwal Kumar Singh from the University of Delhi was UTS's first Rajiv Gandhi Visiting Chair for Contemporary Indian Studies.

The practice-based nature of the faculty's courses was again evident in the number of students gaining recognition in their chosen field.

- > Anna Funder won the 2012 Miles Franklin Literary Award for her book *All That I Am*, her first fictional novel, which was written as the creative component of her UTS Doctor of Creative Arts degree.
- > Bachelor of Arts in Communication (Writing) graduate Gillian Mears won the \$80,000 Prime Minister's Literary Award for fiction with her novel *Foal's Bread*; while Associate Professor Anthony Macris was shortlisted in the non-fiction category for his book *When Horse became Saw*.
- > Journalism student Colin Cosier was named the Media Super Student Journalist of the Year Award by the Walkley Foundation: the fifth year in a row a UTS student has won this award.

Research

In keeping with the University's focus on technology, in 2012 the faculty set out to develop academics' knowledge of and ability to use, develop and evaluate digital research methodologies.

The eResearch Collaboratory is a cross-disciplinary group of academic researchers within the faculty and from the UTS Library who worked to develop the University's digital humanities and social sciences profile. Preliminary areas of research focus included the development of qualitative and quantitative data mining and visualisation techniques, user experience analysis and digital ethnography.

The group also came together to attend e-collaboratory seminars and invitational seminars to develop digital research methods.

The faculty also looked at its wider research structure this year and how its research concentrations are arranged. A draft structure incorporating an increased health focus was agreed to by stakeholders and further work will follow in 2013.

The faculty's research centres hosted a number of significant events throughout the year. National and international researchers came together for the first International Incident Disclosure Conference in October, hosted by the faculty's Centre for Health

Communication. This conference, including two masterclasses, discussed the case for open dialogue between doctors and patients.

The Privacy in the 21st Century symposium, hosted by the Communications Law Centre in December, brought together international and national policy makers, politicians, journalists, lawyers and industry commentators, including the Right Hon. Lord Justice Brian Leveson, Chair of the United Kingdom's Leveson Inquiry into the culture, practices and ethics of the British press; the Hon. Robert McClelland, MP, former federal attorney-general; and Professor Julian Disney, AO, chair of the Australian Press Council.

Also in December, Professor David Boud's research team won the Award for Engineering Education Research Design at the 2012 Australasian Association for Engineering Education Annual Conference.

Engagement

In collaboration with the UTS Creative Industries Innovation Centre, this year the faculty embarked on a series of projects and events to showcase its strengths in integrating creativity, technology and innovation.

Hors Pistes is an annual event at the Pompidou Centre in France that features a program of internationally acclaimed

moving image works. This year, in association with the Alliance Francaise, a selection of these works was screened at the faculty's Bon March Studio.

Diffuse: Crests and Troughs was a weekly concert series that showcased sound and music design at UTS. It incorporated performances from staff, students, guest lecturers and collaborators. The work and films by media arts and production students was also showcased this year in Projections 2012.

The Australia Quartet, the University's piano quartet in-residence, performed a four-concert season at UTS as well as a number of outreach and music education events.

Recognition for the faculty's staff and students came in the form of a number of high-profile awards and placements this year. Associate Professor Peter Aubusson, head of the faculty's teacher education program, was elected the new president of the NSW Council of Deans of Education; and Deputy Dean Professor Jim Macnamara won the Educator of the Year award at the World Public Relations Forum held in Melbourne in November in recognition of his contribution to the public relations industry. The World PR Forum is the major global gathering of public relations and communication professionals, which was hosted this year by the Public Relations Institute of Australia.



Casual academic and PhD student Alexandra Crosby received the Creative Media Social Justice Award at this year's UTS Human Rights Awards. This award recognises the creator of an audio/visual and/or multimedia project in which human rights and social justice themes are explored.

Alexandra worked with non-profit media, technology and culture organisation EngageMedia to produce *Papuan Voices*, stories from the conflict zone of West Papua. Alexandra also trained Papuans in video production.

PHOTO: JOANNE SAAD

Australian Research Council-funded research projects

Countering the Cold War: interactions between Australia and India, through the lens of the women's movements, 1945–1975
Funding: \$130,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Professor Heather Goodall, Associate Professor Devleena Ghosh

Cyber-racism and community resilience
Funding: \$173,224 (ARC Linkage Projects funding scheme, over four years)
Recipient: Professor Andrew Jakubowicz

Talking fish: researching oral history and local knowledge in building community participation in Murray-Darling Basin river rehabilitation
Funding: \$313,975 (ARC Linkage Projects funding scheme, over four years)
Recipient: Professor Heather Goodall

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

In 2012

13

PhD graduates

73

students on
global exchange

\$6.20m

new external
research income

Teaching and learning

The UTS Business School introduced a number of new teaching and learning initiatives in 2012, including subjects with embedded innovative practice. The development of applied business skills and knowledge was accelerated through the new Integrated Business Consulting subject and u.lab: developments supported by a Future of Management Education grant (funded by the Department of Education, Employment and Workplace Relations and the Australian Business Deans Council) and located within an overarching program of innovative practice run in conjunction with Swinburne University of Technology and RMIT University.

The school's faculty board approved the introduction of a new Global Executive MBA to be offered in partnership with New York (The City University of New York's Baruch College), Paris (Université Paris Dauphine) and Hong Kong Polytechnic University. This global program will see subjects delivered across four continents and is predicated on a business-to-business model of senior executive education.

The school's longstanding offshore program, the dual Bachelor of Business offered in partnership with the Sydney Institute of Language and Commerce at Shanghai University, was reaccredited in 2012. In strengthening the course offerings, new majors and the cross-disciplinary Integrating Business Perspectives subject were introduced into the degree.

Complementing the UTS model of practice-oriented learning and the school's existing cooperative and internship programs in the Bachelor of Management and Bachelor of Accounting programs, internships will now be offered in the Bachelor of Business in 2013.

The school's graduate attributes and learning outcomes underpin the developments noted above, and are at the forefront of a range of other initiatives that aim to develop students' critical and independent thinking, capacity for initiative and innovation, and cross-cultural understanding.

In recognition of exemplary practice in facilitating student learning outcomes, in its five-year maintenance review the UTS Business School was commended by the Association to Advance Collegiate Schools of Business for the comprehensiveness of its assurance of learning.

The UTS Business School continued to position its executive education programs to better meet the needs of senior business professionals. One of the many new offerings was the UTS: Executive Education-supported ANZ Innovyz Leader Forum Series, which offered three days of innovative, problem-based leader forums for chief executive officers and team members.

Research

In 2012, the UTS Business School saw the benefits of the incentive scheme introduced in 2011 to support the development of external research grant applications. An increase in external research funding was achieved with one Australian Research Council (ARC) Discovery Early Career Researcher Award for \$375,000, five ARC Discovery Projects worth a total of \$1,688,000 and four Centre of Excellence for International Finance and Regulation grants for a total of \$853,279. UTS led all other Australian business schools in these last two categories.

Demonstrating the school's research leadership, Professor Sue Benn was appointed to the Excellence in Research for Australia (ERA) research evaluation committee for economics and commerce. And Professor Stephen Taylor was appointed Chair of the Business Academic Research Directors Network (BARDSNet): a national network to promote excellence in business education and research.

Professor Jane Hall from the Centre for Health Economics Research and Evaluation was nominated to lead a new centre of research excellence through the Australian Primary Health Care Research Institute, which was awarded \$2.5 million in Australian Government funding to conduct research on priority areas in health.

The school's capacity for research leadership was further strengthened through the recruitment of senior staff throughout the year, including new Professor of Finance Doug Foster.

Excellence in research was recognised with the awarding of two Vice-Chancellor's awards to research staff in October. Dr Meliyanni Johar was awarded the Vice-Chancellor's Award for Research Excellence — Early Career Research Excellence and Professor Jane Hall was awarded the Vice-Chancellor's Award for Research Excellence — Research Leadership.

Research output is also a vital part of the school's research reputation. To this end, the criteria for faculty research grants were revised to now focus on project completion rather than initiation, which resulted in an improved quantity and quality of research publications.

To support the school's research students, improvements were made this year to the school's doctoral education. A school-wide induction program for new PhD students was introduced and will be a continuing initiative.

Engagement

Continuing to strengthen links with industry, in 2012 the UTS Business School constituted a new Business School Advisory Board. The board comprises key business leaders and entrepreneurs and is led by Glen Boreham, AM. In March the advisory board and the school's new mission were launched at an event for



The school's new advisory board. Back row, from left to right: Craig Arnold; Nicholas Fairfax; Maile Carnegie; Glen Boreham, AM (Chair); Mark Maloney. Front row, from left to right: Maria Atkinson, AM; Steve Vamos; Dean Professor Roy Green; Katharine McLennan; Elizabeth Ann Macgregor, OBE; Diane Grady, AM; Dr Ian Pollard. (Absent from the photo: the Hon. Patricia Forsythe, Andrew Liveris and Michael Rennie.)

PHOTO: CHRIS BENNETT

staff, alumni and media, along with guest speaker Professor Srikant Datar of Harvard Business School. A new publication 'Designing the future of business' was also on display.

An external engagement manager was appointed to maximise the involvement of board members, as well as to identify and promote other corporate partners who have worked closely with the school on various events and activities.

Dow Chemical Company Chairman and Chief Executive Officer Andrew Liveris launched Dow's manufacturing plan for Australia with Dean Professor Roy Green in March; and Katharine McLennan, partner at Johnson, a premier Asia-Pacific leadership advisory firm, spoke at several events throughout the year.

The school continued to expand outreach opportunities to some of its 60,000 alumni, aided through its new alumni relations coordinator. Alumni-exclusive and public events were held throughout the year, including the launch of a young master's alumni network and collaborative entrepreneurship-themed networking events in conjunction with UTS BUiLD, the UTS Union, alumni and current students. The school also began a pilot project to involve alumni in teaching and learning by providing relevant industry projects and lectures to students.

The postgraduate alumni refresher was re-launched in 2012 and the school's alumni were invited to donate to an alumni scholarship supported by David O'Mahoney (a UTS: Business graduate) and the Macquarie Foundation. The event was hosted by Ernst & Young.

The Warren Hogan Memorial Lecture was hosted by the UTS Business School in October. Professor Charles Calomiris, Henry Kaufman Professor of Financial Institutions at Columbia Business School, gave a lecture on prudential banking regulation in light of the global financial crisis. The school also held its annual Paul Woolley Centre Conference and its Quantitative Methods in Finance Conference; and hosted the Sport Management Association of Australia and New Zealand Conference with a keynote address from Professor George Foster, Konosuke Matsushita Professor of Management at the Stanford Graduate School of Business.

To further promote the benefits of the school's teaching and research expertise to industry and alumni, the 'Future of ...' series was launched in December with a question and answer session on the future of creativity. The panel included Dean Professor Roy Green as well as Cate Blanchett and Andrew Upton of the Sydney Theatre Company. This was an exclusive event for UTS Business School alumni and it was attended by over 700 alumni and partners.

Australian Research Council-funded research projects

Asset pricing with social interactions, adaptive learning, and differences in opinion
Funding: \$211,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Professor Xuezhong (Tony) He, Dr Lei Shi

Integrating choice set formation and taste heterogeneity in market segmentation
Funding: \$140,000 (ARC Linkage Projects funding scheme, over three years)
Recipients: Professor Joffre Swait, Professor John Geweke, Dr Bart Frischknecht

Massively parallel algorithms for Bayesian inference and decision making
Funding: \$800,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Professor John F Geweke, Professor Michael Keane, Dr Bart Frischknecht

A new theoretical approach to pension fund economics, asset management and insurance
Funding: \$270,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Professor Eckhard Platen, Professor Erik Schlögl

North Korea's quiet transformation: women in the rise of the informal market
Funding: \$225,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Dr Kyungja Jung, Dr Bronwen Dalton

Reinforcement and undermining: the impact of innovative features on dual positioning and choice
Funding: \$375,000 (ARC Discovery Early Career Researcher Award funding scheme, over three years)
Recipient: Dr Paul Burke

Risk assessment of climate change mitigation measures
Funding: \$182,000 (ARC Discovery Projects funding scheme, over three years)
Recipients: Professor Carl Chiarella, Professor Alexander Novikov, Dr Christina Nikitopoulos, Associate Professor Juri Hinz

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

In 2012

6

PhD graduates

63

students on
global exchange

\$330,000

new external
research income

Teaching and learning

Offering students industry-standard tools was a priority for the faculty in 2012. In March the faculty opened its dedicated immersive construction environment studio, featuring a 3D stereoscopic screen capable of delivering 3D images and video to enable students to visualise cities, precincts, projects and buildings in three dimensions.

The studio opening was attended by representatives from more than 20 construction, design and development companies, and was visited in April by the Hon. Greg Combet, AM, MP, Minister for Industry and Innovation.

Teaching in the faculty is supported by start-of-the-art facilities; available to students and staff. Spaces and facilities available this year included:

- > a 90-person collaborative learning space containing 12 pods, each with its own SMART board (interactive touchscreen whiteboard), computer (Windows and Mac capable) and speaker system. Each pod can stand alone or can be linked with others for group work.

- > a soundproof audio booth with two high-end microphones for voice and instrument recording for voice-overs and creating soundtracks for the faculty's animation and visual communication students
- > a lightroom drawing studio that contains angled lightboxes with registration pegs for accurate drawing, testing and compositing of cells and sequences for professional-looking animations
- > a Master of Architecture studio that provides a home base for all Master of Architecture students.

In addition to offering students the industry-standard facilities, the faculty continued to provide the opportunity for students to gain the industry-standard experiences to equip them for work in the local and global workplace.

In 2012 nearly 240 students — about one in eight students — took part in international exchanges and global field studios. At this rate, it is estimated that about one in three graduating students from the faculty will undertake extended overseas study as part of their degrees.

Sixty-three students undertook six-month global exchanges in 2012; and 174 students participated in 17 global field studios and study trips with 23 overseas universities in 12 countries, including:

- > a design/build workshop for earthquake recovery in Christchurch, New Zealand
- > a design/build community development project to address water and sanitation needs in remote communities in collaboration with the Papua New Guinea University of Technology
- > fieldwork on urban identity with Kobe Design University and Kyoto University of Art and Design, Japan
- > an exploration of furniture and object design at the International Furniture Fair in Milan.

An ongoing project for the faculty is the embedding and articulating of graduate attributes. A faculty-wide set of five overarching categories of graduate attributes were applied during 2012 to several courses, including the Master of Project Management, the Master of Local Government and the Bachelor of Design in Architecture. The faculty intends to have graduate attributes embedded into all coursework programs by 2015.



From left: Joanne Kinniburgh, Dr Zoe Sadokierski and Jennifer Macdonald. PHOTO: LOUISE MCWHINNIE

Joanne Kinniburgh, Dr Zoe Sadokierski and Jennifer Macdonald were awarded inaugural UTS Faculty of Design, Architecture and Building Teaching and Learning Awards in June.

The three introduced new methods in their teaching throughout the year that resulted in a strong increase in student satisfaction.

The awards were established to acknowledge the importance of teaching and learning within the faculty.

Joanne, Zoe and Jennifer each received funding of \$1000 for professional development.

Research

In support of the University's research strategy and contribution to UTS's Excellence in Research for Australia (ERA) evaluations, the faculty saw a substantive increase in output from ERA 2010 to ERA 2012.

Significant increases were evident in the creative works for architecture — from 32 to 54 — and design — from 99 to 137. These increases were proportionally higher than the related staffing increases. This volume indicates a shift in these design practice areas from traditional to creative outputs.

Highly regarded research leaders continued to be attracted to the faculty, including Distinguished Professor Heng Li from Hong Kong; Professor Deborah Ascher Barnstone from the United States; and Associate Professor Elise Van den Hoven from the Netherlands.

Distinguished Professor Heng Li is an international leader in the field of building information technology and virtual construction prototyping and his higher degree by research students will work with him in these fields in a dedicated research space.

Support for research students was a University-wide priority this year and the faculty mentored one of the largest cohorts of participants for UTS's early career researchers (ECR) connect program. All were female ECR and attention was paid within the faculty to the disparities of gender and research at UTS.

The primary vehicle for much of the faculty's research is the Centre for Contemporary Design Practices (CCDP): one of UTS's research strengths. CCDP has established a project model that is group-based; enticing researchers to collaborate on projects where individual's strengths inform and support the project, thus increasing research output.

The 2012 CCDP strategy was aligned with the faculty's and UTS's research strategies, and included a vision, a research strengths committee made up of leading contributors to the research profile of the faculty, activities to build research culture and two funding rounds a year. Six projects were funded in the 2012 first round.

This year, the faculty also sought to foster a wider research culture by conducting all-staff research meetings and symposia. Two such meetings were held in 2012 with Dean Professor Desley Luscombe, Associate Dean (Research) Professor Kees Dorst and CCDP Director Associate Professor Benedict Anderson.

Regular researcher training was also held in areas including research design and methodology, with speakers from the University Graduate School, faculty academics and visiting academics. Skills courses in areas such as time management were also presented at the beginning of each year.



The faculty's Designing Out Crime research centre worked with the Barangaroo Delivery Authority on the design and management of Sydney's new Headland Park.
PHOTO: BARANGAROO DELIVERY AUTHORITY

Engagement

In June, the faculty's School of Architecture hosted interstate and European schools of architecture at the Designing a New World: a workshop to develop an architectural education in response to climate change. Coordinated by senior lecturer Leena Thomas, the event brought together academics and students from RMIT University and the Queensland University of Technology, and Escola Tecnica Superior d'Arquitectura de Barcelona, École Nationale Supérieure d'Architecture de Toulouse and Politecnico di Torino in Europe; funded through a joint mobility project under the European Union's Industrialised Countries Instrument-Education Cooperation Programme.

The workshop explored architectural and urban design studio outputs from the preceding semester that tackled questions of sustainability and development in contested territories and regeneration in urban and regional areas. The event culminated in a lively discussion on the role of the architect, ethics and education in response to climate change.

The faculty built a strong working relationship with the New South Wales Government this year through its work with the Barangaroo Delivery Authority on the design and management of the new Headland Park in Sydney.

This new park at Barangaroo was a key case study at Design + Crime; a two-day international conference and design exhibition hosted by the faculty's Designing Out Crime research centre in December. The conference brought together crime prevention specialists from New South Wales police, local park management authorities, and local council and transport officials to explore new ways to prevent crime through good design and management.

The faculty continued its involvement with TEDx Sydney in 2012; an offshoot of the United States-based not-for-profit enterprise TED, which is committed to bringing people together to share ideas on technology, entertainment and design.

The standing of faculty staff in the community and industry was recognised by the demand for their participation in talks, events and exhibitions. In March faculty academic Tarsha Finney was a guest on Radio National's *By Design* to discuss provocative architecture and its role in the urban environment; and staff works were displayed in a range of galleries throughout the year from the Australian National Maritime Museum and Customs House, Sydney, to the Hawkesbury Regional Gallery.

In 2012

50
PhD graduates

25
students on
global exchange

\$6.60m
new external
research income

Teaching and learning

This year, the Faculty of Engineering and Information Technology introduced a new major in biomedical engineering in its Bachelor of Engineering program. In this year's Australian Research Council's (ARC) Excellence in Research for Australia (ERA) evaluations, the faculty was rated above world standard in biomedical engineering. This new major will complement the research work being carried out in this field.

To increase the number of international students to the faculty, a bachelor program in mechatronic engineering with Ho Chi Minh City University of Technology (HCMUT) was devised. HCMUT will deliver the first two years of the UTS bachelor program in Vietnam, with eligible students transferring to UTS to complete the remainder of the course.

Two of the faculty's staff received a Vice-Chancellor's Learning and Teaching Grant this year for their contribution to improving the student experience. Dr Behzad Fatahi received \$8100 for his project instilling lifelong learning into civil engineering students and Dr Hamid Valipour received \$5000 for his project to improve students' development of graduate attributes.

In 2012, the faculty was successful in renewing its accreditation from the Australian Computer Society.

Research

The faculty rated above world standard in biomedical engineering and chemical engineering in this year's ERA evaluations, further affirming its leadership in these areas.

The faculty established a research advisory board in 2012 made up of leading national academics. The aim of the board is to advise on the overall strategy and direction of research in the faculty, particularly with respect to research opportunities, funding, positioning and profile of the faculty, and to assist the faculty to establish and develop collaborative links within local, national and international research networks.

In a major boost to the faculty's research in robotics, UTS became the first university in Australia to acquire a second-generation personal robot (PR2).

Designed by privately funded research company Willow Garage in Silicon Valley, the autonomous robot is capable of working with people and carrying out functions such as speaking, cleaning and cooking. This acquisition will enable UTS, and its research partners, to explore new challenges in social robotics and smart digital ecosystems.



Dean Professor Hung Nguyen and Professor Mary-Anne Williams with second-generation personal robot PR2.
PHOTO: BENJAMIN JOHNSTON

The faculty's research reputation was further recognised with the appointment of Professor Chengqi Zhang to the ARC College in the Engineering, Mathematics and Informatics discipline group.

Faculty staff also secured funding for international research projects in 2012. Professor Nong Zhang and his team were awarded funding through China's Ministry of Science and Technology to develop a demonstration dual clutch transmission system for electric vehicles. The system will be prototyped and tested in a passenger car made by the Beijing Electric Vehicle Company.

The faculty's emerging researchers were supported this year through the awarding of eight UTS Early Career Researcher Grants and five Chancellor's Postdoctoral Research Fellowships.

A new initiative to help create a richer research culture within the faculty was the Innovation and Entrepreneurship Seminar Series. Five lectures were held in 2012, with each lecture contributing to an increased understanding of innovation and entrepreneurship. Speakers included Bruce Jeffreys, founder and director of car-sharing service GoGet, who spoke about the rise of collaborative consumption; and John Warren, manager of ANZ research programs for Microsoft Research, who spoke on successful research collaborations.

Engagement

This year, 44 students participated in the Lucy Mentoring Program. This program matches female students with industry mentors to provide them with the opportunity to gain knowledge and experience and demonstrate the diversity of opportunities for them and their future careers. In 2012, mentors were from more than 20 private and public organisations, including IBM, RailCorp, Coca Cola Australia, Hurstville City Council, Qantas and the Commonwealth Bank of Australia.

In June, the faculty held its annual research showcase where doctoral and master's by research students displayed their research to their peers and industry representatives. The event also provided students with the chance to network.

The faculty participated in a think tank set up by Transport for NSW and the NSW

Australian Research Council-funded research projects

Big data fast response: real-time classification of big data stream

Funding: \$315,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Professor Xingquan Zhu

DC optimisation-based synthesis of systems in control, signal processing and wireless communication network

Funding: \$270,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Professor Tuan Hoang

The function of small ribonucleic acid derived from the 5' end of transfer ribonucleic acid (5' tRFs) in the regulation of gene expression and the control of the cell cycle

Funding: \$330,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Dr Gyorgy Hutvagner

A mathematical foundation and novel solutions for highly secure communications

Funding: \$677,842 (ARC Future Fellowship, over five years)

Recipient: Associate Professor Runyao Duan

Mining large negative correlations for high-dimensional contrasting analysis

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

Recipients: Associate Professor Jinyan Li, Dr Daniel Catchpoole

Model-checking quantum Markov chains: towards verification techniques for quantum cryptographic systems

Funding: \$330,000 (ARC Discovery Projects funding scheme, over three years)

Recipients: Associate Professor Yuan Feng, Professor Mingsheng Ying

Modelling and discovering complex interaction relations hidden in group behaviours in businesses, online and social communities

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

Recipient: Professor Longbing Cao

Polytitanium coagulant for water purification: a systematic investigation to identify mechanisms and benefits over today's technologies

Funding: \$120,561 (ARC Discovery Projects funding scheme, over three years)

Recipient: Dr Hokyong Shon

Specific targeted delivery of gene therapeutics by employing polymeric carriers to treat liver related diseases

Funding: \$299,564 (NHMRC Peter Doherty Australian Biomedical Fellowship funding scheme, over three years)

Recipient: Dr Simon Ting

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

Business Chamber for the identification of planning issues for the city rail network 2012–2050.

The faculty's profile was further strengthened in November when former South Australian premier the Hon. Mike Rann, CNZM, presented on the topic of future cities for the faculty's Zunz lecture series. The lecture was introduced by Lord Mayor of the City of Sydney Clover Moore, and John Tabart, Chief Executive Officer of the Barangaroo Delivery Authority, joined the discussion. The lecture looked at how we can create more liveable, environmentally sustainable and commercially vibrant cities and how to address local challenges to our cities.

In 2012, the faculty continued to support the widening access initiatives of the University by reaching out to high schools.

- > Two discovery days and two hands-on days for female students were held, with around 300 students attending each day. These days provided students with hands-on experience of various engineering and information technology activities with a view to generating an interest and an understanding of these disciplines.
- > Two teacher days were held: one in engineering, one in information technology. These professional development days assisted high school teachers in their teaching of these disciplines.
- > The faculty hosted the New South Wales final of F1 (Formula One) in Schools; where high school students were tasked with designing, testing and making miniature F1 cars.



From left: Natassha Mazic, Ellen Baker, Rob Rose, Jack Howard and Head of the School of Civil and Environmental Engineering, Professor Bijan Samali. PHOTO: LAURA WAIBEL/PEGAH JAFAREH

In October, the UTS Engineering Society, with support from the faculty and sponsorship from John Holland, held its annual Tower Building competition.

The aim of the competition was to build the tallest tower that can take the most load before collapsing. Entrants were provided with materials and given two hours to construct their towers.

The competition was open to all UTS students and engineering students from other universities, with the first prize going to Team SS2K, a team of UTS engineering students.

The dean's design award and the tallest tower award went to Team Bacon, made up of UTS engineering and science students (pictured).

In 2012

4

PhD graduates

2

students on
global exchange

\$2.74m

new external
research income

Teaching and learning

In September this year the faculty changed its name to the Faculty of Health (from the Faculty of Nursing, Midwifery and Health) to better position itself in the dynamic and constantly evolving health care environment. With this broader profile, the faculty took over the human movement programs from the UTS Business School.

A major priority for the faculty in 2012 was to support the UTS Widening Participation Strategy.

Working with the University's Equity and Diversity Unit, the faculty focused on improving access for Aboriginal and Torres Strait Islander students. A number of faculty staff participated in the Indigenous student learning support work with UTS's Jumbunna Indigenous House of Learning. The faculty also worked with the Equity and Diversity Unit on a pathways project to increase access to students from low socioeconomic backgrounds. Funding was received and a project manager was employed for this program.

The faculty commenced planning for a Bachelor of Health that will be designed in an 'away from base' mode. This program will be aimed at Aboriginal and Torres Strait Islander health and community workers who wish to increase their knowledge and understanding of primary health care and health promotion.

To further increase Indigenous participation, the faculty recruited an Indigenous nurse in 2012.

Continuous growth in Indigenous enrolments is forecast with 24 preferences received by the faculty in 2012, increasing to 47 preferences in 2013.

Supporting the UTS model of learning was also a focus for the faculty this year. International mobility is a key feature of the model and two students undertook global exchange and four students from Norway enrolled in the faculty's Bachelor of Nursing.

As faculty programs are reaccredited, they are reviewed to ensure that the key tenets of the UTS model of learning are embedded. In 2012 the Master of Health Services Management was reaccredited, and the Graduate Certificate in Child and Family Health, all midwifery programs and all sport and exercise programs were reviewed.

The faculty's graduate attributes project also progressed in 2012. Graduate attributes have now been developed for all child and family health, health services management, midwifery, and sports and exercise science programs.

The faculty continued to build on its best practice reputation in clinical simulation by offering students a technology-rich clinical education.

In March, the Hon. Tanya Plibersek, MP, Minister for Health opened UTS's \$4.8 million clinical laboratory facility: the largest nursing and midwifery education facility in New South Wales. The state-of-the-art laboratories feature nine simulated clinical settings and will accommodate more than 900 students each year.

Research

The faculty's Health Services and Practice is the largest research strength in the University's health futures research theme area. It is one of the highest output interdisciplinary research groups at UTS.

In the 2012 Excellence in Research for Australia (ERA) evaluations, the group rated '5' (well above world standard) in human movement and sports science, and nursing. In addition, 25 per cent of the leading Australian nurse authors are research leaders in the group.

The strategic research development approach of the faculty is underpinned by purposeful engagement across the health disciplines, including medicine. The faculty is a founding partner in the Health-Science Alliance collaboration, along with the Faculty of Medicine at the University of New South Wales.

Following on from the faculty's success in the ERA rankings, the faculty continued to implement a range of research initiatives to cement its reputation as a leader in the health field.

A faculty visitor program was introduced to create opportunities for international research collaborations. Seventeen visiting scholars from the fields of midwifery, nursing, cardiovascular and chronic care, and health services research were at the faculty in 2011-12.

Programs to assist staff in producing high-quality applications for external research funding were developed this year. As a result, external grant income increased.

Research outcomes for higher degree by research (HDR) students were also improved. On-time completion rates were 100 per cent owing to the allocation of HDR student funding for proofreading services. The HDR supervisor training program was also reviewed and redesigned this year.

Recognition of the research undertaken by the faculty's research staff, and their standing in the research community, was in evidence this year through a number of awards, grants and fellowships.

- > Associate Professor Robyn Gallagher won two prestigious nursing awards for her work in chronic illness self-management: the 2012 Nursing Affiliate Prize for Best Research from the Cardiac Society of Australia and New Zealand; and the American Heart Association Research Article of the Year (sponsored by the Council on Cardiovascular Nursing) for her article 'A randomised trial of a weight loss intervention for overweight and obese people diagnosed with coronary heart disease and/or type 2 diabetes' published in the *Annals of Behavioural Medicine*.
- > Professor Patricia Davidson was elected as a Fellow of the American Heart Association and inducted into the Sigma Theta Tau International Honor Society of Nursing's International Nurse Researcher Hall of Fame.
- > Professor Christine Duffield was inducted as a Fellow in the American Academy of Nursing.
- > Professor Jon Adams and colleagues at the University of Queensland and the Queensland University of Technology won an ARC Linkage Project, 'Pathways to and through palliative care: a sociological study of patient, carer and clinician experience at the end of life'.
- > Senior Research Fellow Sally Inglis won an OMR-CVRN (NSW Cardiovascular Research Network) Life Sciences Research Fellowship from the Heart Foundation to investigate the epidemiology of peripheral arterial disease.
- > Professor Caroline Homer was awarded two National Health and Medical Research Council projects: the only two awarded to UTS in 2012.
- > Professor Lynn Chenoweth is on a successful National Institute for Health Research grant (through the United Kingdom's National Health Service) 'Evaluating the effectiveness and cost effectiveness of Dementia Care Mapping to enable Person-centred Care Training for people with dementia and staff' led by Bradford University.
- > Adjunct Professor Pat Brodie was appointed a Member of the Order of Australia for her services to midwifery.



The Hon. Tanya Plibersek, MP, Minister for Health and faculty SPROUTS (student promotional representatives of UTS) launching the faculty's clinical laboratory in February.
PHOTO: ANNA ZHU

Engagement

In 2012, the Faculty of Health strengthened its links with its local partners in the community including St Vincent's Hospital, Sydney, and the South Western Sydney Local Health District.

The faculty also connected with the Aboriginal Medical Service of Western Sydney through the appointment of three of its staff members as honorary associates of the faculty. Senior Policy Officer Patricia Delaney, Senior Aboriginal Health Worker Joyce Davison and General Practitioner Dr Penelope Abbott, together with faculty staff from the Centre for Cardiovascular and Chronic Care, were awarded an Australian Research Council Linkage Grant to better understand the needs of Aboriginal families with children with a disability living in western Sydney.

Faculty staff sat on various national boards and committees this year; lending their expertise and leadership to bodies including the National Health and Medical Research Council Research Committee, the Heart Foundation (NSW) Board and the ERA research evaluation committee for medical and health sciences.

The faculty continued to hold forums and masterclasses throughout the year that featured local and international researchers and health professionals. These events provided an opportunity for health professionals to come together to share ideas and to network.

Beginning in October, the masterclasses focused on practice development and were presented by world leaders in this field, including Associate Professor Shannon Scott, University of Alberta, Canada; Professor Angie Titcher, Fontys University of Applied Sciences, Netherlands; Professor Brendan McCormack, University of Ulster, Northern Ireland; Professor Cynda Rushton, Johns Hopkins University, United States; and Professor Jan Dewing, Canterbury Christ Church University, United Kingdom.

The faculty's World Health Organization (WHO) Collaborating Centre, in association with the WHO in Papua New Guinea, continued its maternal and child health initiative this year. This AusAID-funded initiative aims to provide mentoring, competency development and evidence-based educational materials to midwifery educators in Papua New Guinea.

Australian Research Council-funded research projects

Doubly disadvantaged: harnessing elements of resilience and establishing information for systems change
Funding: \$184,936 (ARC Linkage Projects funding scheme, over four years)
Recipients: Professor Patricia Davidson, Dr Michelle DiGiacomo, Professor Rosemary Johnston

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

In 2012

4

PhD graduates

29

students on
global exchange

\$1.01m

new external
research income

Teaching and learning

The faculty appointed a new dean at the end of 2012. Professor Lesley Hitchens, currently Associate Dean (Research), will take up the position in February 2013. Former dean Professor Jill McKeough was appointed to the Australian Law Reform Commission in February as commissioner in charge of the copyright inquiry.

The faculty's longstanding practical legal training (PLT) program, which includes a practical experience work placement, was reviewed in 2012. After consultation with staff, a revised PLT program was implemented that more fully aligns with the requirements and demands of the legal profession. The program will now be available on and off campus so that students will be able to choose which delivery suits their learning style.

The faculty this year continued to integrate its graduate attributes into its undergraduate courses. These intellectual, professional and personal attributes are designed to provide graduates with the characteristics needed for a future career in the legal profession.

Further preparing our students for the workplace and building their skills beyond the academic curriculum, the Brennan Justice and Leadership Program was run again this year. The aim of the program is to strengthen the justice consciousness, idealism and sense of service that students bring to their studies and later professional work.

The program, named after Sir Gerard Brennan, AC, KBE, QC, former Chief Justice of the High Court of Australia and UTS Chancellor, consists of two main components: students attend lectures (internal and external) and discussion groups; and undertake voluntary service (in either a legal or non-legal context).

The faculty's four mentoring programs — peer mentoring, academic mentoring, international students mentoring and high achievers mentoring — also continued in 2012 with increased student participation.

Staff were provided with opportunities to participate in leadership programs this year, including small group workshops and individual coaching.

Research

The Faculty of Law achieved a 4 in the Excellence in Research for Australia 2012 evaluations; recognising the faculty's research as being above world standard (and above the national average for law (3.4)).

The faculty also achieved its highest Higher Education Research Data Collection (HERDC) result this year with a 66 per cent increase from last year. The HERDC comprises research income and research publications data.

The faculty's research and policy centre, Anti-Slavery Australia, continued its research into exploitative labour, forced marriage and organ trafficking. It also responded to government requests for opinion on the operation of current legislation and proposed amendments to the *Criminal Code Act 1995* (Cwlth) that would introduce new criminal offences of servitude, forced labour and forced marriage. With funding from the Attorney-General's Department, the centre also researched best practice approaches in web-based teaching and learning to develop an informative, engaging and accurate national online training resource about human trafficking and slavery in Australia.

Director of Anti-Slavery Australia Associate Professor Jennifer Burn was appointed to the New South Wales Inquiry into the Exploitation of Women through Trafficking.



Sir Gerard Brennan presents Brennan Justice and Leadership awards to Michael Shaw-Taylor (at left) and Nicholas Briggs (centre).

PHOTO: ANNA ZHU



At the faculty's annual Lawyers and Ethics Eminent Speaker Lecture in May this year.
From left: Professor Lesley Hitchens, Professor Benjamin Richardson and Dean Professor Jill McKeough.

PHOTO: SANDRA QUAN

Further strengthening the faculty's research standing was its ability to attract key international researchers.

Professor Benjamin Richardson from the University of British Columbia was the faculty's international distinguished visitor in 2012. Throughout his time at UTS Professor Richardson participated in two public events.

- > The Institute for Sustainable Futures held a panel discussion to consider the limits and opportunities of the law in adapting to climate change. Professor Richardson was joined on the panel by the Hon. Justice Brian Preston, Chief Judge of the Land and Environment Court of New South Wales, and Dr Jennifer Scott, Sustainability Program Leader at Ku-ring-gai Council.
- > Professor Richardson also delivered the faculty's Lawyers and Ethics Eminent Speaker Lecture on ethical investing and the governance of the financial economy.

In November the faculty hosted the visit of Professor Jane Ginsburg, Morton L. Janklow Professor of Literary and Artistic Property Law at Columbia Law School, and an internationally recognised expert in copyright law. The timing of Professor Ginsburg's visit coincided with the Australian Law Reform Commission's inquiry into copyright.

Professor Ginsburg took part in two events while at UTS.

- > An invitation-only academic roundtable discussion with Professor Jill McKeough and Professor Michael Fraser, Director of the Communications Law Centre, on copyright law and how it applies to new uses and technologies.
- > An evening seminar on the merits of fair dealing and fair use exceptions in copyright law with Professor Robert Burrell, Winthrop Professor at the University of Western Australia. The seminar was jointly hosted by the faculty, law firm Norton Rose and the Communications Law Centre.

The expertise of the faculty's researchers was also recognised this year. Professor Jenni Millbank was appointed a member of the National Intercountry Adoption Advisory Group, which advises the federal Attorney-General on intercountry adoption issues. The appointment commenced in April and is for two years.

The faculty's early career researchers also received recognition in 2012. Dr Charlotte Peever was awarded a UTS Early Career Researcher Grant for her work on the role of media in agenda setting, framing and development of international law.

Engagement

In September the faculty held its annual law careers networking evening to provide the opportunity for penultimate and final-year students to informally network with members of the profession and connect with potential employers. A number of bodies and organisations were represented, including Baker & McKenzie, Ernst & Young, the NSW Crown Solicitor's Office and Frederick Jordan Chambers.

The faculty held its inaugural alumni reunion in March. This was the first time law alumni came together to meet up with each other and former academics. The reunion was considered a great success and will become a regular event.

The faculty increased its efforts in 2012 to attract students from a low socioeconomic background and, in doing so, support the University's widening participation strategy. The faculty became involved in the UTS principals' recommendation scheme, which assists HSC students experiencing financial hardship to gain a place at UTS through the recommendation of their principal. The faculty also expanded the number of high schools in their outreach program. These initiatives saw an increase in the diversity of undergraduate students in 2012.

Australian Research Council-funded research projects

Open justice and open secrets: the cultural afterlife of criminal evidence

Funding: \$144,000 (ARC Discovery Projects funding scheme, over three years)

Recipient: Associate Professor Katherine Biber

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

In 2012

18

PhD graduates

3

students on
global exchange

\$10.2m

new external
research income

Teaching and learning

This year the faculty focused on improving students' potential and ability to move into their chosen career.

A new subject, Career Management for Scientists, was developed and introduced in Spring semester 2012. The subject's aim is to enable students to understand what employers want from science and mathematics graduates, and to equip them with both discipline-specific skills and appropriate graduate attributes.

The subject was developed with the help of the University's career service.

A teaching and learning development officer was appointed to work on the integration of graduate attributes into the curriculum. These graduate attributes, including an inquiry-oriented approach and innovative thinking, will help prepare the faculty's students for their future careers.

To further ensure maximum employment opportunities for graduates, 16 of the faculty's undergraduate courses were reaccredited. In addition, the Bachelor of Biomedical Science was reaccredited with the Australian Institute of Medical Scientists, which enables graduates to practise in medical labs in the United Kingdom and the United States. Currently, the Faculty of Science is the only Sydney-based science faculty with this accreditation.

The faculty continued to implement initiatives to attract students to study in priority areas, including applied chemistry, applied physics, environmental forensics, marine biology, mathematics and statistics, and nanotechnology. A mid-year intake for undergraduate courses in these areas was introduced, resulting in a small increase in enrolment numbers.

Research

In 2012, the faculty appointed a director of higher degree research programs to support and monitor the completion rates of the faculty's higher degree by research students. As a result, the faculty saw an increase in 2012 completion rates for PhD and master's by research students, with 18 and nine respectively.

The faculty's researchers received a number of awards this year. Professor Guoxiu Wang was awarded the 2012 NSW Science and Engineering Award in the renewable energy innovation category; and Professor Les Kirkup was awarded the UTS Medal for Teaching and Research Integration and Professor Peter Ralph was awarded for research leadership at the Vice-Chancellor's Awards for Research Excellence.

A number of appointments of world-renowned professors were made this year to enhance the research leadership of the faculty. Professor Jim Peacock, former Chief Scientist of Australia, was appointed joint CSIRO/UTS distinguished professor; Professor Graham Pyke joined the faculty as a distinguished professor in the



Professor Guoxiu Wang with New South Wales Deputy Premier Andrew Stoner, MP, at the 2012 NSW Science and Engineering Awards.

PHOTO: GEOFF AMBLER

School of Environment; Professor Louise Ryan, who held previous positions at CSIRO and Harvard University, was appointed distinguished professor in the School of Mathematical Sciences; plant molecular biologist Professor Liz Dennis was appointed distinguished professor; and American environmental scientist Professor Paul Ehrlich was made an adjunct professor.

The provision of state-of-the-art facilities for the faculty's researchers was also a priority this year. The Agilent 500MHz NMR is one of the most important and powerful tools available to chemists and biologists, and allows scientists to study the structure of molecules. The instrument, with its high-field superconducting magnet, can be used to identify unknown substances, determine arrangements of atoms in molecules and study the interactions of molecules in solution and solid state. Similar to technology used in medical MRI, this facility will provide tools required for high-quality research in chemistry, biology and forensics.

Launched late 2011, researchers utilised the next generation DeltaVision OMX Blaze super resolution imaging system throughout 2012. Housed in the faculty's Microbial Imaging Facility, the system is a world-first imaging system capable of capturing real-time interactions between microorganisms and living cells, allowing scientists to record dynamic events inside living cells at near-video rates.



Deputy Vice-Chancellor and Vice-President (Research) Professor Attila Brungs with Samantha Khoury. PHOTO: JOANNA SAAD

Science PhD student Samantha Khoury won the student category and the pitching excellence prize with her personalised prognostic tool for people living with oral cancer at this year's Trailblazer competition (held in conjunction with UTS's research commercialisation partner, UniQuest).

Students and research staff pitched their ideas to a panel of intellectual property and commercialisation experts for the opportunity to see their work commercialised.

Samantha's miLife Personalized cancer therapy assists doctors and patients in choosing the most appropriate therapy.

Samantha then went on to the national UniQuest 2012 Trailblazer final in September where she received a highly commended award.

Engagement

Four lectures were held as part of the faculty's UTS Science in Focus public lecture series. The series aims to showcase the latest scientific research being conducted by prominent faculty scientists, researchers and guest lecturers.

- > 'The fingerprint detection revolution: Looking at the past, present and future of fingerprints in crime investigations' by Chancellor's Postdoctoral Research Fellow Dr Xanthe Spindler.
- > 'Trace elements: As precious as gold for your health' by Dr Dominic Hare and Dr Blaine Roberts.
- > 'The future of science and technology at the nanoscale' presented by Professor Milos Toth and Associate Professor Mike Ford.
- > 'The end of growth' with Australian entrepreneur Dick Smith and Professor Paul Ehrlich.

The work of the faculty's researchers was also displayed to industry partners and the UTS community through the faculty's annual UTS Science Research Day. The focus this year was on relationships and collaborative opportunities with CSIRO.

The faculty continued its involvement in 2012 with the Ultimo Science Festival, with a program of events, talks, workshops and school sessions. UTS and the festival's other founding partners — the Powerhouse Museum, TAFE NSW's Ultimo campus and the Australian Broadcasting Corporation — have committed to running the festival for a further three years.

To further support the faculty's students in their future careers, three discipline-specific careers forums were held in 2012. Students heard from past graduates and industry representatives on what employers want and the options that are available to them as science graduates. The three forums — in environmental science and marine biology, physics and nanotechnology, and medical and biomedical science — were well attended and received.

Australian Research Council-funded research projects

The atlas of trace metals in the mouse brain: a new tool for neuroscientists
Funding: \$259,000 (ARC Linkage Projects funding scheme, over four years)
Recipients: Professor Philip Doble, Dr Dominic Hare

Bacterial detection and infection control using tethered membranes
Funding: \$331,000 (ARC Linkage Projects funding scheme, over four years)
Recipient: Dr Stella Valenzuela

Chip liquid chromatography-inductively coupled plasma-mass spectrometry: a new hyphenated microfluidic instrument for metallomics
Funding: \$210,000 (ARC Linkage Projects funding scheme, over four years)
Recipient: Professor Philip Doble

From sink to source: does microbial priming of degraded seagrasses contribute to global warming?
Funding: \$375,000 (ARC Discovery Early Career Researcher Award funding scheme, over three years)
Recipient: Dr Peter Macreadie

Putting stimulated Brillouin scattering to work: tailored optical-phononic interactions for onchip signal processing
Funding: \$400,000 (ARC Discovery Projects funding scheme, over three years)
Recipient: Dr Christopher Poulton

A research platform for exploring the genotype: phenotype nexus
Funding: \$650,000 (ARC Linkage Infrastructure, Equipment and Facilities funding scheme)
Recipients: Professor Elizabeth Harry, Professor Steven Djordjevic, Associate Professor Cynthia Whitchurch

The role of toxin biosynthesis for marine dinoflagellates — an evolutionary ecological approach
Funding: \$680,658 (ARC Future Fellowship, over five years)
Recipient: Dr Shauna Murray

A transportable containerised laboratory for rapid cell sorting and high-resolution bioimaging of living aquatic microbes in field locations
Funding: \$580,000 (ARC Linkage Infrastructure, Equipment and Facilities funding scheme)
Recipients: Dr Martina Doblin, Dr Justin Seymour, Professor Peter Ralph, Professor Vigneswaran Saravanamuthu, Associate Professor Cynthia Whitchurch, Dr Shauna Murray

Note: Australian Research Council-funded projects were awarded in 2012, commencing in 2013; except for ARC Linkage and ARC Future Fellowships, which commenced in 2012.

In 2012

7

PhD graduates
(enrolled)

\$489,091

new external
research income

Teaching and learning

The Master of Pharmacy (Coursework) took in its first cohort of students in 2012. There was significant demand for the course — with more than 300 applications received for the 60 places on offer — demonstrating the need for an innovative practice-based pharmacy program in Sydney.

The UTS model of practice-oriented learning has been applied to all facets of the Master of Pharmacy. In their first year, students were exposed to advanced technologies and new professional processes.

A purpose-built state-of-the-art pharmacy simulation laboratory was built, enabling students to have access to best practice facilities, including a \$250,000 robotic dispensing machine and a suite of commercial software. Learning was supported through technology such as video cameras with pan, tilt and zoom functions and recording devices for simulation; group study pods each with 46-inch LCD monitors; facilities for laptops; and virtual servers.

To complement the cutting edge technology on offer to students, the school continued to recruit experts in the pharmacy field.

Six specialist practitioner teachers, with specialisations in a range of pharmacy disciplines, were recruited this year, and workshops on emerging professional services were led by guest lecturers.

The school also formed partnerships with Alphapharm, one of Australia's largest manufacturers of generic medicines; Blackmores, one of Australia's leading natural health brands; and Canadian pharmaceutical company Apotex, who will contribute to the Molecule to Market subject.

Of further benefit to students in 2012 was the establishment of a mentoring program to prepare them for their chosen career path. Each student met with their mentor twice during the year in both a group and individual setting.

To embed the philosophy and educational approach of the school, a content management system (CMS) was created for quality assurance purposes. The CMS has been designed to align learning outcomes and activities, course content, accreditation requirements, professional competencies and graduate attributes, and assessments. Phase one of the CMS was completed this year.

Feedback on the Master of Pharmacy was sought from students and staff. Its first year has been considered a very successful year for the Graduate School of Health, with high student and staff satisfaction and positive feedback received from both groups.

Research

A main focus of the school this year was to increase the number of higher degree by research students and research assistants. Seven PhD students, three master's by research students, one full-time research assistant and four fractional-time project officers joined the school.

To encourage students to move into research the school offered the opportunity to two outstanding coursework students to work on current research projects.

To further increase the research capacity and activities of the school a number of visiting fellows, clinical fellows, visiting scholars, industry and government associates, and international speakers were appointed.

The school worked closely with other faculties and the University's Research and Innovation Office to consult on research strategy, areas of opportunity and internal and external research collaborations to build the research profile of the school.

One of the outcomes of these consultations was the submission of several research grants, including the UTS Early Career Researcher Grant, which was awarded to senior lecturer Dr Fabio Sonvico. Dr Sonvico plans to use the grant to develop treatment for asbestos-related cancerous tumours, mesotheliomas.

In an Australian first, the school produced the UTS: Pharmacy Barometer.



UTS: Pharmacy students at the inaugural dinner.

PHOTO: ANNA ZHU

In partnership with market research company Cegedim Strategic Data, the barometer aims to provide the pharmacy profession with independent qualitative and quantitative research on the perceptions, attitudes, knowledge, experiences and behaviours of community pharmacists. The first report was issued in October and purchased by a range of industry stakeholders. The report will be compiled and released every six months.

Engagement

The Graduate School of Health strengthened links with key professional, industry and government bodies through its National Academic Advisory Committee this year. The committee's membership includes Chair Warwick Plunkett, Pharmaceutical Society of Australia board member; the Director of Pharmacy at the Children's Hospital Westmead; the Chief Executive Officer of Medibank Private; the Principal Pharmacy Advisor with the Department of Health and Ageing; the

Pharmaceutical Advisor for the Australian Commission on Safety and Quality in Health Care; principal consultants, managing directors and representatives from pharmaceutical companies; and pharmacy owners and managers.

To ensure that the school's programs are relevant to the current and future needs of the pharmacy profession, the committee met twice this year to provide strategic advice across a range of issues, including the curriculum, research and direction of the school.

In November, following the second advisory meeting, the committee joined the University's Senior Deputy Vice-Chancellor and Senior Vice-President Professor Peter Booth, and other key leaders in health, for the school's first UTS: Pharmacy Leadership Lunch. The leadership lunch, hosted by Deloitte, brought together leaders in health to discuss pertinent issues of major strategic relevance to the future of pharmacy and health in Australia.

To further engage the professions and to celebrate innovation in pharmacy, the Graduate School of Health established the Innovative Pharmacist of the Year. The award, sponsored by AstraZeneca, Australia's largest manufacturer of pharmaceuticals, recognises an individual or team who is a leader in innovation in pharmacy.

The 2012 medal was awarded to David Dixon of Goldfields Fullife Pharmacy in Gympie, Queensland, for his introduction of a highly successful sleep management service, which returned over \$250,000 in revenue in its first year. David also received \$5000 towards further professional development and the opportunity to present a lecture on his innovative work at a major Australian conference.

The award was presented at the inaugural UTS: Pharmacy dinner in October, which was attended by over 200 pharmacy professionals and provided an opportunity for current students to meet professionals from community and hospital pharmacies, industry, consulting and government.



Innovative Pharmacist of the Year David Dixon (centre) with Senior Deputy Vice-Chancellor and Senior Vice-President Professor Peter Booth (at left) and AstraZeneca Australia and New Zealand Managing Director Mark Fladrich.

PHOTO: ANNA ZHU

STUDENTS



BUiLD students Angelica Casado, Rajul Joshi and Jasmine Zhao at the annual thank-you ceremony hosted by Deputy Vice-Chancellor and Vice-President (International and Development) Professor William Purcell.

PHOTO: JOHN FEI

In 2012, one of UTS's top 10 strategic priorities was to increase the workplace and career success of its graduates. One of our major responsibilities as a university is to prepare our students for their future careers; not only through the provision of high-quality courses but also through the development of skills and attributes that are essential for today's workplaces.

This year UTS offered students a range of programs to expand their personal skills and development.

Our Student Services Unit piloted an extracurricular program designed to improve students' employability. The UTS Accomplish Award recognises and rewards students' extracurricular activities and helps them to market themselves to prospective employers.

Over the course of two semesters, students completed workshops on resume writing, interview techniques, networking and communication skills, as well as 100 hours of employment activities, including paid work, internships and volunteering. At the end of the program, students attended a trial interview with an employer who provided direct feedback on their skills and presentation.

Over 100 students registered for the award this year and positive feedback was received from participating students and employers. The program will be expanded in 2013.

To further prepare our students for the workplace, UTS offered a number of leadership programs this year.

The University's international leadership program BUiLD continued in 2012 with an increase in participation rates (over 1700 students compared to 1300 in 2011). BUiLD enables students to expand on the academic curriculum of their degree and develop their international leadership skills with seminars, guest lectures, international relations events and networking sessions, as well as the opportunity to undertake internships, global community projects or study overseas. BUiLD experiences provide students with the knowledge and skills to participate in a global workplace.

Some of the programs undertaken in 2012 were Marketing Bollywood in India and Changemakers in Vietnam. Marketing Bollywood was a two-week program centred within the Indian film industry (the largest in the world) and offered students the opportunity to step on set and get involved in marketing an upcoming Bollywood release. Changemakers in Vietnam was another two-week program that focused on social entrepreneurship in Vietnam, from Hanoi to Ho Chi Minh City. The program included site visits to companies, visits to social enterprises and meetings with social enterprise staff to gain an understanding of social enterprise business models in Vietnam.

10 new bilateral exchange agreements signed

UTS: SOUL program with a focus on community and volunteering

\$3.2 million in funding for widening access for students



BUiLD student Sophie Hill with her grade 2 English class displaying their finished work on Australian animals.

In partnership with Volunteer Maldives, UTS BUiLD students have the opportunity to participate in a three-week community development project on the remote Komandoo Island in the Maldives.

PHOTO: PRU CHEESEMAN

BUiLD also committed to increasing the participation of Aboriginal and Torres Strait Islander students in international experiences this year. The inaugural international experience program was developed in collaboration with UTS's Jumbunna Indigenous House of Learning. The program was designed to foster the exploration of the Maori culture, Te Tiriti o Waitangi (the Treaty of Waitangi), and New Zealand Indigenous education. BUiLD provided \$25,000 to fully fund the six Indigenous students who participated in the program in 2012.

A new leadership program, with a focus on the local community and volunteering, was launched in March. UTS: SOUL — Social Outcomes through University Leadership — comprises a core program of leadership training through seminars, lectures, information evenings and discussion groups, followed by the opportunity to apply the skills learnt with a placement in a community or not-for-profit organisation. More than 200 students signed up to this new program, with 70 students volunteering regularly.

Support for students

The Higher Education Language and Presentation Support (HELPS) service was introduced in 2012. This service was established to provide English language and general academic literacy support to students and ensure more timely support for students requiring language support. Students were able to receive personal attention and attend daily workshops, receive assignment advice, attend a writing clinic and access self-help learning resources.

More than 2100 students made use of HELPS throughout the year (with 80 per cent of students being international students). There were over 1850 drop-in consultations, over 800 extended individual consultations, over 3000 workshop and writing clinic attendances, and more than 1600 attendances at conversation sessions.

Widening access

The University continued to implement the UTS Widening Participation Strategy (WPS) this year. This strategy reflects our strong commitment to the federal government's two primary equity targets of 20 per cent of Australian domestic undergraduate students to be from low socioeconomic status (low SES) backgrounds by 2020; and by 2025 for 40 per cent of people aged 25–34 to hold an undergraduate degree.

In 2012, UTS received a further \$3.2 million in funding from the federal government's Higher Education Participation and Partnerships Program to support the 56 projects that came under the WPS. The strategy has four integrated themes — building aspiration, widening access, retention and success, inclusive community — with a number of projects under each theme.

Building aspiration

> Faculties and units across UTS participated in the delivery of the U@Uni school outreach program, which is managed by the University's Equity and Diversity Unit. This program involved an integrated suite of activities, including on and off campus events, a summer school, hands on science days, UTS Gallery workshops, legal studies workshops and social inclusion pathways for refugee youth.

> Key U@Uni outcomes included:

- > five U@Uni summer schools, with 120 year 11 students, including nine Indigenous students, from south western Sydney. This program involved attendance at a two-week on-campus event and participation in a series of follow-up activities throughout years 11 and 12.
- > the UTS HSC tutorial program that assisted 60 high school students with after-school tutoring sessions
- > some year 12 students from south western Sydney who were supported to attend HSC exam preparatory workshops held at UTS.



Peer mentor Susanne Heuberger with two students at a HELPS drop-in session.

PHOTO: TUAN NGUYEN

As well as these internal projects, UTS also contributed to the Bridges to Higher Education initiative. This initiative is a collaborative project between UTS, Macquarie University, the University of Western Sydney, the University of Sydney and the Australian Catholic University to improve the participation of students previously underrepresented in higher education. The project was launched by the Minister for Tertiary Education, Skills, Science and Research, Senator the Hon. Chris Evans in early 2012 at Fairfield High School.

Under the project, a number of programs and activities were developed in 2012.

- > Professional development training was provided to teachers on using connected classroom technology in schools.
- > An online, curriculum-linked technology and science program for year 9 students and teachers was piloted.
- > In partnership with the Universities Admissions Centre, there was consultation to inform the development of a comprehensive web resource to improve access to higher education for mature age students and other targeted cohorts.
- > A campus visits program for parents of primary and high school students from south western and western Sydney to provide general information about the value of higher education and the various pathways to university.
- > Filming and production of two aspiration-building documentary series, *Models of Achievement* and *Enquiring Minds*, to be broadcast across all national community television stations.

Widening access

- > The UTS principals' recommendation scheme (PRS) offered 102 places to HSC students who demonstrated financial disadvantage and who were admitted to UTS on the basis of potential as recognised by their school rather than their Australian Tertiary Admission Rank.
- > Through the Student Services Unit, a program to provide individual learning plans and/or case management to PRS students was trialled. Twenty-one students participated in this program to support their transition to UTS. This pilot is the basis for an academic support program for PRS students in 2013.



Students participating in UTS Accomplish Award workshops.

PHOTO: VLADIMIR KRAVCHENKO

- > In 2012, 865 students enrolled through the inpUTS educational access scheme, representing 15 per cent of total admissions. This was an increase of 1.4 per cent from 2011.
- > The faculties of Arts and Social Sciences, and Health, initiated widening access projects to develop pathways for low SES students.
- > Links were established with TAFE NSW and targeted TAFE institutes to increase the number of articulation arrangements and identify new pathways into UTS courses.

Retention and success

- > The first-year experience program continued to enhance the experiences of first-year students across UTS.
- > The Student Services Unit helped low SES students fulfil course-related computing requirements by providing laptops and desktops, training recipient students in their use, covering data plan costs, providing internet access for remote low SES students and providing laptop loans to low SES students with a disability.
- > The UTS Library held a series of events celebrating the National Year of Reading and programs to encourage literacy and library use to assist with study.
- > UTS offered diversity access scholarships to 460 students from low SES backgrounds in 2012, for amounts between \$600 to \$2500 a semester. Five Vice-Chancellor's Merit Scholarships, valued at \$12,500 and awarded annually, are also offered to high-achieving students experiencing financial disadvantage.

Inclusive community

- > The AccessAbility website, a student-led project, continued to help students with disabilities make the most of their time at UTS.

Reaching out to Indigenous students

In support of the UTS Indigenous Education Strategy 2011–2014, the University continued to work this year to increase enrolment of Aboriginal and Torres Strait Islander students.

Through its Jumbunna Indigenous House of Learning, a range of outreach events took place in 2012, including:

- > 80 careers and jobs markets across New South Wales
- > over 45 public school visits across the Sydney basin
- > 15 visits to independent schools (who support Australian Indigenous Education Foundation scholarship recipients)
- > participation in Australian Indigenous Mentoring Experience sessions at UTS
- > involvement with Indigenous and non-Indigenous community organisations and government departments such as the NSW Aboriginal Education Consultative Group and creative writing centre, the Sydney Story Factory.

Jumbunna also developed a suite of alternative entry pathways for Aboriginal and Torres Strait Islander students to access UTS undergraduate programs.

The suite encompasses four pathways to UTS: entry through the Universities Admissions Centre; a direct entry program

through Jumbunna; a pathway program through INSEARCH; and, launching in 2013, Jumbunna's UNISTART, where students will study faculty-based elective subjects to gain credit towards their degree of choice, as well as core UNISTART subjects.

Support for our existing Aboriginal and Torres Strait Islander students was also a focus in 2012, in particular the placement of students into external cadetships and internships. Twenty-six students undertook cadetships this year, while four students went on a professional work experience placement.

Improving the student experience

The *Higher Education Legislation Amendment (Student Services and Amenities) Act 2011* (Cwlth) was passed by the federal parliament in 2011. As a result, UTS introduced a student services and amenities fee this year. The fee is gradually being phased in across all student cohorts from 2012, with Commonwealth-supported students paying the fee this year. The additional revenue generated by this fee contributed to the provision of amenities and non-academic services for students, including career advice, counselling, financial advice, student advocacy, and sport and recreational activities.

Improvements were made to the University's online enrolment system to enhance students' experience in this area. Access to the system was staggered by faculty and the capacity for logins at any one time was increased. These steps resulted in no outages throughout the enrolment period, which led to a 95 per cent reduction in the number of inquiries and complaints.

The Student Administration Unit also monitored and reported daily on the performance of all systems, enrolled numbers and student feedback to ensure a high level of service was provided to all students. Regular updates were also provided to staff members at our student centres to ensure that all staff were well informed and able to handle all queries.

International experiences

UTS strives to provide the opportunity for its students to gain some international experience throughout their study. Students are able to go on a global exchange; study a combined degree in international studies, with study in the country of their major; or participate in the international leadership program, BUiLD (discussed earlier in this section).

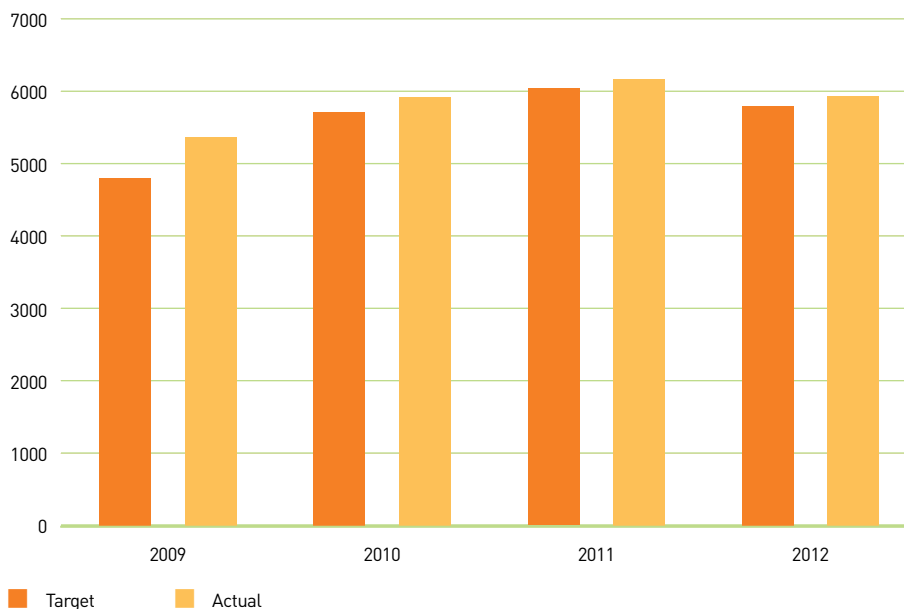
In 2012, there was a 21 per cent overall growth in student mobility (in comparison to 2011), as well as growth in each type of international experience. Global exchange increased from 250 to 273 students (an eight per cent increase over 2011), enrolment in the combined international studies degree increased from 169 to 194 students (a 14 per cent increase over 2011), and BUiLD and other short-term internationalisation experiences grew from 203 to 290 experiences (a 42 per cent increase).

In 2012, UTS International worked to increase the awareness of global exchange and streamline the application process. A record number of students (more than 700) attended information sessions on global exchange for Autumn semester 2013. A new information management system was implemented to provide better online information for students to choose their partner destination and an easier online application process.

In-country study and global exchange programs are heavily weighted to traditional destinations, with 80 per cent of students travelling to Europe and the United States. However, this year we continued to see growth in exchanges and experiences in Asia, largely as a result of students undertaking a BUiLD activity in Asia and then returning to Asia on global exchange.

Throughout the year, 10 new bilateral exchange agreements were signed, with 22 across the globe in negotiation stage. By the end of 2012, UTS was working with nearly 200 partner universities around the world (refer to pages 52–53).

Inbound international students (EFTSL¹)



1. Equivalent full-time student load.

International students

In Autumn semester this year the majority of our international students came from China, Vietnam, South Korea and India; and in Spring semester they came from China, India, Vietnam and Saudi Arabia. We saw slight increases in the diversity of students this year, with increasing numbers of students from Iran, Pakistan, Burma and Sri Lanka. Student numbers from Europe, while small, continued to be stable, helping to maintain our student diversity.

To help attract a diverse range of students we enhanced our presence in a number of countries. In 2012, our in-country officers in Indonesia and Vietnam attended recruitment events in a wider range of cities, took part in school recruitment activities and maintained contact with the agency network. In-country officers were also able to support agents with application and assessment issues. A part-time in-country officer was appointed for Europe to maintain regular contact with partner universities and the agency network. This has resulted in a stronger profile and presence in the European market.

This year we also enhanced our support for international students from offer of enrolment and arrival through their time at UTS.

All students were provided with a pre-departure guidebook (including digital friendly versions) and given access to pre-arrival videos showing the arrival process in Sydney, including how to clear customs, getting to UTS by public transport and showcasing study and learning spaces at UTS. A free airport shuttle service was also offered for the first time this year. Our Facebook page was implemented to connect students to the UTS community prior to arrival and to continue engagement while at UTS. In its first year, the page gained over 2400 likes and generated interaction by 120 students a day.

UTS's Community Connections program continued this year with a number of events to improve the experience of international students. Events in 2012 included a harbour cruise, a Sydney nightlife tour, and participation in community events such as City2Surf and Sculpture by the Sea.

A further initiative in 2012 was the launch of Community BUILDers: a unique leadership initiative designed to connect Australian students with international students through volunteering. Students took part in five workshops with their UTS peers to learn more about Sydney's social landscape and how to take local action. They learnt about areas of community need and worked on community projects; so as to feel a part of the local community.

UTS Union

This year, the UTS Union expanded its range of programs, activities and clubs to result in a 35 per cent increase in student engagement (compared to 2011).

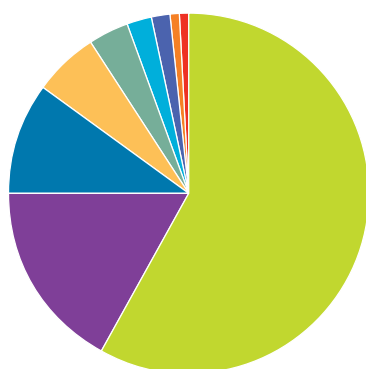
UTS now has 129 Union-affiliated clubs (up from 116), with participation from over 16,000 students.

New initiatives this year included the introduction of an arts week and an ice rink as a part of Winterfest.

Union-affiliated club Backstage won the crowd favourite Sydney Fringe Award at the Sydney Fringe Festival 2012 for their musical comedy *The Atheist's Guide to the Galaxy*.

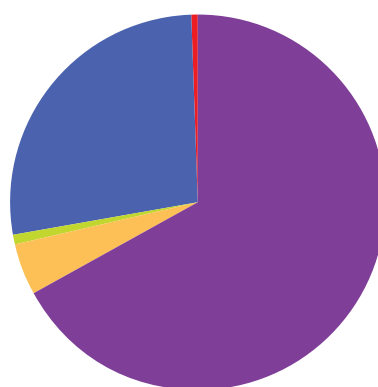
We also had success at the London 2012 Summer Olympics. Three students, four alumni and four club members participated, with current business student Lucinda Whitty and alumna Nina Curtis winning silver in the women's match race sailing and alumnus James Chapman winning silver in the men's coxless four event.

Overseas EFTSL¹ by country of origin (%)



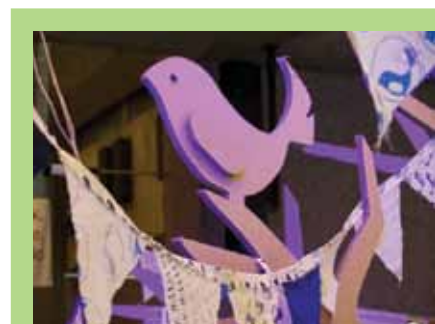
North East Asia	(58.1)
South East Asia	(17.0)
Southern and Central Asia	(10)
North Africa and the Middle East	(5.8)
North-West Europe	(3.7)
Americas	(2.3)
Southern and Eastern Europe	(1.7)
Sub-Saharan Africa	(0.8)
Oceania and Antarctica	(0.6)

Student EFTSL¹ by home residence (%)



Sydney metropolitan	(66.98)
New South Wales country	(4.55)
Interstate	(0.94)
Overseas	(27.24)
No information	(0.29)

1. Equivalent full-time student load.



DESIGN: JEANETTE DELZIO, JENNA ROBINSON, MEAGAN ADAMS, MONICA PEN, JULIE FLESTADO, SHAWN YOUNG KIM, CATHERINE LAO AND ANA-CLARISE RUEDA.

In November, the UTS Students' Association won an International Green Gown Award for their weekly pop-up Bluebird Brekkie Bar. The awards, run by the UK-based Environmental Association for Universities and Colleges, recognise best practice in sustainability.

Earlier in the year, the Bluebird Brekkie Bar won the Australasian Campuses Towards Sustainability Green Gown Award in the student initiatives and campaigns category.

The bar, a free service provided by the Students' Association, provided free muesli, coffee, fruit and toast from local producers to at least 1000 students a week, and was staffed by UTS students.

Global exchange

The UTS global exchange program allows our students to study overseas for one or two semesters at a UTS partner university in Asia, Europe or the Americas. Students are given the opportunity to gain intercultural knowledge, skills and an experience in another country.



ARGENTINA

Buenos Aires: Pontificia Universidad Católica Argentina, Santa María de los Buenos Aires
Mendoza: Universidad Nacional de Cuyo

AUSTRIA

Dornbirn: Fachhochschule Vorarlberg
Innsbruck: MCI – Management Center Innsbruck
Wien: Akademie der Bildenden Künste Wien
Wien: Wirtschaftsuniversität Wien

BRAZIL

Pontificia Universidade Católica Do Paraná

CANADA

Montréal: Ecole des Hautes Etudes Commerciales (HEC) de Montréal
Ottawa: University of Ottawa
Quebec City: Université Laval
Regina: University of Regina
Toronto: Ryerson University
Waterloo: University of Waterloo

CHILE

Concepción: Universidad Católica de la Santísima Concepción
Santiago: Pontificia Universidad Católica de Chile
Universidad Tecnológica Metropolitana (UTEM)
Viña del Mar: Universidad Adolfo Ibáñez

CHINA

Beijing: Beijing Institute of Technology
Ningbo: University of Nottingham Ningbo, China
Shanghai: Shanghai University
Taiyuan: Shanxi University
Wuhan: Huazhong University of Science and Technology

COLOMBIA

Bogotá: Pontificia Universidad Javeriana
Bogotá: Universidad de Los Andes
Chía: Universidad de La Sabana

DENMARK

Aalborg: Aalborg Universitet
Århus: Århus Universitet
Århus: Arkitektskolen i Århus
Århus: Danmarks Medie- og Journalisthøjskole
Århus: Handelshøjskolen i Århus
Business Academy Southwest
København: Københavns Universitet
Lyngby: Danmarks Tekniske Universitet

FINLAND

Espoo: Aalto-yliopisto
Helsinki: Helsingin Yliopisto

FRANCE

Amiens: Groupe Sup de Co Amiens Picardie
Caen: Université de Caen Basse-Normandie

Evry: TELECOM SudParis

La Rochelle: Ecole Supérieure de Commerce de la Rochelle
Lyon: Université Lumière Lyon
Marseille: Université de Provence-Aix-Marseille
Nantes: L'Ecole de Design Nantes Atlantique
Paris: ECE Paris – Ecole d'ingénieurs (Ecole Centrale d'Electronique)
Paris: Ecole Supérieure de Gestion
Paris: Université Paris Dauphine
Pessac: Université Michel de Montaigne – Bordeaux
Poitiers: Université de Poitiers
Reims: Ecole Supérieure de Commerce de Reims
Reims: Université de Reims Champagne-Ardenne
Rennes: Université de Haute-Bretagne (Rennes II)
Sophia Antipolis: Skema Business School
Strasbourg: Université de Strasbourg
Toulouse: BEM, Bordeaux Ecole de Management
Toulon: Université du Sud Toulon-Var
Toulouse: Ecole Nationale Supérieure d'Architecture de Toulouse
Toulouse: Groupe École Supérieure de Commerce (ESC) de Toulouse
Troyes: Université de Technologie de Troyes

GERMANY

Aachen: Fachhochschule Aachen
Berlin: Hochschule für Technik und Wirtschaft Berlin
Berlin: Technische Universität Berlin
Frankfurt am Main: Frankfurt School of Finance & Management
Göttingen: Georg-August-Universität Göttingen
Hamburg: Universität Hamburg
Karlsruhe: Fachhochschule Karlsruhe Hochschule für Technik
Karlsruhe: Karlsruher Institut für Technologie
Konstanz: Universität Konstanz
Mannheim: Universität Mannheim
Oestrich-Winkel: European Business School
Potsdam: Universität Potsdam
Regensburg: Universität Regensburg
Saarbrücken: Universität des Saarlandes
Schwäbisch-Gmünd: Hochschule für Gestaltung Schwäbisch Gmünd
Stuttgart: Universität Stuttgart
Tübingen: Eberhard Karls Universität Tübingen
Vallendar: WHU – Otto Beisheim School of Management
Wismar: Hochschule Wismar, University of Applied Sciences

HONG KONG

City University of Hong Kong
Hong Kong Baptist University
The Hong Kong Polytechnic University

HUNGARY

Budapest University of Technology and Economics

INDIA

Chennai: Anna University

IRELAND

Dublin: Dublin City University

ISRAEL

Haifa: Technion – Israel Institute of Technology

ITALY

Bergamo: Università degli Studi di Bergamo
Bologna: Università degli Studi di Bologna 'Alma Mater Studiorum'
Genova: Università degli Studi di Genova
Lecce: Università del Salento (Former name Università degli studi di Lecce)
Milano: Libera Università di Lingue e Comunicazione 'IULM' di Milano
Milano: Politecnico di Milano
Milano: Università Cattolica del Sacro Cuore – Milano
Milano: Università Commerciale 'Luigi Bocconi' di Milano
Modena: Università degli Studi di Modena e Reggio Emilia



Torino: Politecnico di Torino
 Torino: Università degli Studi di Torino
 Trieste: Università degli Studi di Trieste

JAPAN

Fukuoka: Kyushu University
 Gifu: Gifu University
 Hirakata: Kansai Gaidai University
 Ibaraki: Ibaraki University
 Kagoshima: Kagoshima University
 Kanazawa: Kanazawa University
 Kitakyushu: Kyushu Institute of Technology
 Kyoto: Kyoto University of Foreign Studies
 Machida: J. F. Oberlin University
 Nagoya: Nagoya Institute of Technology
 Naha: Okinawa University
 Niigata: Niigata University
 Saga University
 Saitama: Saitama University
 Sakai: Osaka Prefecture University
 Sapporo: Hokkaido University of Education
 Sapporo: Sapporo University
 Tokyo: Nishogakusha University
 Tokyo: Tokyo Institute of Technology
 Yamaguchi: Yamaguchi University
 Yamanashi: Yamanashi University
 Yokohama: Yokohama National University

KUWAIT

Kuwait City: Kuwait University

MALAYSIA

Penang: Universiti Sains Malaysia

MEXICO

Guadalajara: Universidad de Guadalajara
 Mexico City: Universidad Nacional Autónoma de México
 Monterrey: Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)
 Puebla: Universidad de las Américas Puebla (UDLA)
 Xalapa: Universidad Veracruzana

NETHERLANDS

Amsterdam: Universiteit van Amsterdam
 Delft: Technische Universiteit Delft
 Eindhoven: Technische Universiteit Eindhoven
 Maastricht: Maastricht University
 Rotterdam: Erasmus Universiteit Rotterdam
 Tilburg: Universiteit van Tilburg

NEW CALEDONIA

Nouméa: Université de la Nouvelle-Calédonie

PERU

Lima: Pontificia Universidad Católica del Perú

PHILIPPINES

Manila: Ateneo de Manila University

PORTUGAL

Lisboa: Universidade Nova de Lisboa

SINGAPORE

Singapore: Nanyang Technological University

SOUTH KOREA

Seoul: Korea University
 Seoul: Sogang University
 Seoul: Yonsei University

SPAIN

Barcelona: Escola Universitaria d'Hoteleria i Turisme CETT (Universitat de Barcelona)
 Barcelona: Universitat Autònoma de Barcelona
 Barcelona: Universitat Politècnica de Catalunya
 Barcelona: Universitat Pompeu Fabra
 Granada: Universidad de Granada
 Logroño: Universidad de la Rioja
 Madrid: Universidad 'Alfonso X El Sabio'
 Madrid: Universidad Antonio de Nebrija
 Madrid: Universidad Carlos III de Madrid
 Madrid: Universidad Pontificia Comillas de Madrid
 Málaga: Universidad de Málaga
 Pamplona: Universidad de Navarra
 Pamplona: Universidad Pública de Navarra
 Santander: Universidad de Cantabria
 Segovia: IE Universidad
 Sevilla: Universidad de Sevilla

SWEDEN

Falun and Borlänge (twin campus): Högskolan Dalarna
 Jönköping: Högskolan i Jönköping
 Linköping: Linköpings universitet

Stockholm: Kungliga Tekniska högskolan (KTH)
 Stockholm: Stockholms universitet
 Uppsala: Uppsala universitet

SWITZERLAND

Bern: Universität Bern
 Fribourg: Université de Fribourg
 Lausanne: Université de Lausanne
 Lugano: Università della Svizzera italiana
 Neuchâtel: Université de Neuchâtel
 Winterthur: Zurcher Hochschule für Angewandte Wissenschaften (ZHAW)
 Zürich: Universität Zürich

TAIWAN

Taipei: National Taiwan Normal University
 Taipei: National Taipei College of Business

THAILAND

Bangkok: Chulalongkorn University
 Bangkok: King Mongkut's University of Technology Thonburi

TURKEY

Istanbul: Koc University

UK

Bath: Bath Spa University
 Glasgow: Glasgow School of Art
 Glasgow: University of Stathclyde
 London: City University London
 London: European Business School (EBS)
 London: Regent's College

London: University of Westminster
 Loughborough: Loughborough University
 Maidstone: University College for the Creative Arts at Canterbury, Epsom, Farnham, Maidstone and Rochester
 Manchester: Manchester Metropolitan University
 Norwich: University of East Anglia
 Nottingham: Nottingham Trent University
 Oxford: Oxford Brookes University

USA

Arizona: Northern Arizona University
 Austin: University of Texas at Austin
 Coral Gables: University of Miami
 Corvallis: Oregon State University
 El Paso: University of Texas at El Paso
 Honolulu: University of Hawaii at Manoa
 New Paltz: State University of New York at New Paltz
 New York City: Pace University
 Potsdam: Clarkson University
 Sacramento: California State University, Sacramento
 San Diego: San Diego State University
 San Francisco: San Francisco State University
 Tucson: University of Arizona
 Varies: University of North Carolina Exchange Program (UNCEP)

STAFF



UTS staff (from left: Rachael Quigley, Izanda Ford and Yara Ryan) in a game of wheelchair basketball with athlete Michael Auprince from Wheelchair Sports NSW.

PHOTO: LAURA ARANGO, UTS: SOUL AWARD

UTS conducted its third staff survey over a two-week period in May this year. Ninety per cent of continuing and fixed-term staff responded to the survey, with responses from an additional 530 casual staff.

The results of the survey indicated that UTS has made steady progress since the last survey in 2009. Staff engagement continued to be strong at 75 per cent (compared with 74 per cent in 2009) and satisfaction increased across most key indicators, with substantial improvements in the areas of involvement (up by 10 per cent), facilities (up by seven per cent) and workload (also up by seven per cent): areas where we focused on making improvements.

We scored highly in:

- > role clarity (84 per cent)
- > teamwork (83 per cent)
- > job satisfaction (82 per cent)
- > vision and values (80 per cent), and
- > the Campus Master Plan (80 per cent).

Two main areas for improvement were identified: career development opportunities and cross-unit cooperation, which both scored only 42 per cent. Encouragingly, these two areas improved from the 2009 survey (career development up by two per cent and cross-unit cooperation up by five per cent).

We were also able to benchmark our results against 40 other universities, and seven areas were identified where we scored 10 per cent or higher, including the way we engage with industry and the professions (19 per cent higher), change and innovation (14 per cent higher), recruitment and selection (14 per cent higher) and cross-unit cooperation (16 per cent higher). The higher education sector does not tend to rank well in career development or cross-unit cooperation. UTS performed well in these areas against external benchmarks, however, the University will continue to work on making improvements in these areas.

The survey was hosted by Macquarie Voice Project.

90 per cent of staff responded to staff survey

New childcare and carers support fund

11 staff awarded career and professional development awards

Development and support

One area identified for improvement in the staff survey was opportunities for career development. With this in mind, the Human Resources Unit continued its work on developing its academic career framework, with particular attention being paid to defining arrangements for education-focused academic roles. These arrangements are being developed in recognition of the need to provide career structures that allow academic staff to specialise in particular aspects of academic work.

This work also supports the University's top 10 strategic priority to attract, engage and retain talented academic and professional staff.

Staff development was also a focus in 2012. The leading academics program continued, and four creating the context for leadership foundation programs were held, along with seven specialist workshops, four masterclasses delivered by members of the senior executive and individual development conversations with academic leader participants. A number of coaching and mentoring arrangements were also put in place. A pilot leadership foundation program was also developed and delivered this year for support staff directors.

A major improvement to support staff development was the launch of the University's online learning management system in August. The system allows staff to search, browse and enrol in a range of professional development courses. As of

mid-October, more than 50 courses were available and more than 100 classes had been established, with 1276 enrolments.

Progress was made on the implementation of the University's new iRecruitment system. The new system will remove paper, automate workflows and integrate our recruitment process with payroll; allow managers to view the process and have easy access to candidate applications; and enable a candidate experience in line with best practice organisations. The new system is expected to commence in 2013.

In light of the above, and in accordance with the University's annual review schedule and commitment to continuous improvement, several human resources policies, directives and guidelines were reviewed and revised this year. These included the:

- > Academic Promotion Vice-Chancellor's Directive
- > Annual Leave Guidelines
- > Fieldwork Guidelines
- > First Aid Guidelines
- > Fixed-term Employment Guidelines
- > Health and Safety Policy
- > Health and Safety Responsibilities Vice-Chancellor's Directive
- > Honorary Appointments Vice-Chancellor's Directive
- > Long Service Leave Guidelines
- > Progression of Academic Staff — Level A to B Guidelines

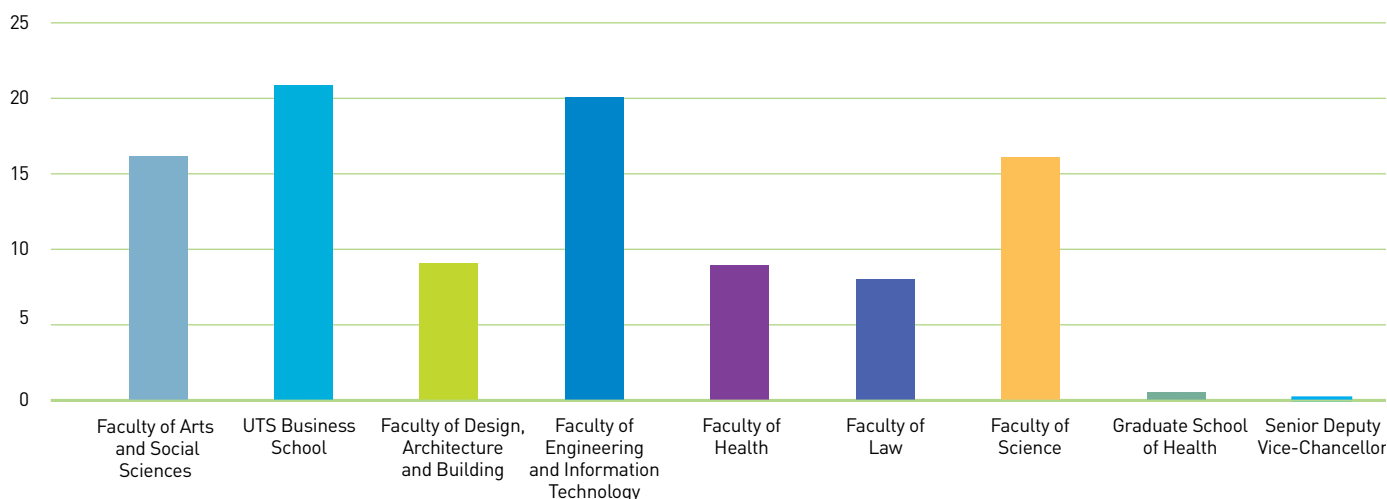
- > Recruitment and Appointment Vice-Chancellor's Directive
- > Salary Packaging Guidelines
- > Workplace Injury Management and Return to Work Program Procedures.

Health, safety and wellbeing

Several of the above policies and directives were reviewed and amended in order to align with the new nationally harmonised work health and safety legislation. As part of the implementation of the University's new Health and Safety Policy, members of the UTS Council and the senior executive were provided with training and information about their responsibilities under the *Work Health and Safety Act 2011* (NSW).

Safety and wellbeing training in the form of face-to-face training sessions, online training and mock health and safety prosecution were available to staff in 2012 and were well attended (refer to the safety and wellbeing appendix in volume two for participation rates). In terms of workers compensation claims, the number of premium-impacting claims remained around the same between 2011 and 2012, however, due to effective claims management, the average claim cost significantly decreased by nearly one-third. This also resulted in the University's premium being 0.475 per cent of wages compared to the industry tariff rate of 0.607 per cent of wages (refer to the safety and wellbeing appendix in volume two for claims statistics).

Staff by faculty¹ (%)



1. Full-time equivalent, including casual staff.

Once again the University held its wellbeing events throughout the year, with a focus on mental health awareness and maintaining a healthy work/life balance. Wellbeing expos were held in September and October, with October also being mental health month. Both events consisted of a number of sessions, including 'quiet the mind', 'acceptance and commitment therapy', and 'meditation at work'.

The Equity and Diversity Unit also provided a comprehensive training program for staff in mental health first aid. This internationally recognised, accredited two-day program provided staff with the awareness and confidence to respond to fellow staff or students who have mental health issues. Eighty staff completed the training in 2012 and implementation of a mental health strategy is due in 2013.

Equity and diversity

To support the recruitment and retention of Indigenous staff, the University launched the UTS Wingara Indigenous Employment Strategy in 2011. In 2012, the University's Equity and Diversity Unit, along with our Human Resources Unit, carried on with the implementation of key aspects of the strategy, including the employment of at least one Aboriginal and Torres Strait Islander staff member in each faculty and unit, and traineeships, cadetships and academic internships. The strategy saw the representation of Aboriginal and Torres Strait Islander people increase in areas of the University that had not previously had an Indigenous staff member.

Following on from the work done in 2011 to identify barriers to research performance for women at UTS, a report into women and research was released in 2012. The report found that carer responsibilities had a major impact on the careers of our female researchers.

Under the wider banner of the UTS Research Equity Initiative — an initiative to support and develop our female researchers — a number of steps were taken to support academic staff who are primary carers to continue their careers in research.

Number of staff¹

	2008	2009	2010	2011	2012
Academic	1172	1211	1233	1273	1358
Non-academic	1383	1473	1518	1604	1711
Total	2555	2684	2751	2877	3069

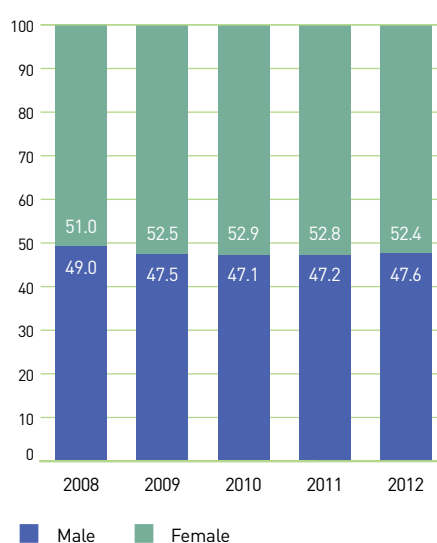
1. Full-time equivalent, including casual staff.

The UTS Childcare and Carers Support Fund (Conference Attendance) Guidelines were developed to provide financial assistance (up to \$1000 for national events and \$2000 for international events) towards the additional care costs associated with attending and participating in conferences, workshops or symposia.

Further, the Human Resources Unit drafted new guidelines to assist researchers on parental leave to maintain the momentum of their research programs during their leave, should they wish to do so.

Under the initiative, there has also been equity awareness input into the University Graduate School's early career researchers connect program, and a project to build equity and diversity considerations into the school's supervision professional development program will commence in 2013.

Staff head count by gender¹ (%)



1. All staff, excluding casual staff.

In October, the Equity and Diversity Unit, with assistance from the UTS Union and UTS Shopfront, organised 'Wheelpower', UTS's first wheelchair basketball event. The event included skills development workshops for the UTS staff and student teams, followed by a competitive game. The winners of the game, the staff team, then played against athletes from Wheelchair Sports NSW.

The event was part of 'appreciating ability'; a UTS initiative that acknowledges and celebrates the contribution of people with a disability to the wider community.

Recognition and awards

High-performing support staff were recognised in this year's career and professional development awards. These annual awards provide recipients with \$3000 for career development and the opportunity to attend a coaching session on career directions and aspirations.

- > Shima Baradaran, Faculty of Science
- > Sita Chopra, Faculty of Arts and Social Sciences
- > Arlino Djunaidi, Faculty of Law
- > Daniel Gollan, Faculty of Engineering and Information Technology
- > Alexandra Hyvonen, Marketing and Communication Unit
- > Aleta Lederwasch, Institute for Sustainable Futures
- > Christine Penny, UTS International
- > Nicole Scott, Marketing and Communication Unit
- > Fiona Thomas, Human Resources Unit
- > Oanh Trinh, Information Technology Division
- > Chris Watson, Audio Visual Services.

CAMPUSES AND RESOURCES



Ray Clout, manager of research laboratories for the Faculty of Engineering and Information Technology, installing sensors into the Broadway Building.

PHOTO: CLAIRE SARGENT

Planning has been underway now for several years to create a new, vibrant campus at UTS; one that better supports our collaborative and innovative teaching and learning, enables a broad range of research and creates an environment that students and staff can develop and thrive in.

The University's Campus Master Plan (CMP) is Australia's largest single program of works currently being delivered in the higher education sector.

This year, significant progress was made on the three main building projects within the CMP.

- > Site excavation for the new Broadway Building (with a total budget of \$236 million) was completed and construction of the main works commenced. The basement and ground level structures were completed and new floors above street level are being built. The detailed design was also completed, in close consultation with the building's future occupiers, the University's Faculty of Engineering and Information Technology.
- > Excavation and remediation of the Ultimo Road site for the new Frank Gehry-designed Dr Chau Chak Wing Building (with a total budget of \$185 million) was also completed and a contract awarded for the construction of the main building works that have now commenced.

- > The Thomas Street Building, Alumni Green and the underground automated library retrieval system projects (with a total budget of \$154 million) were combined into a single project, the Thomas Street Project. Site excavation was completed concurrent with substantial progress in the design, incorporating the requirements of the Faculty of Science, the Graduate School of Health, the UTS Library and staff and students (who undertook a survey about the potential features of a revitalised Alumni Green).

Competitive and comprehensive tender processes were developed and conducted to appoint the main contractors for the three projects — Richard Crookes Constructions for the Thomas Street Project, and Lend Lease for the Broadway and Dr Chau Chak Wing buildings.

These three projects are on track for completion in 2014.

Work continued on other CMP projects throughout the year, including the completion of teaching and learning spaces in buildings 6 and 10, preliminary design work on Building 2, and the commencement of work on the passenger lift upgrade project in the UTS Tower Building.

For the effective and professional delivery of all projects it is paramount we have the right people and processes in place. All project working groups were reviewed and a resourcing review was conducted to identify key staff and recruit into key roles. Standard tools and templates to administer contracts were established and a project to deliver an efficient working platform for staff and contractors was initiated. Staff also undertook training in probity and ethics, and procurement and contract administration.

Three biggest Campus Master Plan projects on track for completion

\$9 million to improve energy efficiency of existing buildings

Nearly 100,000 new ebooks acquired by our library

Impact on students and staff

Consultants DEGW completed a major campus-wide analysis of the University's forecast spatial requirements and, towards the end of the year, internationally renowned Gehl Architects commenced investigations into how the development of the CMP will influence how we will use our campus.

One of the University's top 10 strategic priorities is to maintain a positive student and staff experience and effective operations during our City campus development. With this in mind, the CMP projects were constantly reviewed throughout the year to determine their impact upon staff and students, with a focus on identifying ways to minimise dust, noise and general disruption.

A number of measures were put in place to avoid potential disruptions, such as the installation of double glazing, sound attenuation, noise-cancelling headphones, staff relocation and heavy works taking place outside semester periods where possible.

Internal communications were also increased significantly to keep the UTS community informed, including the development of visual communications tools that mapped areas of anticipated disruption.

A survey was conducted towards the end of the year to find out the major issues, concerns and benefits of the master plan. Nearly 1000 staff and students responded to the online survey. Results were still being processed at the end of the year, and the information will be analysed and used in 2013.

Enhancing facilities and spaces

In 2012, our facilities management area worked to provide an environment that supports and enhances the experience for UTS students and staff. It worked closely with faculties and units to determine needs and to complete projects to a high standard of design, and on time and to budget. Completed projects included the anatomy laboratory, comprising two surgical skills laboratories, a morgue and a plastination laboratory; the University's new School of Pharmacy; and a production workspace for the Faculty of Arts and Social Sciences.

The provision of a safe and secure environment for our students and staff was a priority in 2012 following a rise in crime around the City campus. Bicycle patrols began in February and operated seven days a week from 6pm to 6am; a new security shuttle bus service began in June; and the University's CCTV system was expanded with the installation of more than 840 new cameras (since 2010).

Our neighbourhood

UTS worked closely with a number of parties throughout the year who have a vested interest in the area and in our developments. It is not only UTS that is undergoing a major revitalisation, but whole parts of our neighbourhood are being developed.

The Ultimo Pedestrian Network, now known as the Goods Line, will provide improved pedestrian and cyclist access to the many cultural and educational institutions in the area, including UTS, the Australian Broadcasting Corporation and the Powerhouse Museum. It will also provide a gateway to UTS's Dr Chau Chak Wing Building and direct access for our students to Darling Harbour.

The University liaised with the City of Sydney throughout the year in regards to trigeneration and general civic, community and development matters. We also discussed with Frasers Property, developers of the Central Park precinct on Broadway, the possibility of sharing infrastructure.

UTS maintained a firm relationship with the New South Wales Department of Planning and Infrastructure to ensure the smooth approval for its building projects.

Kuring-gai campus

At the end of November, the UTS Council approved entering an agreement in-principle with the New South Wales Government that saw UTS swap its asset at Lindfield (the Kuring-gai campus) for a state-owned asset in Ultimo.

The swap saw UTS take possession of NSW TAFE's Building U (on its Ultimo campus) in December. This building will allow UTS to expand its City campus, and is particularly well placed given its proximity to the Dr Chau Chak Wing Building.

The agreement will enable UTS to consolidate its activities at the City campus from the beginning of 2016. In the meantime, students and staff will remain at Kuring-gai campus until the end of the 2015 academic year.



At the site of the Dr Chau Chak Wing Building in June. Minister for Infrastructure and Transport Anthony Albanese, MP; Vice-Chancellor Professor Ross Milbourne; Chancellor Professor Vicki Sara, AO; and Dr Chau Chak Wing visit the site with a delegation from the Chinese-based Kingold Group.

PHOTO: CHRIS BENNETT

Campus libraries

In response to student feedback, our two campus libraries were upgraded this year to increase seating and expand the number of group study areas.

We also continued to expand the library collection to support the University's teaching, learning and research. We acquired almost 100,000 new ebooks and major online collections such as the pharmaceutical database Embase and engineering resource SAE Digital Library. Special collections were also developed with the acquisition of student works showcasing the talents of our design students and a new special collection room to showcase the library's Norman Lindsay Collection.

Preparations are taking place for the implementation of the library retrieval system (LRS), which will house low-use print collections. Under the CMP, the library will be relocated to the centre of the City campus, while the LRS will be installed under the Alumni Green.

Following the successful implementation of radio-frequency identification (RFID) tags into the library's collection, which enhanced self-service transactions for library users, a project to further develop the potential of RFID to streamline client transactions and collection management processes commenced in late 2012.

Our commitment to sustainability

With the CMP well underway UTS Sustainability continued to ensure that sustainability principles were integrated into the planning, design and construction phases of the buildings and associated infrastructure. Advice on energy efficiency, water conservation, resource recycling, sustainable material selection, sustainable transport, improved biodiversity, enhanced indoor environment quality and sustainable procurement of goods and services was provided to all project teams.

The CMP has provided UTS with the opportunity to achieve sustainable learning outcomes through environmental design. The new Broadway Building will function as a 'living lab' with several technologies being installed for teaching, learning and research purposes, including renewable technologies on the roof (photovoltaics and wind turbines) and the Institute for Sustainable Futures' innovative phosphorous recovery system. The Dr Chau Chak Wing, Broadway and Thomas Street buildings are all targeting certified 5 Star Green Star ratings under the Green Building Council of Australia's Green Star Education v1 tool, which represents Australian excellence in sustainable education facilities.

The graph on the following page outlines UTS's energy and water consumption from 1999 to 2012 against changes in floor area and equivalent full-time student load (EFTSL). The University continued to focus on technological innovations and improved management practices, however, increases in EFTSL (7.9 per cent) and floor area (4.1 per cent) due to the CMP resulted in an increase in energy and water consumption for 2012. Despite this, UTS managed to achieve ongoing reductions in energy and water use compared to the 2007 baseline as follows:

- > 1.5 per cent reduction in electricity consumption
- > 0.2 per cent reduction in gas consumption
- > 12.6 per cent reduction in water consumption.

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.

UTS Library high-level performance indicators

	2011	2012
Facilitate discovery and access to scholarly information		
1. High use material usage (items/student EFTSL ¹)	31.6	31.1
2. Journals cited by UTS scholars in the UTS Library collection (% sampled via Scopus)	92.8	91.1
Develop information-related capabilities		
3. Use of online information literacy tools (page views/student EFTSL ¹)	20.2	22.9
4. Participation in information development programs (% total of student EFTSL ¹)	88.9	79.4
Promote learning via provision of physical and digital environments		
5. Visits to UTS Library website (average page views/month)	295,371	237,005
6. Use of library digital spaces (average time spent on UTS Library site per visit in minutes)	2.1	2.29
Enable scholarship		
7. Research consultation assistance to academic staff (% of staff population)	37.5	57
8. Ranking of UTSeScholarship (Webometrics world ranking at January 2013)	139 Top 11%	141 Top 10%
9. Visits to UTSePress open access journals (average page views/month)	30,675	30,647
10. UTSePress research collection (scholarly work items)	17,426	20,280
Develop the library of the future		
11. Progress against schedule (weeks ahead [+] or behind [-] at end of year)	-4	0

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.

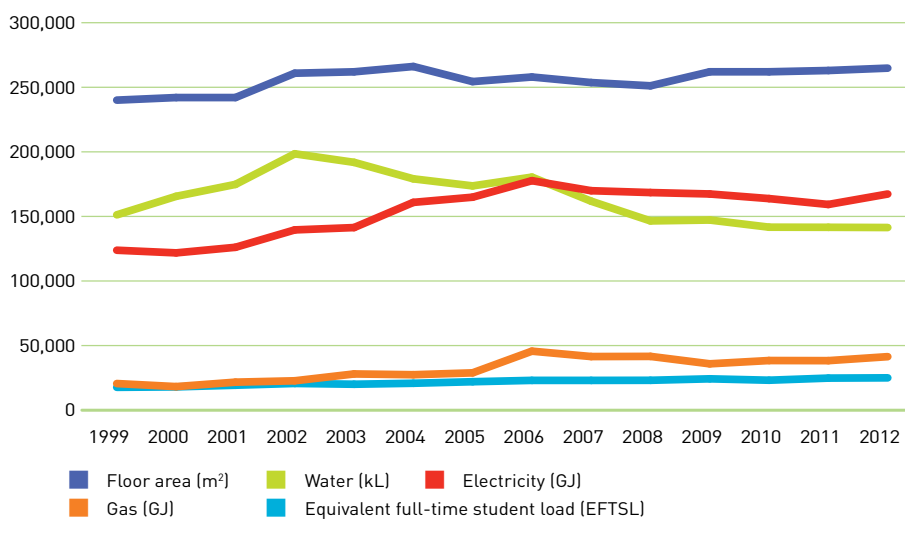
The 2012 high-level performance indicators show continuing high-demand use of library resources, including materials usage (average of items accessed) per student and online visits to the library's website. Library information literacy tools and capability development programs have maintained their popularity among students, researchers and staff.

The value of the library's scholarly resources remains high as shown by the journals held by the library, the high proportion of references to them cited by UTS scholars and the expansion of our UTSePress research collection. Through UTSePress we are also the leading Australian university publisher of open access journals, adding another journal during the year and maintaining a significantly high level of online access to our 15 journals. UTSeScholarship — the flagship electronic window into UTS research — achieved an international top 10 per cent ranking among library-based centres providing electronic resources for scholars.

Progress towards the new library, scheduled to open in 2017, has continued, with several major steps completed in 2012. Site excavation under Alumni Green was completed, a provider of the automated library retrieval system (LRS) was engaged and the detailed design of the LRS was largely completed. On completion, the state-of-the-art LRS will house up to 75 per cent of the library's low-use print materials underground and provide those materials on-call to the adjacent future UTS Library building.

1. Equivalent full-time student load.

Utilities consumption 1999–2012



In order to achieve the 11 per cent target UTS has allocated \$9 million over three years to improve the energy efficiency of existing buildings. These works include the installation of efficient light fittings and heating; ventilation and air-conditioning equipment and associated controls; additional electricity, gas, water and thermal meters; as well as modifications to building management systems and a comprehensive retro-commissioning program (which is due to be completed in May 2013).

In order to achieve the 30 per cent target UTS is investigating the installation of a precinct gas-fired trigeneration system that will reduce greenhouse gas emissions by around two-thirds.

To monitor progress this year, UTS produced quarterly utility reports and publicly reported on its greenhouse gas emissions under the National Greenhouse and Energy Reporting scheme.

In accordance with the New South Wales Waste Reduction and Purchasing Policy, the University continued to improve waste management and recycling practices; endeavouring to reduce waste to landfill, improve construction and demolition of material recycling and increase the sustainable procurement of office products and equipment.

In 2012 UTS joined online carpool scheme Jayride. This scheme helped to connect drivers and potential passengers to travel to the University together, thus saving money, reducing congestion and associated emissions and reducing UTS's environmental footprint.

Also this year, the University's Information Technology Department (ITD) introduced Greentrac; a software tool with the capability to measure, monitor and limit the power usage of our desktop and notebook computers. ITD undertook a baseline data-capture exercise and began to roll out power-saving policies. This initiative will contribute to significant greenhouse gas emission savings and is estimated to save over \$150,000 a year. The savings in energy are the equivalent of taking 126 cars off the road, powering 80 homes or planting around 16,000 trees.

Our sustainable community

2012 saw an increase in sustainability activities within the UTS community. UTS Sustainability worked with groups on campus (such as the UTS Union, UTS Library, Students' Association and Student Environment Collective) to run or support a number of events throughout the year, including Earth Hour, Fair Trade Fortnight, Threatened Species Day and World Green Building Week.

To promote sustainability awareness on campus, UTS: Green stalls were set up for O-week and staff inductions and UTS Sustainability participated in a student forum on fair trade and bottled water. Updates to the UTS: Green website, including more video content, were made in 2012, with the enhanced website due to go live mid-2013; and other communications continued including a monthly e-newsletter and regular updates to the UTS: Green Facebook page.



The Students' Association clothes swap during UTS's Green Week.

PHOTO: UTS GREEN



ARTIST'S IMPRESSION: ASPECT STUDIOS

ASPECT Studios won an open competition for the design for Alumni Green. Under their design, Alumni Green will be transformed into a vibrant, tree-lined space at the heart of UTS. It will have three distinct zones — the Green, the Heart and the Garden — each with its own character and features.

The revitalised Alumni Green will re-open in the latter half of 2014.

UTS Sustainability also collaborated with our precinct neighbours — TAFE NSW Ultimo campus, the Powerhouse Museum and the Australian Broadcasting Corporation — to run activities for the Ultimo Science Festival 2012 and Green Week. Green Week, celebrating World Environment Day, included a recycled fashion show, clothes swap, photography exhibition and competition, film screenings, green economy debate and guest speakers.

The UTS Green Hero Award, announced at Green Week, was awarded to staff member Chris Dunstan for his contribution to sustainability at UTS and the wider community.

In addition to our participation on the City of Sydney's Better Buildings Partnership's leadership panel and membership of the Green Building Council of Australia, in 2012 UTS became a foundation sponsor of the Living Future Institute Australia and hosted two public lectures by visiting international sustainability experts.

In 2013, UTS Sustainability will focus on the implementation of behavioural change programs to further encourage sustainable practices among staff and students. And, following on from the UTS Sustainability Strategy 2012–2015, the action plans for carbon management, water efficiency, resource management and sustainable transport will be developed.

Web roadmap

The web roadmap — the University's multi-year project to redevelop its online presence — continued in 2012. The aim of the project is to deliver a refreshed public website for prospective students and the external community; an intranet for UTS staff and collaborators; and a new portal for current students.

The focus this year was on the public website. As part of the content migration process for the new public website, a series of drop-in sessions was held to support content owners. These sessions took place fortnightly and were designed to update content owners on the latest developments and provide support throughout the content migration process.

A design sub-committee was established to provide recommendations on the visual design of the website. As a result, the new homepage underwent a redesign to produce a simple and uncluttered homepage with prominent placement of UTS branding. A draft approach to the visual design of faculty pages was drafted and will be implemented in 2013.

The new public website will be launched in 2013.

Broadway Building project: Crane incident on Lend Lease construction site

On 27 November 2012 a crane on the Lend Lease construction site caught fire and the boom collapsed falling in the direction of Wattle Street.

There were no injuries and all UTS staff and students in the nearest building, Building 10, were successfully evacuated following UTS protocol. The site and surrounds were immediately secured.

Shortly after, emergency services (the NSW police, and fire and rescue) and WorkCover NSW gave UTS the all clear to re-open Building 10 and resume operations.

The damaged crane boom and existing jump form (onto which the crane collapsed) were removed and the site was fully assessed by the relevant authorities before being declared safe.

NSW Police handed site management control back to Lend Lease on 12 December.

Investigations into the fire and collapse of the crane's boom were launched, with Lend Lease assisting WorkCover and other relevant authorities with these investigations.

RELATIONSHIPS AND ENGAGEMENT



Samah Hadid speaking at the UTS Human Rights Awards.

PHOTO: SYDNEY EVENT PHOTOGRAPHY (WWW.SYDNEYEVENTPHOTOGRAPHY.COM.AU)

In support of UTS's strategic priority to strengthen our relationships with industry, government, universities and the community, we continued to establish and maintain our external connections this year:

- > The UTS Council approved the funding of a postdoctoral student for three years to monitor and evaluate the environmental and socioeconomic aspects of the Central Park residential and retail complex opposite UTS and UTS's Campus Master Plan.
- > A pedestrian tracking research project was conducted for the City of Sydney to assess the walkability of inner city areas by measuring the quantity, speed and direction of pedestrian movements through tracking the wi-fi signals of mobile phones in a pilot area (Sydney's Queen Victoria Building).
- > The City of Sydney provided paid student employment opportunities in the collection of 2012 survey data for their floorspace and employment survey: a survey on employment numbers and floor space uses for all buildings and businesses within the city's boundaries.

This year, a steering committee was established to determine potential collaborative research themes with Arup. Three key areas were identified: building information modelling with the Faculty of Design, Architecture and Building; sustainable cities with the Institute for Sustainable Futures and the Faculty of Design, Architecture and Building; and materials with the Faculty of Engineering and Information Technology.

Further strengthening UTS's collaborations with industry was Cochlear Limited's announcement of their first formal fellowship arrangement with an Australian university. UTS researcher Rosalia Cavaliere, from the University's ithree Institute, was appointed the inaugural Cochlear Research Fellow. The fellowship, along with the research undertaken at the institute, will help to ensure that Cochlear remains at the forefront of technology and innovation.

In 2012, UTS was selected by the Australian Business Deans Council as one of three universities to conduct an innovative practice trial whereby postgraduate students from the UTS Business School were engaged as consultants to solve real business challenges for their clients. With \$40,000 funding from the Department of Industry, Innovation, Science, Research and Tertiary Education, this new postgraduate subject (Integrated Business Consulting) enabled students to apply their knowledge to the real world of business.

Over 40 alumni events held

\$3.85 million received in philanthropic support

Six new UTS Luminaries

38 community projects completed through UTS Shopfront



UTS students (from UTS Shopfront's Big Lift project, UTS: SOUL and BUiLD) with Federal Member for Wentworth, Malcolm Turnbull, MP, at this year's Clean Up Australia Day on Bondi Beach. PHOTO: CAITLIN RAMRAKHA

- > the National Aboriginal Community Controlled Health Organisation to provide staff development training to members and associates
- > the Far Eastern Federal University in Vladivostok; the largest study tour undertaken by UTS with involvement by INSEARCH Limited and the Faculty of Design, Architecture and Building
- > the Turnaround Management Association for customised solutions
- > the Australian Securities and Investments Commission to deliver programs in conjunction with the Faculty of Law.

This year the Council Directives for UTS Commercial Activities were revised to ensure the University maintains proper processes and procedures for its commercial activities.

UTS co-sponsored the Committee for Economic Development Australia productivity series, which examined a range of issues surrounding Australia's productivity challenges and opportunities. Senior industry leaders, government representatives and academics presented at four events throughout the year, with UTS Business School Dean Professor Roy Green presenting at the final event in November.

The Vice-Chancellor's Industry Advisory Board met three times in 2012. The board comprises members from the wide spectrum of industries integral to UTS and is chaired by Glen Boreham, AM, former managing director of IBM Australia and Chair of Screen Australia.

The board's role is to act as an advocate in ensuring external messages resonate with industry; provide strategic links to key global businesses, industry, government and community bodies; and provide a strategic overview and industry input into future priority areas for UTS in research and course development.

The University continued its work with the community this year through UTS Shopfront. UTS students collaborated with more than 30 community partners to complete 38 projects, including design of promotional material for Brain Injury Australia, website planning for the Canterbury Community Hub, image rebranding for the Oral History Association of Australia (NSW) and research into Australian South Sea Islanders.

UTS Shopfront received an honorable mention for its submission to the MacJannet Prize in 2012. Supported by the United States-based Talloires Network — an international association of institutions committed to strengthening the civic roles and social responsibilities of higher education — the prize was established to recognise exceptional student–community engagement initiatives.

Teaching and training the community

UTS has developed a comprehensive range of short courses for individuals who want to acquire new skills, for executives who need to keep pace with employer expectations and industry changes, and for corporations that want to stay up-to-date and maintain a competitive advantage in today's constantly changing environment.

Courses are offered in a range of areas and are constantly updated and enhanced. This year a suite of courses around social media and the national broadband network was developed.

Through UTS Commercial, the University also provided customised programs for industry and the community. This year we won contracts and worked with:

- > the University of the South Pacific's Fiji campus to provide training to staff in all areas of university operations

UTS also contributed to community education in 2012 with the establishment of the Sydney Story Factory. Based in Redfern, this not-for-profit creative writing centre runs literacy programs for upper primary and high school students. In partnership with the University's Jumbunna Indigenous House of Learning, one of the aims of the centre is to provide pathways to tertiary education. The University's Professor Larissa Behrendt is a board member.



Joshua John from John Warby Public School.

PHOTO: ANNA ZHU

Primary and secondary school students converged on the UTS Library for storytelling workshops to celebrate Indigenous Literacy Day. The Sydney Story Factory and the University's Jumbunna Indigenous House of Learning held the workshops to encourage students to find their voice and expose them to the University.

Our alumni

Our strategy to increase engagement with alumni across the globe and celebrate their achievements was successful this year. In 2011 a survey of UTS's alumni found that only 11 per cent of alumni felt involved with the University. A major aim this year was to change that situation.

We saw a dramatic rise in attendance at events both in Australia and overseas. Alumni were invited to over 40 events in 2012 and estimated attendances exceeded 6000; almost double the number of attendances in 2011.

Alumni increased their involvement at UTS this year by volunteering to speak at a wide variety of events, including graduation ceremonies, recruitment information evenings, faculty-based events and activities organised by alumni networks.

Alumni also supported the University's international leadership program, BUiLD, by participating in events that provided students with the opportunity to develop their international leadership skills. 2012 alumni award recipient and law graduate Nasima Rahmani spoke at a UTS: Law/BUiLD event in October, which was well attended.

The international alumni engagement program expanded this year in both the number of alumni we connected with and the areas of reach; making the most of our partnerships with alumni volunteers, alumni associations and government agencies.

Major international alumni reunions were hosted by the Chancellor and the Vice-Chancellor in Shanghai and Hong Kong; and the Vice-Chancellor also hosted alumni reunions in Beijing, Kuala Lumpur, Jakarta and Singapore. Faculty of Engineering and Information Technology Dean Professor Hung Nguyen hosted alumni reunions in Hanoi and Ho Chi Minh City. Sponsorship from INSEARCH Limited and UTS Luminary David Wang enabled the University to expand the international alumni reunion program in 2012.

Roundtable meetings with alumni networks and smaller groups of alumni leaders were held in Beijing, Singapore and Jakarta. These provided valuable opportunities for feedback, participation and exploration of deeper engagement and increased activities.



From left: Chancellor Professor Vicki Sara, AO; Nasima Rahmani and Vice-Chancellor Professor Ross Milbourne.

PHOTO: FIORA SACCO PHOTOGRAPHY

Law graduate Nasima Rahmani, Director of the Women's Empowerment Centre at the Gawharshad Institute of Higher Education, Kabul, Afghanistan, was presented with the UTS Chancellor's Award for Excellence at the UTS Alumni Awards in October.

The award was for her significant contribution to ensuring the human rights of women in Afghanistan.

A Beijing alumni chapter was formally launched in 2012 and a Chinese alumni social media group was also established.

TOWER, the magazine for graduates, expanded to an online format in 2012; offering readers the opportunity to access it via a website, download it as an app or continue to receive a print copy. A comprehensive marketing and communications plan was delivered in April to advise alumni that they could receive online editions of *TOWER* in 2012. Overwhelmingly, alumni chose to receive the magazine online.

Alumni also took advantage of our online directory, with more than 10,000 registering their details. UTS now has current email addresses for 40 per cent of its alumni.

Virtual engagement continued to be strengthened through social media groups in China, Hong Kong, India, Indonesia, Malaysia and Singapore; as well as through targeted campaigns on Facebook and LinkedIn, which reached out to nearly 6000 alumni and helped 900 lost alumni to reconnect with UTS.

In the lead-up to the University's 25th anniversary next year, a special project was established to reconnect with graduates from the University's six antecedent institutions.

Awards for our alumni

The success of our alumni was acknowledged this year with three external awards.

- > Senator Sekai Holland, Zimbabwe's Co-Minister for National Healing, Reconciliation and Integration, was awarded the Sydney Peace Prize for 2012. Sekai is a member of UTS Luminaries.
- > David Wang, founder and chairman of SPG Land (Holdings) Ltd — a China-wide property development and investment corporation based in Shanghai and listed on the Hong Kong Stock Exchange — won the 2012 IELTS Australia China Alumni of the Year Award. David is also a member of UTS Luminaries.
- > Dr Nurul Barizah, Vice Dean for Cooperation, Development and Information Systems, Faculty of Law, Universitas Airlangga won the Indonesian Australian Alumni Award 2012 for Excellence in Education.

UTS graduates who made their mark nationally and internationally in fields encompassing human rights, business, literature and the media were honoured at the UTS Alumni Awards, held in the University's Great Hall, in October with a gala dinner.

The UTS Alumni Award winners for 2012 were:

- > Amy Wilkins, UTS Young Alumni Award
- > Mustafa Qadri, UTS International Alumni Award
- > Abdul Karim Hekmat, UTS Community Alumni Award
- > Gillian Mears, UTS Alumni Award for Excellence, Faculty of Arts and Social Sciences
- > Brett Clegg, UTS Alumni Award for Excellence, UTS Business School
- > Christopher Johnson, AM, UTS Alumni Award for Excellence, Faculty of Design, Architecture and Building
- > Sanjay Sridher, UTS Alumni Award for Excellence, Faculty of Engineering and Information Technology
- > Professor Caroline Homer, UTS Alumni Award for Excellence, Faculty of Health
- > Nasima Rahmani, UTS Alumni Award for Excellence, Faculty of Law; and UTS Chancellor's Award for Excellence
- > Dr Jeffrey Crass, UTS Alumni Award for Excellence, Faculty of Science.

UTS Luminaries

Joining the University's existing luminaries — UTS alumni with a sustained record of outstanding achievement in their chosen fields — the following alumni accepted the Vice-Chancellor's invitation to join the UTS Luminaries in 2012.

- > Martin Bean, Vice-Chancellor, The Open University, United Kingdom
- > Nina Blackwell, former press secretary to Senator Hillary Clinton, San Francisco
- > Anna Funder, winner of the 2012 Miles Franklin Literary Award, New York

- > Senator Sekai Holland, Zimbabwe's Co-Minister for National Healing, Reconciliation and Integration and winner of the 2012 Sydney Peace Prize, Zimbabwe
- > Geoff Lloyd, Managing Director and Chief Executive Officer, Perpetual Limited, Sydney
- > Nasima Rahmani, Director, Women's Empowerment Centre, Gawharshad Institute of Higher Education, Afghanistan.

In 2013, the UTS Luminaries will play key roles in our 25th anniversary celebrations by hosting and speaking at events, contributing stories and experiences, and being ambassadors and advocates for UTS.

Honorary awards

At the 2012 graduation ceremonies, two honorary doctorates were awarded and two people were made fellows of the University:

- > The Hon. Bruce Baird, AM, Honorary Doctor of Letters
- > Martha Hill, Honorary Doctor of Science
- > Brian McFadyen, Fellow of the University
- > John Curtis, AM, Fellow of the University.

Helping through philanthropy

UTS received philanthropic support of over \$3.85 million in gifts, bequests and new pledges in 2012.

This year Chinese–Australian businessman and philanthropist Dr Chau Chak Wing visited UTS to view the progress on the site of the Frank Gehry-designed Dr Chau Chak Wing Building and confirmed his pledge to UTS for a \$5 million endowment fund in support of scholarships.

This fund will provide up to \$250,000 a year, in perpetuity, for scholarships that aim to build stronger links and opportunities for both Chinese and Australian undergraduate and postgraduate students. The first Dr Chau Chak Wing Scholarships will be awarded to students in 2013.

Other significant gifts received in 2012 that demonstrate the impact of philanthropy included:

- > IMC Financial Markets and Asset Management pledged \$450,000 to the Australian Centre for Child and Youth: Culture and Wellbeing for the Sky High project, which supports children aged between 12 and 14 who may be in challenging circumstances and in danger of not completing their education satisfactorily
- > a gift of \$250,000 from a donor (who wishes to remain anonymous) to further the University's cutting edge research into significantly improving the outcomes for people living with asbestosis or mesothelioma
- > the Slingsby Foundation pledged \$150,000 towards the Faculty of Engineering and Information Technology's Linden Little Engineering Equity Scholarship, which provides financial support to students to overcome difficult personal circumstances
- > the Neilson Foundation donated \$50,000 to Anti-Slavery Australia. In total, the foundation has committed \$150,000 in support of this project, which aims to eradicate all forms of slavery in Australia and the surrounding region
- > the Transfield Foundation provided \$45,000 in support of research in marine ecology being carried out by members of C3, the plant functional biology and climate change cluster at UTS.

Staff also contributed \$59,648 this year in donations through the UTS Staff Giving Program. Participation in this program continued to grow in 2012, with an increase of 15 per cent on 2011. This places UTS in the top tier of Australian universities for the percentage of staff who support their institution and shows the giving culture at UTS.

To continue to foster this culture, UTS launched a new 'giving to UTS' website this year. The comprehensive interactive site outlines the many ways people and businesses can support the University's projects. The website also contains stories and profiles of people who have been a beneficiary of financial support.



2012 UTS Human Rights Award recipients, from left: Juliet Willets, Alan Maurice, Christian R-M Tietz, Lawrence Vidoni, Bilquis Ghani, Marie Flood, Alexandra Crosby and Sydney Friends of Bumi Sehat.

PHOTO: SYDNEY EVENT PHOTOGRAPHY (WWW.SYDNEYEVENTPHOTOGRAPHY.COM.AU)



Nicholas Harrington, Elizabeth Hastings Memorial Award for Student Community Contribution awardee.

PHOTO: NICHOLAS HARRINGTON

In September, the UTS Human Rights Awards were announced. These awards recognise the commitment of our staff and students to equity, diversity, social justice and human rights at UTS and in the wider community.

The guest speaker at the ceremony was Samah Hadid, National Director of international education and advocacy organisation Global Poverty Project.

Ten awards were presented.

- > The Elizabeth Hastings Memorial Award for Student Community Contribution was awarded jointly to Nicholas Harrington for his work with the Manjeri School Project in Uganda (pictured); and Najeeba Wazefadost for her commitment to empowering refugees, particularly Hazara women in Australia.
- > The Vice-Chancellor's Social Justice/ Human Rights Award for Staff was awarded jointly to Juliet Willets for her commitment to securing access to water, sanitation and hygiene as a priority on the Australian aid agenda; and Bilquis Ghani for her passion for empowering refugees through the Refugee Art Project.
- > Alan Maurice was the recipient of the UTS Ally Award Celebrating and Supporting Sexual and Gender Diversity for his contribution to the acceptance of the South Asian queer community.
- > The UTS Award for an Exceptional Contribution to Social Justice was awarded to Lawrence Vidoni for his commitment to integrating disability awareness into mainstream thinking at UTS. Lawrence passed away in December 2012. He was a valuable member of the University's Equity and Diversity Unit.
- > The UTS Social Inclusion Award went to Marie Flood for her commitment to Oneheart, which supports educational opportunities for disadvantaged communities and schools in the Mekong Delta, Vietnam.
- > Christian R-M Tietz was the recipient of the UTS Reconciliation Award for improving the standard of Indigenous Australian environmental health through his innovative designs of health hardware.
- > The Jo Wilton Memorial Award for Women was awarded to the Sydney Friends of Bumi Sehat for their support of the Bumi Sehat clinic in Bali, which provides a clean and safe birthing place for local women.
- > Alexandra Crosby was awarded the Creative Media Social Justice Award for work with EngageMedia to produce *Papuan Voices* (stories from the conflict zone of West Papua) and for training Papuans in video production.

Income statement

At 31 December 2012

	University			
	Actual 2012 \$'000	Budget 2012 \$'000	Variance 2012 \$'000	Budget 2013 \$'000
Revenue from continuing operations				
> Australian Government grants	231,440	225,086	6,354	231,150
> HELP — Australian Government payments	131,072	132,495	(1,423)	151,083
> State and local governments financial assistance	6,044	6,083	(39)	5,573
> HECS-HELP — student payments	20,359	20,000	359	20,000
> Fees and charges	184,189	183,880	309	197,189
> Investment income	13,195	8,000	5,195	4,070
> Royalties, trademarks and licences	48	79	(31)	4
> Consultancy and contract research	11,470	11,581	(111)	13,287
> Other revenue	19,950	21,053	(1,103)	18,763
> Gains on disposal of assets	236	–	236	21
> Other income	22,301	20,196	2,105	20,860
Total revenue from continuing operations	640,304	628,453	11,851	662,000
Expenses from continuing operations				
> Employee benefits	350,612	347,785	(2,827)	370,500
> Depreciation and amortisation	58,501	60,693	2,192	60,546
> Repairs and maintenance	8,937	10,126	1,189	10,789
> Borrowing costs	3,271	3,977	706	4,140
> Impairment of assets	(124)	122	246	283
> Loss on disposal of assets	–	–	–	–
> Deferred super expense	314	–	(314)	–
> Other expenses	159,388	164,212	4,824	177,968
Total expenses from continuing operations	580,899	586,915	6,016	624,226
Operating result before income tax	59,405	41,538	17,867	37,774
Income tax related to continuing operations	–	–	–	–
Operating result from continuing operations	59,405	41,538	17,867	37,774

Note: The complete UTS financial statements are available in volume two of this annual report.

Balance sheet

At 31 December 2012

	University			
	Actual 2012 \$'000	Budget 2012 \$'000	Variance 2012 \$'000	Budget 2013 \$'000
Current assets				
> Cash and cash equivalents	198,868	77,356	121,512	77,062
> Receivables	12,188	12,922	(734)	13,113
> Other financial assets	49	45	4	47
> Other non-financial assets	18,128	16,880	1,248	16,752
Total current assets	229,233	107,203	122,030	106,974
Non-current assets				
> Receivables	450,520	287,805	162,715	410,694
> Other financial assets	4,972	5,011	(39)	4,700
> Other non-financial assets	607	500	107	500
> Property, plant and equipment	1,213,818	1,324,564	(110,746)	1,514,483
> Intangible assets	20,836	20,000	836	20,000
Total non-current assets	1,690,753	1,637,880	52,873	1,950,377
Total assets	1,919,986	1,745,083	174,903	2,057,351
Current liabilities				
> Trade and other payables	42,256	47,000	4,744	37,215
> Borrowings	3,370	3,000	(370)	3,000
> Provisions	82,588	60,518	(22,070)	77,496
> Other liabilities	15,094	12,029	(3,065)	14,980
Total current liabilities	143,308	122,547	(20,761)	132,691
Non-current liabilities				
> Borrowings	42,823	51,773	8,950	189,355
> Provisions	469,294	307,689	(161,605)	439,702
> Other liabilities	-	-	-	-
Total non-current liabilities	512,117	359,462	(152,655)	629,057
Total liabilities	655,425	482,009	(173,416)	761,748
Net assets	1,264,561	1,263,074	1,487	1,295,603
Equity				
> Reserves	574,723	573,923	800	575,611
> Retained surplus	689,838	689,151	687	719,992
Total equity	1,264,561	1,263,074	1,487	1,295,603

Note: The complete UTS financial statements are available in volume two of this annual report.

Cash flow statement

To 31 December 2012

	University			
	Actual 2012 \$'000	Budget 2012 \$'000	Variance 2012 \$'000	Budget 2013 \$'000
Cash flows from operating activities				
> Australian Government				
> CGS and other DIISRTE grants	363,809	350,241	13,568	382,233
> State and local government grants	6,044	6,021	23	5,573
> HECS-HELP — student payments	20,359	22,000	(1,641)	20,000
> Receipts from student fees and other customers	266,087	273,014	(6,927)	270,124
> Dividends received	85	–	85	–
> Interest received	12,423	8,000	4,423	4,070
> Payments to suppliers and employees (GST inclusive)	(533,928)	(530,718)	(3,210)	(570,953)
> Interest payments	(3,271)	(4,476)	1,205	(4,140)
> Income tax payments	–	–	–	–
Net cash inflow/(outflow) from operating activities	131,608	124,082	7,526	106,907
Cash flows from investing activities				
> Proceeds from sale of property, plant and equipment	10,354	–	10,354	–
> Proceeds from sale of financial assets	61	–	61	–
> Payments for property, plant and equipment	(155,378)	(241,692)	86,314	(354,015)
Net cash inflow/(outflow) from investing activities	(144,963)	(241,692)	96,729	(354,015)
Cash flows from financing activities				
> Proceeds from borrowings	–	8,000	(8,000)	146,000
> Repayment of borrowings	–	–	–	–
> Payment of capitalised borrowing costs	(327)	–	(327)	(1,338)
> Repayment of lease liabilities	(3,843)	(3,452)	(391)	(3,496)
Net cash inflow/(outflow) from financing activities	(4,170)	4,548	(8,718)	141,166
Net increase/(decrease) in cash held	(17,525)	(113,062)	95,537	(105,942)
Cash at beginning of reporting period	216,393	190,418	25,975	183,004
Cash at end of reporting period	198,868	77,356	121,512	77,062

Note: The complete UTS financial statements are available in volume two of this annual report.

2013 budget priorities

The 2013 budget supports the University's vision to be a world-leading university of technology. The strategic priorities funded in the 2013 budget concentrate on support for our research initiatives; on teaching and learning initiatives to keep UTS at the forefront of innovations in learning and to provide work-ready graduates; investment in international and development activities to strengthen the internationalisation of UTS students; and investment in the University environment, engagement and sustainability initiatives.

Research initiatives

- > continued investment in research priority research centres and strategies
- > 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
- > ongoing founding partner commitment to *The Conversation*

Teaching and learning initiatives

- > implementation of the UTS Creative Intelligence Strategy
- > new academic programs and short course development, including the implementation of the new pharmacy program
- > increased information technology support for students and campus facilities, particularly to support research
- > renewing technologies for learning
- > increased support for the Indigenous Education and Employment Policy, including the outreach program
- > set up activities for the next phase of Graduate School of Health initiatives
- > Learning2014 to respond to e-learning initiatives

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
- > continued support for the BUiLD international leadership program for our students

University environment, engagement and sustainability initiatives

- > additional international and domestic marketing activities, particularly for the Kuring-gai campus
- > continued investment into digital media for communicating the Campus Master Plan (CMP)
- > continued investment into the CMP.

Glossary

AHEGS	Australian Higher Education Graduation Statement
ARC	Australian Research Council
ATN	Australian Technology Network of universities
Autumn semester	runs from the beginning of March to the end of June
BUiLD	beyond UTS international leadership development program
CAL	Copyright Agency Limited
CMP	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
DIISRTE	Department of Industry, Innovation, Science, Research and Tertiary Education
ECR	early career researchers
EFTSL	equivalent full-time student load
ERA	Excellence in Research for Australia
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
HSC	higher school certificate
KPI	key performance indicator
KTP	key technology partnerships
MOOC	massive open online course
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
PLT	practical legal training
SES	socioeconomic status
SOUL	Social Outcomes through University Leadership
Spring semester	runs from the beginning of August to the end of November
TEQSA	Tertiary Education Quality and Standards Agency
UA	Universities Australia
WPS	widening participation strategy

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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) from the UTS website:

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They are also available by request to:

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Production costs

External costs incurred in the production of the annual report were \$19,840.

Acknowledgments

The *UTS Annual Report 2012* was produced by the Governance Support Unit, which is part of the Division of the Deputy Vice-Chancellor and Vice-President (Corporate Services).

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Printer: Ligare Pty Ltd

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CRICOS provider code 00099F

ABN 77 257 686 961
ISSN 1031-8690 (print)
ISSN 1837-0209 (online)



THE UTS ANNUAL REPORT 2012 PROVIDES A RECORD OF THE UNIVERSITY'S PERFORMANCE AND ACTIVITIES FOR THE YEAR. IT IS PRESENTED IN TWO VOLUMES. VOLUME ONE IS A REVIEW OF OUR OPERATIONS, AND VOLUME TWO CONTAINS OUR FINANCIAL STATEMENTS AND APPENDICES.