



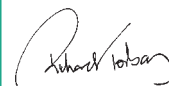
## 2008 Annual Report

University of New England  
Armidale NSW 2351  
April 2009

The Hon. Verity Firth, MP  
Level 31 Governor Macquarie Tower,  
1 Farrer Place,  
Sydney NSW 2000

Dear Minister

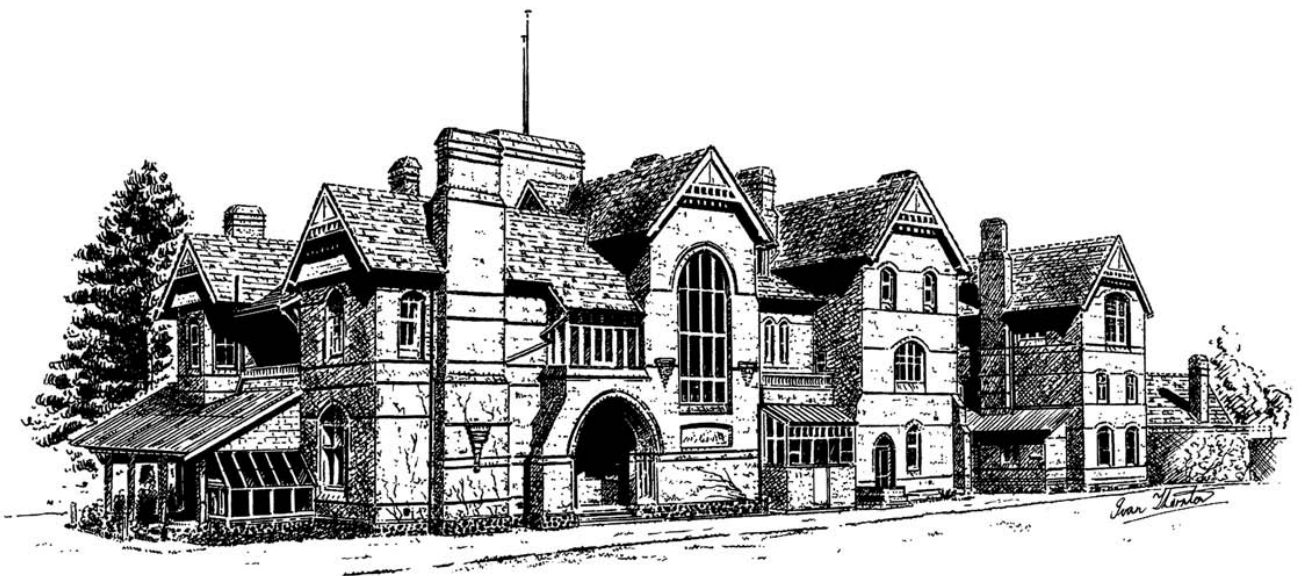
In accordance with Section 10(1) of the Annual Reports (Statutory Bodies) Act, 1984, and Section 34 of the Public Finance and Audit Act, 1983, the Council of the University has the honour to present to you, for tabling to the Parliament, the Annual Report of the proceedings of the University for the period January 1 to December 31, 2008.



The Hon. Richard Torbay, MP  
Chancellor



Professor Alan Pettigrew  
Vice-Chancellor and CEO



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## Statistics at a glance

### Total number of students (persons) at UNE (1/1/2008 - 31/12/2008)

Domestic students	16,858
International students	1,073
Total	17,931

Students commencing an award course	6,298
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Graduates	3,681
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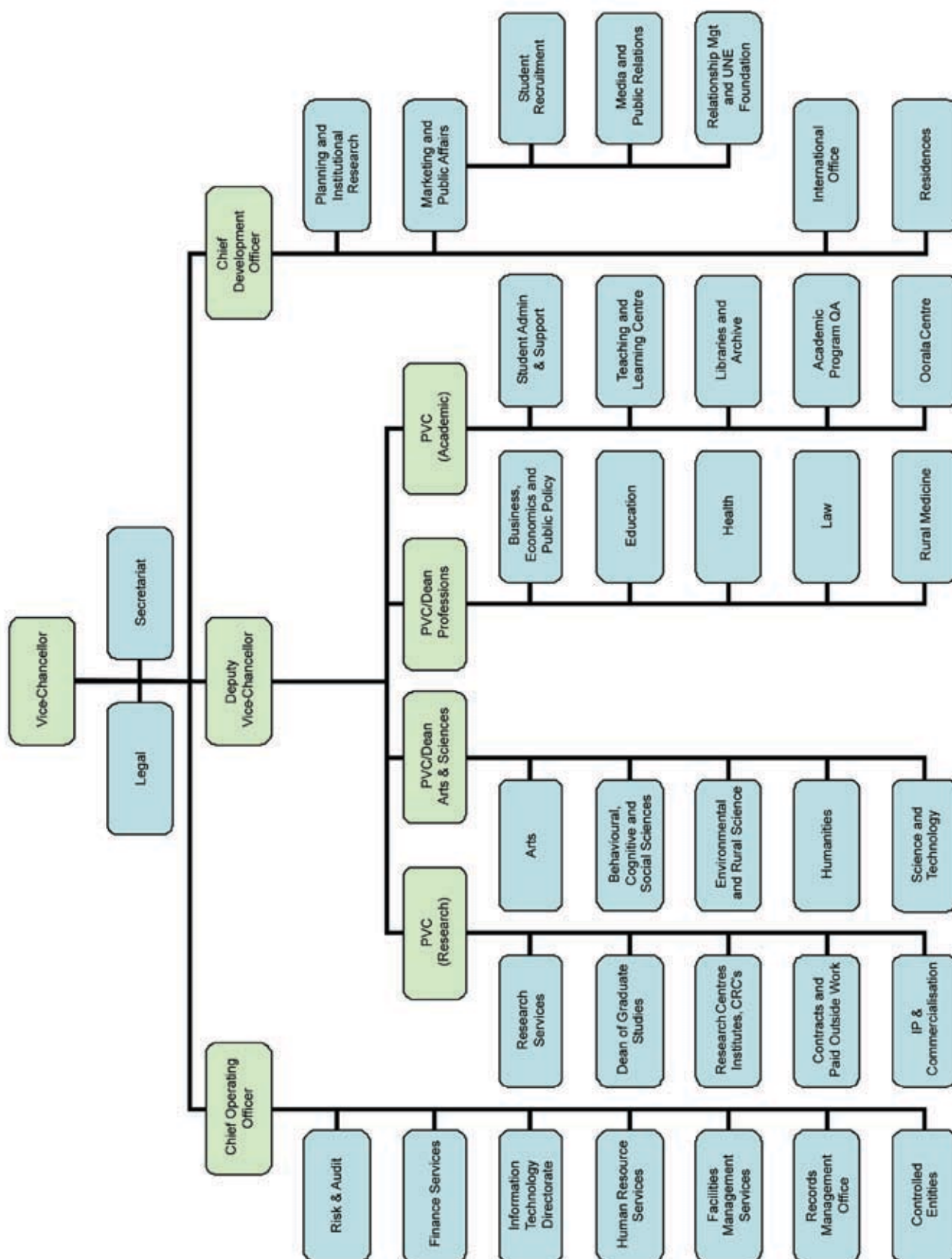
### Staff

Academic staff	480
Administrative and support staff	710
Total	1,190

Total revenue	\$m
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Consolidated	214.2
UNE parent entity	199.5

## University of New England Organisational Chart as at December 31, 2008





Booloominbah

## Governance

### **MANNER OF ESTABLISHMENT AND PURPOSE OF UNE**

The University of New England was founded as a college of the University of Sydney in 1938. It became fully independent in 1954. In 1989 it amalgamated with the Armidale College of Advanced Education which had been founded as the Armidale Teachers' College in 1928. The University was reformed under a new Act in 1993 (University of New England Act 1993) and was provided with a new By-Law in 1996. This Act was amended from March 2002 to reflect changes imposed by the Universities Legislation Amendment (Financial and Other Powers) Act 2001. The University consists of a Council, convocation, the professors, full-time members of the academic staff of the University and such other members or classes of members of the staff of the University as the by-laws may prescribe, and the graduates and students of the University.

The governing body of the University, the Council, may make rules in relation to any activity or function of the University provided they are not inconsistent with the Act or the University of New England By-Law 2005.

The Act establishes an Academic Board, which provides guidance and advice to the Council on academic matters. Academic administration of the University is conducted through two faculties; The Faculty of Arts and Sciences and The Faculty of The Professions.

### **BUSINESS AND SERVICE HOURS**

The standard business and service hours of the University of New England are 9.00am to 5.00pm on week days. However, Individual academic, administrative and residential areas may vary these hours.

Principal Officers of the University	
Chancellor	
The Hon. Richard Torbay, MP, HonDUniv (NE)	
Deputy Chancellor	
Mr Scott Williams, BEc (NE), QDAH (Qld), DipCompSc, DipFinMangt, DipRurAcc (NE)	
Vice-Chancellor and CEO	
Professor Alan Pettigrew, BSc(Hons), PhD (Syd)	
Deputy Vice-Chancellor	
Professor Graham Webb, BA(Hons) (CNAA), MSc (Birm), PhD (Wl), PGCE (CNAA)	
Chief Development Officer	
Mr Christopher M Patton, BA (UBC), MA (UofG)	
Pro Vice-Chancellor (Academic)	
Evelyn Woodberry, BA, DipLib (NSW), AALIA	
Pro Vice-Chancellor (Research)	
Professor Peter G Flood, MSc (NE), PhD (Qld), MAusIMM, IEM (Harvard)	
Academic Board	
Chair:	Professor Eilis S Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SID (Tor), Solicitor
Deputy Chairs:	Professor Ray Cooksey, MSc, PhD (Colorado State), FANZAM Professor David Cottle, BSc(Hons) (NSW), PhD (NE)



UNE Council chamber in Booloominbah

# Council

## Council Meeting Attendance

In 2008 there were 10 council meetings. Attendance was as follows:

	Possible	Actual
J Cassidy	9	7
R Torbay	10	9
J Harris	10	10
S Williams	10	10
A Pettigrew	10	9
E Magner	10	10
H Beyersdorf	10	10
R Finch	1	1
C Gellatly	10	9
F Giuseppi	6	6
K Hemsall	10	10
J Hickson	10	10
WL Lange	10	8
J Madison	10	10
J McClelland	10	10
A Maurer	6	5
C Millis	4	4
L Piper	10	9
J Redman	6	6
L Wells	6	6
A Zikan	4	4

## MEMBERS OF COUNCIL

(as at December 31, 2008)

### The Chancellor

The Hon. Richard Torbay, MP

### Official Members

Professor Alan Pettigrew, Vice-Chancellor

Professor Elis Magner, Chair of Academic Board

### Members Appointed by the Minister

Dr James Harris

Ms Jill Hickson

Ms Jan McClelland

The Hon. Richard Torbay, MP

Dr Col Gellatly

### Members Elected by Academic Staff

Associate Professor Herman Beyersdorf

Associate Professor Jeanne Madison

### Members Elected by the Graduates

Dr Laurie Piper

Mr Scott Williams, Deputy Chancellor

### Member Elected by Non-Academic Staff

Ms Kay Hemsall

### Member Elected by the Postgraduate Students

Ms Catherine Millis

### Member Elected by the Undergraduate Students

Ms Alicia Zikan

### Additional External Members

Mr Robert Finch

The Hon. William Lloyd Lange

## SIGNIFICANT COMMITTEES OF THE UNIVERSITY OF NEW ENGLAND COUNCIL

(as at December 31, 2008)

### Standing Committee

The Hon. R Torbay, MP (Chair)

Dr J Harris

Professor A Pettigrew

Professor E Magner

Ms J McClelland

Dr L Piper

Mr S Williams

### Terms of Reference

The Committee shall have the authority to:

- appoint selection committees for the Senior Executive (other than the Vice-Chancellor) and Professors and receive and approve recommendations from those selection committees;
- deal with any matter brought to it by the any member which, in the opinion of the Chancellor or in his/her absence the Deputy Chancellor, requires urgent attention, provided that members of the Council are informed promptly in writing of

the matter and the reason for the urgency<sup>1</sup>; and

- at the request of the Vice-Chancellor, and with the approval of the Chancellor, consider advice provided by the Vice-Chancellor on general planning issues and organisational performance prior to a formal submission being provided to Council for noting or approval.

A quorum shall consist of a simple majority of members of the Committee.

### Audit and Compliance Committee

The Hon. R Torbay, MP (Chancellor)

Dr J Harris (Chair)

Professor A Pettigrew

Mr R Finch

Ms J McClelland

Ms J Madison

Mr S Williams

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<sup>1</sup> Matters decided by the Standing Committee are to be reported to the next meeting of Council for discussion and any matters approved *pro tem* by the Standing Committee will be brought to Council for full discussion.

### Terms of Reference

The Committee shall consider, review and advise Council on the compliance of UNE and its related entities to various laws and regulations, including those relating to governance, audit, risk management and quality assurance, the environment, employment practice, anti-discrimination and the management of trust properties.

The Committee shall be responsible for monitoring and reporting to Council on:

- systems of control and accountability for the University;
- the audit plans of the internal and external auditors, including the degree of coordination between the two parties;
- compliance of controlled entities with the *University of New England Act* and the governance of the controlled entities with the National Governance Protocols;
- the pursuit by UNE and its related entities of audit and compliance procedures that are acceptable to Council;
- the quality and effectiveness of the programs and policies of the University and its related

entities for the internal control of academic standards, audit, environment, employment practice and anti-discrimination;

- any matters which have or could have a material effect on the financial statements and the operation of UNE and its related entities;
- the University's programs and policies for the detection and control of fraud, corruption and other illegal acts;
- risk management; and
- the Register of the University's Commercial Activities.

A quorum shall consist of a simple majority of members of the Committee.

#### **Infrastructure Committee**

The Hon. R Torbay, MP (Chancellor)  
Dr L Piper (Chair)  
Mr S Williams  
Ms C Millis  
Professor A Pettigrew  
Ms K Hemsall  
Professor E Magner

#### **Terms of Reference**

The Committee shall consider, review and advise Council on the implementation of:

- the University's Master Plan, including the Residences;
- the University's Strategic Asset Management Plan, including information technology facilities and infrastructure;
- the University's Preventative Maintenance Program;
- the Facilities Management Services Management Plan;
- the Information Technology Management Plan; and
- the Rural Properties Management Plan.

The Committee shall review and make recommendations to Council on:

- the establishment of proposals and design standards for building works and information technology infrastructure;
- the life cycle of infrastructure;
- the progress of major infrastructure contracts and projects, including the tender process, post tender activities and contract administration;
- the control, management and disposal of properties, consistent with legislative requirements;
- the naming of buildings and areas;

- the restoration and use of heritage buildings; and
- environmental aspects of campus development.

A quorum shall consist of a simple majority of members of the Committee.

#### **Finance Committee**

The Hon. R Torbay, MP (Chancellor)  
Mr S Williams (Chair)  
Professor A Pettigrew  
Professor E Magner  
Mr R Finch  
Mr L Piper  
Ms A Zikan

#### **Terms of Reference**

The Committee shall consider, review and advise Council on the development and implementation of the University's Budget Plan.

The committee shall be responsible for monitoring and reporting to Council on:

- the University's financial performance against budget targets;
- preparation of the University's annual financial statements;

- development, review and implementation of financial policies and delegations;
- the review of financial reporting systems;
- the status of University insurances;
- the status of the activities of the Investment Committee;
- all proposals for capital expenditure in excess of delegations as stipulated in the Council policy *Financial Delegations*;
- benchmarking of UNE performance against other universities;
- the University's management of borrowing activities; and
- the University's management of superannuation.

The Committee shall make recommendations to Council on:

- all proposed borrowing and financial obligations

- approval of annual budgets and forward budgets.

A quorum shall consist of a simple majority of members of the Committee.

#### GOVERNANCE HIGHLIGHTS

- At its meeting on 19 September 2008, Council elected Mr Scott Williams as Deputy Chancellor.
- At its meeting on 10 November 2008, Council elected The Hon. Richard Torbay MP as Chancellor, commencing on 11 December 2008.
- At its meeting on 11 December 2008, Council welcomed Mr Bob Finch as a member appointed by Council under s.9 (1) (c) of the University of New England Act 1993 (NSW).
- At its meeting on 11 December 2008, the Council approved the UNE Budget 2009-2011.

#### LEGAL OFFICE

The Legal Office is staffed by two lawyers, the university lawyer and an associate, as well as a contracts officer. The Legal Office handles the university's broad range of legal and commercial issues that arise both locally and internationally. It checks all contracts with the university and advises on issues arising from information technology, and intellectual property, as well as a broad range of governance issues. During the past year the Legal Office has focused on contractual and compliance issues.



The Gordon Window, Booloominbah.



Mr John Cassidy AO served as Chancellor of the University of New England from March 2004 to December 2008.



The Hon. Richard Torbay MP commenced as Chancellor of the University of New England on December 11, 2008.

## Chancellor's Report

In 1980 I walked onto campus for the first time as an applicant for a job as a kitchen hand at the UNE Union, and stayed for the next twenty years, becoming the organisation's Chief Executive Officer. Since my election to parliament in 1999, I have retained my strong connection with UNE as a member of the University Council. It was a great honour to have been elected Chancellor on the 11th December 2008.

There are many challenges facing the Higher Education sector in this current climate of funding, economic uncertainty and the call for reform of tertiary education. However, I am confident that with Council members, the senior executive and a solid team of academic professionals and general staff all working together constructively we can meet these challenges and take advantage of opportunities as they arise.

UNE, as Australia's first regional university has a proud reputation for teaching and research and continues to take a leadership role with its new Rural Medical School, new Bachelor of Social Work focusing on rural and regional practice and through its ongoing strength across the Faculties. We have long been a leader in distance education

and will continue to develop our capacity in this direction, combining teaching excellence and focus on the individual student with delivery through the most up to date technology.

Through its education revolution the Federal Government has made it clear that it wants more access to university education for students from socially disadvantaged backgrounds. At UNE we have already met the targets set and have shown through a number of award winning programs that students who enrol through school recommendation rather than HSC results achieve just as well. The University has in place a number of award winning programs to support these students, particularly in their first year of study. We are also working closely with TAFE to increase articulation and opportunities for students and through the joint TAFE/ UNE Access Centres on many local TAFE campuses.

In nine out of the last ten years the *Good Universities Guide* has ranked UNE with five stars for graduate satisfaction. The 2009 Guide also awarded the University five stars for Teaching Quality, Entry Flexibility, Staff Qualifications, Indigenous

Participation, and Access by Equity Groups. That is something to be proud of.

We are well positioned to meet the challenges ahead, to be sound and innovative in the courses we offer, to find new partnerships and collaboration for research and to attract more students, both on campus, or studying through distance education or a combination of both. We are also taking steps to engage even more closely with our regional community.

While I am Chancellor I will work with my colleagues on the UNE Council, the Vice-Chancellor and senior executive, the academic and general staff and our students to retain and expand the high standards of our University. UNE was established by people with vision, courage and determination. Those qualities are just as much in demand today to ensure that our university is at the forefront of change, is flexible and adaptable and well placed to serve its students, its communities and the nation.

The Hon. Richard Torbay, MP  
Chancellor



Professor Alan Pettigrew  
*Vice-Chancellor and CEO*

## Vice-Chancellor's Report

In 1938, the New England University College opened its doors. Affiliated with the University of Sydney and with just 24 students and five academic staff, it was to “direct its efforts towards the occupations of the great rural producing districts which it serves”. In 1954, the University of New England became an autonomous institution and Australia’s first regional university. Celebrating the 70th anniversary of the inception of the New England University College this year, UNE still makes Armidale in northern NSW Australia’s only true university town. Boasting nearly 18,000 students some 80% of whom study at a distance, it has become an integral part of Australia’s higher education system that serves not only the New England region but students from across Australia and, increasingly, the world.

In 2008, we also conducted celebrations to mark the 80th anniversary of the Armidale Teachers’ College (which became a part of UNE during the 1990s) and the 50th anniversary of the establishment of Mary White College. Together with the 70th anniversary of NEUC, these occasions highlighted the history and longevity of UNE in a constantly changing higher education sector.

While 2008 has been a year of celebration and growth, it has also been a year of uncertainty and instability for the higher education sector generally and for UNE in particular. With a new government in Canberra, the structure and funding of higher education have been the focus of attention. During the year, UNE has made submissions to the Bradley Review of Australian Higher Education; the Discussion Paper on the Impact of Voluntary Student Unionism; and has contributed to discussion on the review of Co-operative Research Centres and the Cutler Review of Innovation.

Most recently, UNE has welcomed the report of the Review of Australian Higher Education and is carefully considering the opportunities and challenges that the recommendations it contains present.

## STRATEGIC DIRECTION

With an eye on the changing external environment, the University of New England has continued during 2008 to implement the key objectives of its Strategic Plan 2007-2010. The vision articulated in this Plan is for UNE to be “a strong research-based, teaching and learning university [that] will provide leadership and achieve strong real-world outcomes and impact in its region, elsewhere in Australia, and extending to regions of the world ...” All activities undertaken at UNE are designed to build on this strategic direction and 2008 has been a year of significant progress in this regard.

Key priorities of the Strategic Plan include to:

- Achieve distinction, leadership and advantage
- Create regional to global impact
- Ensure student interests are paramount
- Focus and align all activities
- Empower staff and strengthen accountability.

## ACHIEVE DISTINCTION, LEADERSHIP, ADVANTAGE

In July 2008, we welcomed the Deputy Prime Minister, the Hon Julia

Gillard MP to the UNE campus where she officially opened the Oorala Aboriginal Centre, the Learning Commons at the Dixon Library and the ground-breaking School of Rural Medicine. The Australian Government had assisted with funding for each of these facilities. Importantly, the opening of the three facilities on one occasion presented the opportunity to highlight UNE's important contribution and leadership in the key areas of:

- Social inclusion
- Innovative teaching and learning and
- Addressing workforce needs.

During 2008, organisational changes made at UNE in 2007 have been consolidated and the benefits have started to flow to the organisation. The academic reorganisation which saw the consolidation of faculties and schools has started to bear fruit with evidence of greater collaboration across disciplines in the areas of both teaching and research. At a senior level, the University has welcomed Professor Graham Webb from Monash University as the new Deputy Vice-Chancellor and Mr Chris Patton has joined us from Navitas as our inaugural Chief Development

Officer. We have also welcomed new Heads of Schools, three from overseas, with significantly enhanced roles and responsibilities.

## CREATE 'REGIONAL TO GLOBAL' IMPACT

UNE has expanded upon its tradition as an organisation responsive and interested in local and regional issues. In 2008 the UNE community was involved in various projects connecting the university to the needs of our local and regional population.

One of new courses offered at UNE in 2008 was the Bachelor of Medicine. Run in partnership with the University of Newcastle and the Hunter New England Area Health Service, the medical course is the first such collaborative program in Australia. One of the primary aims of establishing the medical is to train doctors who will be capable of, and interested in, working in regional, rural and remote settings. It is hoped that this will help to resolve medical workforce shortages in Australia and that some of these future UNE graduates might apply the skills they acquire here in other parts of the world.

Academic staff continued their involvement in research and collaborative conferences of regional significance such as the joint research project with Mount Thorley Warkworth mine in the Hunter Valley to rehabilitate former farm and quarry lands owned by the mine. The five-year, \$1.5 million research project will reintroduce local plant species to hundreds of hectares of Hunter Valley land that have been degraded by grazing and land clearance.

The residential system donated almost \$40,000 to the community at large. Student residents of Earle Page College, St Albert's College, Robb College, and Austin College were involved in a range of activities raising funding for the Children's Medical Research Institute (CMRI), Armidale Community Oncology and Cancer Support Unit, Integrated Living Armidale, Armidale Police & Community Youth Club and helped to send a young Armidale boy, Dylan Hardey, to the United States to be assessed by specialists for a rare medical condition.

The unique needs of regional and remote students continue to be met. In 2008 students at all eight

of the University of New England's Regional Access Centres joined each other, as well as students at the UNE Tamworth Centre, in a video-link workshop enabling students to overcome the barriers of regional isolation and share each other's experiences, as well as gain information essential for their academic success.

Complementary to UNE's focus on regional collaboration, a key aim of the UNE Strategic Plan is to build on UNE's existing presence on the global stage.

Student and staff mobility is integral to building UNE's reputation nationally and globally. The UNE staff and student exchange program, along with diversification of the international student base (UNE has attracted substantial new business from the Arabian Gulf, in particular Saudi Arabia in 2008), the increase in international student numbers, the development of study tour programs for groups from Japan, Hong Kong and Taiwan, and UNE's role in hosting international seminars and conferences, such as the 28th Annual Seminar of the International Society for Teacher Education, have

been instrumental in nurturing UNE's professional links with the global educational community.

With a significant number of Chinese students on campus, the Sichuan earthquake disaster in April 2008 had a significant impact on UNE. The UNE community responded to the disaster through the establishment of UNE's China Earthquake Relief Fund, to assist relief workers in rebuilding destroyed villages and areas, and in providing health care, education, and other vital needs. UNE also announced the establishment of the UNERA (Sichuan) Scholarship made available to a resident of the Sichuan Province to undertake either a full-time Master's by research degree or a PhD degree at UNE.

### **ENSURE STUDENT INTERESTS ARE PARAMOUNT**

In 2008, 3,681 students graduated from UNE and joined the august body of over 75,000 UNE alumni who now live and work across the globe. Not only maintaining but constantly improving the renowned UNE student experience is paramount. We were delighted to maintain our unequalled record in the Good Universities Guide for 2009 in being once again

awarded the Guide's maximum rating – "five stars" – for "overall graduate satisfaction". UNE also received "five-star" ratings for "teaching quality", "access by equity groups", "Indigenous participation", "entry flexibility", and "staff qualifications".

Outstanding contributions to the learning experience of students by members of staff at UNE once again received national recognition through the annual Citations of the Australian Learning and Teaching Council (ALTC – formerly the Carrick Institute).

This year, seven Citations went to individuals and groups at UNE, taking the total number won by UNE staff members since the awards began in 2006 to 25.

The fifty (50) new and amended courses offered in 2008 were developed in the context of student demand for opportunities in particular areas as well as in areas of research and teaching strength for UNE. More new courses, including a Bachelor of Social Work and a Bachelor of General Audiology, will be offered in 2009 on the same basis.

In 2008, further extensive work has been done at UNE to enhance the experience of students living on

campus in the residential college system. Administration of the colleges is being consolidated and a tender has been let for centralised and extended catering services. Thanks to a \$2.5 million grant obtained through the Australian Government's Capital Development Pool Program, extensive renovations to Mary White College are commencing. Consideration is also being given to substantial enhancements to the self-catered Wright Village.

#### **FOCUS AND ALIGN ALL ACTIVITIES AND EMPOWER STAFF AND STRENGTHEN ACCOUNTABILITY**

Internally, 2008 has been a year of growth and change for UNE set against the backdrop of significantly destabilising governance issues. While UNE has, most unfortunately, been the subject of national and international attention in this regard, the matters that have arisen regarding the respective responsibilities of the Chancellor and Vice-Chancellor have been useful to the sector more broadly.

Separate to these issues, the senior management of UNE has embraced concerns highlighted by the

Employee Opinion Survey conducted in October 2007. It was clear from the survey that poor communication and fragmented cross unit cooperation were of immediate concern to many employees. In 2008 great improvements have been made in opening up communication channels with a number of open forums being held throughout the year, regular e-updates from the Vice Chancellor's unit disseminated to all staff, and the establishment of a VC blog to enable staff to share ideas and information.

2008 was an eventful and challenging year for UNE. The willingness of staff at UNE to embrace change and work toward the common good of the university has forged a strength and sense of unity that will see UNE move forward in 2009 and beyond.



Professor Alan Pettigrew  
Vice-Chancellor and CEO



Deputy Vice-Chancellor  
Graham Webb

## Deputy Vice-Chancellor's Report

In 2007, the University restructured its senior executive positions, establishing the role of Deputy Vice-Chancellor to provide strategic leadership and oversight of the academic functions of the University and their related support and administrative areas. Following an extensive recruitment process Professor Graham Webb was appointed to the position and commenced duties in late July 2008.

Reporting to the Deputy Vice-Chancellor are the Pro Vice-Chancellor (Academic), Pro Vice-Chancellor (Research), Pro Vice-Chancellor/Dean of the Faculty of Arts and Sciences and the Pro Vice-Chancellor/Dean of the Faculty of The Professions. Through them, the Deputy Vice-Chancellor ensures that the teaching, learning and research functions of the University are acquitted to the highest possible standard of quality and demonstrate continuous improvement. The Deputy Vice-Chancellor is largely responsible for the day-to-day management of the academic areas of the University and serves as Acting Vice-Chancellor when required.

### **PREPARATION FOR THE 2009 AUQA AUDIT**

One of the major tasks of the Deputy Vice-Chancellor has been to lead the University's preparations for the July 2009 audit by the Australian Universities Quality Agency (AUQA). The initial task required by AUQA in advance of this audit was a "desk review" of the University's activities against the National Protocols for Higher Education Approval Processes. This was completed and submitted to AUQA in April 2008.

A major focus for 2008 was the development and implementation of a project plan to manage the University's audit preparation activities. Significant achievements have included:

- coordination of the University's self-review by a Self-Review Team;

including extensive information gathering;

- commencement of the development of the University's Performance Portfolio;
- development of a communication strategy intended to provide clear, regular and timely updates to the University community on the audit preparation process, through face to face briefings with groups such as Council, Academic Board, all academic and administrative organisational units, and students; and
- development of a website devoted to AUQA activities ([www.une.edu.au/auqa](http://www.une.edu.au/auqa)).

The project plan also includes processes for preparing the University community for the audit week itself, including briefings with staff, students and other stakeholders who are chosen for interview by the audit panel.

As part of the project plan, the Deputy Vice-Chancellor chaired a self-review of the university between September and November 2008. The Self-Review Team's terms of reference were to:

- review the outcomes of the 2003 audit, particularly progress made on the recommendations of that audit;
- examine evidence of implementation of recommended changes, including the effect of these changes on institutional outcomes;
- provide brief commentary on recommendations not yet implemented;
- outline changes to quality systems and processes and provide evidence of the effectiveness of the institution's quality assurance and quality improvement systems;
- review the University's performance on the two theme areas (international activities and flexible learning); and
- review any other matters, as appropriate.

As part of the self-review process the team assembled information on the theme areas and undertook 'mini-audits' of key University policies and processes. These mini-audits assisted the team to assure itself of the validity and legitimacy of the University's internal quality assurance

mechanisms. Mini-audits were completed in the following areas:

- the University's policy framework;
- the University's research training and supervision policies and processes; and
- international activities in teaching and learning, research and community service activities.

The self-review will be finalised in early 2009 and will inform the development of the University's AUQA Performance Portfolio.

#### **ACADEMIC QUALITY MANAGEMENT SYSTEM**

In late 2007, the UNE Council approved an Academic Quality Management policy for the University. As part of the process of positioning the University in preparation for the AUQA audit, the Deputy Vice-Chancellor undertook a review of the content of this policy and proposed a number of amendments which have subsequently been approved by the Council. These amendments strengthen the intent of the policy with regard to developing a culture of continuous improvement. A quality cycle, based on the four stages of

Plan, Act, Evaluate and Improve, has been embedded in the policy.



In 2008, the School of Science and Technology and the School of Humanities were reviewed by panels comprising both internal and external members, as part of this new quality framework. Implementation of the review recommendations will commence in 2009.

The importance of regular evaluation of the University's undergraduate and postgraduate units and courses, leading to improvement or discontinuation, has been

emphasised in the annual monitoring activities of the policy. For example, the Academic Renewal Process saw the discontinuation of 165 units in the Faculty of Arts and Sciences, with 8 new degree courses being introduced, while in the Faculty of The Professions 102 units were discontinued and 10 new courses introduced for 2008.

With an institutional approach accepted, work has commenced on defining Key Performance Indicators (KPIs) for the whole organisation and particularly for units and courses. The business intelligence system will provide new reporting capabilities based on a data warehouse of institutional information. For example, unit and course monitoring involves the analysis of KPIs including enrolment, progression, pass rates, grade distribution, completion, admission standards, preferences, attrition and retention, graduate outcomes, student feedback and

financial data. Regular collection and reflection on these data are intended to build a profile of the ongoing sustainability and quality of units and courses and to ensure improvement or discontinuation where necessary.

### MANAGEMENT COMMUNICATION

With many issues associated with structural, policy and process changes impacting the University, the Deputy Vice-Chancellor has convened regular meetings of a Management Forum comprising Heads of Schools, Directors and other senior staff with significant management responsibilities. Recent topics have included: unit and course monitoring, cluster funding and enrolment, research leaders program, planning and performance review and enterprise bargaining.



Pro Vice-Chancellor (Academic) Eve Woodberry

## Quality Teaching and Learning and Student Support

Following the completion of his 12 month period as Acting Deputy Vice Chancellor (Academic Planning and Renewal), Professor Stephen Colbran departed on study leave in May. The reforms he instigated, through the Academic Board Teaching and Learning Committee, were completed in 2008, including policy review of the Advanced Standing Policy, Overseas Travel Policy for Students, the Assessment Policy and a range of policies relating to the Joint Medical Program.

### ALTC CITATION AWARDS

In 2008 the University was again successful in obtaining Citation awards under the newly branded Australian Teaching and Learning Council (ALTC), previously the Carrick Institute. Following the achievements of 10 out of 10 awards in 2006 and 8 out of 8 awards in 2007, the university was successful in obtaining 7 out of 8 awards this

year, and continued recognition of the high standard of teaching and support provided by academic and general staff is gratifying.

### QUALITY ASSURANCE

The implementation of the Academic Quality Management System was evident in the performance of School Reviews for the Schools of Science and Technology and Humanities, both of which utilised the new guidelines. The Reviews took place in October 2008 and the recommendations will be implemented in 2009. The use of external reviewers from other universities provided valuable insights into the Schools from the viewpoint of their peers. The inclusion of a Head of School from a different School within UNE was also beneficial and provided the opportunity to gain insights into issues from a broader perspective.

The distribution of a Discussion

Paper covering course approval and course quality management provided staff with the opportunity to provide feedback into the processes involved in the approval of new courses and the disestablishment of courses declining in popularity. This involved not only the streamlining of processes but identified and resolved issues associated with timelines and the consultation process between Schools and Student Administration.

### POLICY REVIEW AND DEVELOPMENT

A review of policies was instigated in response to the analysis of feedback from the previous Australian University Quality Agency (AUQA) audit. The identification of policies for review and the allocation of responsibility also revealed the necessity for the development of new policies in emerging areas, including on-line services.

The increased reliance on the

The Deputy Prime Minister, the Hon. Julia Gillard MP, visited the University to officially open three new educational facilities to which the Australian Government has contributed a total of almost \$11 million – including the new Learning Commons in the Dixon Library.



learning management system to deliver twenty four hours a day, seven days a week (24X7) access for students highlighted the need for staff and student assistance in the design and use of technologies to aid the delivery of pedagogically-sound information. A trial of the Sakai system complemented the upgraded Blackboard system for delivery, while the use of e-submission for assignments proved to be a challenge for some students. The use of the Turnitin system stabilised, with students and staff increasing their knowledge and experience with the system to assist with quality checking of essays.

## STUDENT ADMINISTRATION AND SERVICES

The directorate of student administration and services underwent a number of significant changes in 2008. These included a workplace restructure, a physical reorganisation, and the implementation of electronic systems for handling student enquiries, admissions, and enrolment. These systems have led to a considerable reduction in the amount of time spent handling

routine enquiries, allowing more time to be spent on high-level tasks.

### Restructure of the directorate; staff development and training

Restructuring of the directorate as part of workplace change took place from mid-2008. This led to the implementation of significant changes to operational procedures, including the “three-tier approach”, a physical reorganisation of staff resources within the Student Centre to align teams with similar functions.

In addition, the workplace change agreement included a commitment to identify and provide training for the professional development of directorate staff, which included an in-house leadership course specifically designed for student administration and services staff at level HEO7 and above; project-based workshops on managerial, interpersonal and customer service skills; and workshops and training sessions on the RightNow enquiry management system used within the Student Centre.

### AskUNE

The reallocation of staff resources through workplace change was counterbalanced by the rollout

during 2008 of the RightNow student relationship management system and its AskUNE student interface. The former consisted of a user-friendly staff application for management of received email and telephone enquiries, with the important additional feature of providing reliable automatic responses online to students 24 hours a day (and thus filtering out a large number of email and telephone enquiries). This functionality is achieved through two self-service tools:

- The AskUNE Knowledgebase, which includes more than 500 answers to frequently asked questions on a range of topics. Usage of AskUNE has increased markedly over the past 12 months, with 7974 answers viewed during October 2008.
- The AskUNE Smart Assistant, which, on the basis of keywords, provides five possible answers with links to more detailed information. In place since mid-July, Smart Assistant has resulted in a reduction of enquiries submitted to the Student Centre by an average of 35 per cent per week.



During a ceremony in Sydney August, the Executive Director of the Australian Learning and Teaching Council, Professor Richard Johnstone, presented seven Citations for Outstanding Contributions to Student Learning to individuals and groups representing both the academic staff and the general staff of UNE. UNE staff members have received a total of 25 Citations since the awards began in 2006.

### Online admission and enrolment

Semester two, 2008 saw the implementation of the online admission (OLA) pilot in mid-June, with domestic students having the option to submit a direct application to UNE either online or through the traditional paper-based form. The pilot proved highly successful, with 471 applications being made online. The major launch of OLA will take place with the semester one, 2009 intake. A major advantage of OLA is that it requires students to complete the relevant data entry, thus permitting Student Centre staff to focus on other, higher-level duties.

The OLA project complements online enrolment and further extends the range of online services for students. Other online projects introduced throughout 2008 (and in some cases scheduled for introduction in early 2009) include:

- E-SOA (electronic statement of account)
- Online scholarship applications
- Online Commonwealth assistance notice (E-CAN)
- Online examination timetable

The online enrolments (OLE) process continued in semester two, 2008 in a

more streamlined and problem-free format than in previous semesters, resulting in a reduction in calls to the Student Centre for specific assistance in enrolling online.

This can be attributed to a greater familiarity with the OLE system, which was first introduced in semester two, 2007, but even more importantly to the improvements implemented, as a result of feedback from students and staff. It is also apparent that students are becoming more familiar with the course and unit catalogue (CAUR), which is a reflection of UNE's greater emphasis on students' self-management of their courses and responsibility for correct choice of units. This has required the information management team to play an even more crucial role in the construction of error-free course and unit rules, both in the CAUR and in Callista, UNE's student enrolment database. In addition, during 2008 IM staff undertook the successful upgrade of Callista to Version 10.1 in May, and subsequently to Version 11.0 in November.

### Carrick citations

The Student Assist Team was

awarded a Carrick Citation in the general staff category at the Australian Learning and Teaching Council formal ceremony in August, 2008. They were recognised for "implementing innovative and responsive programs that provide holistic support for all students to stay academically focused while maintaining a healthy wellbeing".

### STUDENT SUPPORT

The opening of the Learning Commons on the Ground Floor of Dixon Library was a highlight for students and staff. The newly refurbished space reflects the changes in student learning with fully IT-enabled group study rooms, problem-based learning rooms for medical students, and jointly-provided services for ITD, Student Assist and the Academic Skills Office. This all builds on the vision of providing a focus for students as a central element of the University. The light, bright and colourful spaces have proved to be a hit with students, and usage skyrocketed in the months following the opening.

The Oorala Centre, designed by the same architect as the Commons, was formally opened by the Deputy Prime

A "Woman reading", by sculptor Patricia Lawrence, now greets students and visitors to the Dixon library and the new Learning Commons area.



Minister, Julia Gillard, on the same day as she opened the Commons. Oorala provides specialist support for Indigenous students with purpose-designed spaces including outdoor areas providing an environment which Indigenous students find welcoming and supportive. Appropriately, all members of the senior executive attended Oorala to witness, via electronic media, the apology to Indigenous people by the Prime Minister.

2008 saw an increase in the number of international students with the maturation of the partnership models with China in particular. The University responded with the creation of a Working Group to consider a coordinated approach to the provision of services to assist students in assimilating into the UNE environment. Representatives from the Colleges, Library, Academic Skills Office, International Office, Student Assist and the Faculties combined to provide a range of information and services especially designed to assist international students.

#### ACADEMIC RENEWAL

The renewal of academic programs resulted in the introduction of new

courses including the Bachelor of Criminology and Bachelor of Indigenous Studies, with other developments in the pipeline. Some reductions occurred in less popular units.

A major project which utilised Workplace Productivity Project funding was undertaken throughout the year to increase the availability of information on the Web for students. The project utilised Rightnow Software to create a knowledgebase of information where students could obtain information and answers to questions without the necessity to phone or send emails to the Student Centre. Significant staff time and effort was required to develop both the questions and answers, with the system being populated by the Library, ITD, Student Centre and other interested areas of the university. The impact of the development has been a decrease in phone and email traffic with a consequent increase in the use of the knowledgebase. Benefits of the development have been to provide 24x7 access to information for students and immediate responses to questions for a large number of queries.

#### TEACHING AND LEARNING CENTRE

The Teaching and Learning Centre (TLC) has continued to engage in rapid and extensive development of its capabilities responding to changes in delivery and teaching methods.

TLC provided a range of academic staff development initiatives in 2008, including the Teaching Flexibly series of workshops, academic staff induction programs, individual teaching support and assistance with using aspects of the Virtual learning Environment, particularly the Blackboard and Sakai learning management systems.

TLC also managed the processes associated with nominations, applications and judging of the Vice-Chancellor's Awards for Excellence in Teaching; provided copyright advice and compliance; and video and audio support for academic staff. The latter increased dramatically with the rapid uptake of podcasting technology in the faculties.

Student development and learning support initiatives offered by the Academic Skills Office (ASO) included the academic orientation program for new students; the workshop

series 'Writing for Success' offered each semester; the 'asohelp' online discussion forum and email help line; the facilitation of workshops and study groups for specific groups including international students; participation in the UNE Learning Commons student support programs; promotion of the International Computer Driving Licence; the ongoing development of online resources; the training and support of the student tutors in the UNE residential system; the coordination of two peer support programs (for on-campus and distance students); coordination of the Vice-Chancellor's Student Leadership program; the development and launch of the Tertiary Literacy Assessments (TLA) ; and the New England Award (NEA).

The TLA provides all students with online automated feedback about their readiness for tertiary study, with links to extra learning resources and personal assistance as required. The NEA recognises and rewards student development through extra-curricular activity. This program continues to be a benchmark for similar initiatives elsewhere and its coordinator acted as a consultant in this regard for three

other Australian universities in 2008.

The ASO was also responsible for the coordination of a new course in 2008, the UNE Pathways Enabling Course, which caters for people otherwise ineligible to enrol at UNE. This course attracted the highest load of any newly-launched course in 2008. TLC coordinates and teaches two foundation units (FND101 and FND102) within the Pathways Enabling Course.

In 2008 TLC continued to conduct regular unit evaluations, increasing the proportion of units participating from about 30% in 2007 to about 50% of all offerings in 2008. In Semester 1, 2008, 599 unit surveys were conducted, with an average response rate of 24%. In Semester 2, 2008, 494 surveys were conducted with an average response rate of 37%. The significant increase in response rate is due to improved online surveying strategies for distance education students.

2008 was again a successful and productive year with the Australian Learning and Teaching Council (previously Carrick Institute), with UNE being successful in 7 out of

8 nominations in the Citations for Teaching Excellence. A TLC multi-media programmer was part of one winning team.

A number of electronic systems were integrated by TLC to create a Virtual Learning Environment (VLE), based around the Blackboard Campus Edition 6.0 Learning Management System; a pilot installation of the Sakai Open Source Learning Management system (which has been used in significant projects in Education and Nursing, and in which innovative teaching approaches have been developed in collaboration with TLC staff); the e-submission assignment handling system; Hive repository system; Learning Resources Database (LRDB) for managing learning resources; Learning Resources Format Request (LRFRF) form; the UNE media-casting system which includes podcasting capability; the Distance Education Module (DEM); and TurnItIn originality checking software (introduced in 2008, with 28,471 assignments submitted through TurnItIn in Semester 1). Through the VLE academic staff can access and manage a wide range of resources

and tools through an individual profile webpage on their desktops. The system is amongst the most advanced in the sector, while being built on a very modest budget.

Responsibility for the maintenance of the VLE passed from TLC to the Information Technology Directorate (ITD) in late 2008; however, TLC remains responsible for design and development aspects of the VLE. Responsibility for the LMS hotline and videoconferencing also moved to ITD in 2008.

TLC continued its responsibility for the production of printed and CD-based learning materials and despatch to students, including copyright compliance, and distribution of posted and printed e-submitted assignments between staff and students. In 2008, 61,946 packages of learning materials were handled by TLC.

The TLC continues as the Secretariat for the Open and Distance Learning Association of Australia (ODLAA), as well as being an active participant in the Council of Australian Deans of Academic Development (CADAD), and the Australasian Council on Open Distance and e-learning (ACODE).

## **UNIVERSITY LIBRARY AND HERITAGE CENTRE**

### ***Learning Commons, e-Learning Commons and building improvements***

The Capital Development Pool (CDP) funded the development of a physical *Learning Commons* and an *e-Learning Commons* of virtual information services.

Extensive renovations to the ground floor of the Dixon Library across the summer 2007-2008 period created a modern, attractive, well-appointed and inviting Learning Commons. Its features include an integrated service desk for reference, loans and ITD queries; increased computing options; shopfront locations for the Academic Skills Office, Student Assist and IT help desk; bookable consulting and study rooms; and improved social spaces.

Replacement of the Dixon Library's public lift and ground floor carpet, a complete upgrade of the building's fire detection system, and installation of a life-sized bronze sculpture entitled *Woman Reading* commissioned from sculptor Patricia Lawrence, were undertaken at the same time. The facility was opened on 22 July by Deputy Prime Minister

the Hon Julia Gillard MP. Student library usage increased dramatically following the Learning Commons renovations.

Features of the e-Learning Commons include student portals *myLibrary* and *myAssist* that provide guided online access to relevant resources and student services.

Elsewhere, a secure area with air-conditioning, dark storage and racking to house and preserve the University Art Collection has been constructed on the Dixon Library's lower ground floor. The Law Library was also upgraded when the Faculty of the Professions replaced carpet throughout the Library in December.

### **Customer Survey**

Results from the October 2007 nationally-benchmarked Insync Customer Survey undertaken by the Library every two years facilitated action to address key findings. Strongly positive evaluations gave feedback that library services are highly valued, high quality, up-to-date and responsive. UNE Library maintained its nationally-benchmarked position from previous surveys in the top quartile of Australian academic libraries.



University Archivist Bill Oates

### **e-publications@UNE**

The Library established a digital repository, *e-publications@UNE*, for online versions of UNE theses, journal articles and other research outputs. The repository went live on the web in July at <http://epublications.une.edu.au/vital/access/manager/Index>. By year end the database presented over 1,100 papers and chapters created by UNE researchers to the world via the internet.

### **Joint Medical Program**

Working closely with University of Newcastle Library staff, UNE University Library put significant book, journal, online collections and services in place to support the Joint Medical Program (JMP). A *Memorandum of Agreement* between UNE, the University of Newcastle, Hunter New England Health and Northern Sydney Central Coast Health for the provision of Library Services to support staff and students of the JMP when in teaching hospitals was signed off by the JMP Working Party.

### **Significant donations**

Chief amongst several generous additions to the library collections in 2008 was the acquisition of over 900

titles from the library of the late Dr Charles Tesoriero, lecturer in Latin at UNE.

Outstanding amongst donations to the Heritage Centre was a significant collection of photographs, oral history recordings and transcripts, and research material from the estate of regional historian, the late Bruce Cady.

### **Senior staffing**

Celia Munro, formerly of the University of Newcastle, was appointed to the position of Information Services Manager in March.

University Librarian Eve Woodberry, who had acted as a member of the University's executive since June 2007, was appointed Pro Vice-Chancellor (Academic). Deputy University Librarian Jack Bedson continued to act as University Librarian through 2008.

### **Systems**

The University roll-out of new Multi-Function Devices (MFDs) included replacement of all public printers and photocopy machines in the Library, and a web based payment facility.

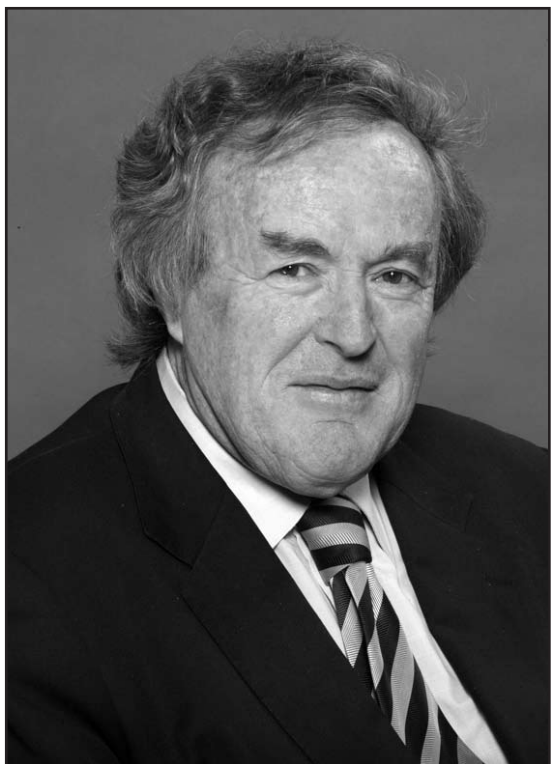
The Library's 24x7 online eReserve system was enhanced to further

facilitate student searching and navigation. Student downloads for 2008 totalled 400,000. In addition, online copies of past exam papers were downloaded more than 98,000 times.

### **Heritage Centre**

The University's Heritage Centre received funding of \$31,560 for regional repository projects from State Records NSW. Director of State Records NSW, Alan Ventress, praised the work and standards of the Heritage Centre in housing and preserving archival records of regional bodies. In 2008 Heritage Centre staff liaised with regional groups in Glen Innes, Kempsey, Warialda, Gum Flat, Delungra, Walgett, Coonamble, Tenterfield, Moree, and Inverell and loaned historical materials for displays to the 8<sup>th</sup> Devon World Conference, and to the National Library of Australia for the exhibition *Griffith Taylor: Visionary, Environmentalist, Explorer*.

In conjunction with the 70<sup>th</sup> anniversary of the New England University College (NEUC), an exhibition paying tribute to the University's pioneering families was mounted in October.



Deputy Vice-Chancellor (Research) Professor Peter Flood

## Research Excellence

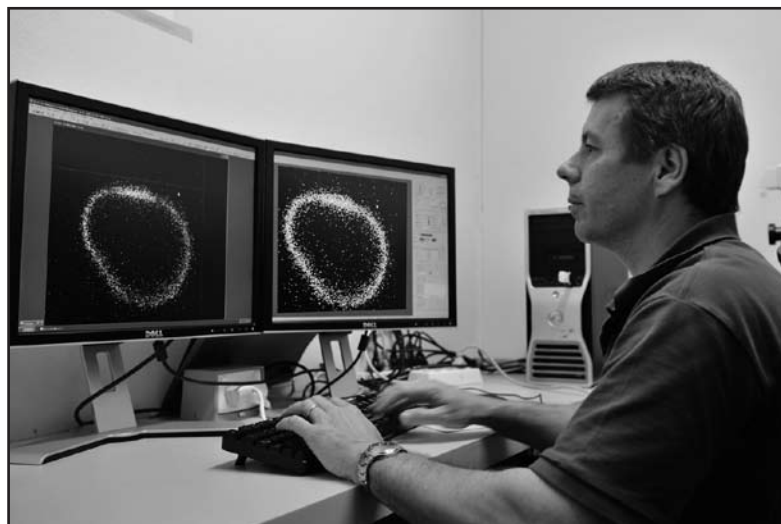
This year, 2008, has been the year of reviews, including major inquiries into the Cooperative Research Centres (CRCs) chaired by Mary O’Kane, the Higher Education Review chaired by Denise Bradley and the National Innovation Review chaired by Dr Terry Cutler. The Innovation Review paper made several suggestions including funding the full cost of research. The CRC Review provided options for the type and duration of the period of CRCs. We still await the Bradley Review. In addition, the new Federal Labor Government disbanded the Research Quality Framework (RQF) process and replaced it with the Excellence in Research for Australia (ERA). The Australian Research Council (ARC) has released its view of how to conduct an evaluation of Australian research performance, and Senator Kim Carr commissioned a new Roadmap for Australian Research infrastructure. As well, the House of Representatives Standing Committee on Industry, Science and Innovation has produced an Interim Report on research training in Australian Universities as part of the planning for the 2009-2010 Federal Budget.

Three Strategic Research Priorities were identified: environmental and agricultural change, rural health, and rural and regional education. Six Targeted Research Areas were also defined: economics and public policy, Asia Pacific region, frontiers and boundaries, law, security, and water perspectives.

### RESEARCH HIGHLIGHTS

The NSW Minister for Primary Industries, the Hon Ian Macdonald, visited UNE in February to launch the National Centre for Rural Greenhouse Gas Studies (NCRGGS) within the UNE-based Primary Industries Innovation Centre (PIIC), and to announce the appointment of Professor Bob Martin as the first full-time Director of PIIC.

Dr Pierre Moens investigates cell membrane/profilin molecule interactions with the aid of a \$252,000 grant from the National Health and Medical Research Council (NHMRC) for an investigation of a protein that suppresses the growth of cancers.



Dr Pierre Moens, an expert in the use of fluorescent markers to track the movements of individual molecules within living cells, has won a \$252,000 grant from the National Health and Medical Research Council (NHMRC) for an investigation of a protein that suppresses the growth of cancers.

In November, the documentary "The Hobbit Enigma" was screened in Australia and the USA and examined one of the greatest controversies in science today. Four years after the initial discovery involving UNE researchers, there is compelling evidence that the origin of *homo-floriensis* harks back to the earliest pre-humans found in Africa, the Australopithecines, who became extinct more than 2.5 million years ago.

A new, rust-resistant variety of Triticale, a hybrid cross between wheat and rye developed by Associate Professor Robin Jessop at UNE, will be commercially available early next year through an exclusive agreement with ABB Seeds to market the new "Bogong" variety.

## RESEARCH DATA

### Publications

UNE reported one thousand, one hundred and thirty nine publications to the Department

of Education, Employment and Workplace Relations (DEEWR) for the 2007/2008 submission year, which was an increase on the 2006/2007 submission.

### Higher Degree Research Students

In 2008, sixty new Research Assistantships were awarded, comprising four Endeavour International Postgraduate Scholarships (IPRS), twenty two Australian Postgraduate Awards (APAs), ten UNE Strategic Assistantships, and twenty four UNE Research International Assistantships.

One hundred and three new PhD students enrolled at UNE in 2008, bringing the current PhD student enrolment to five hundred and twenty six. PhD graduations in 2008 recorded a total of eighty two students, fifty five in the Faculty of Arts and Sciences and twenty seven in the Faculty of The Professions. There were forty one new Research Masters Degree commencements, bringing the total of current enrolments up to one hundred and sixty three. Twenty one students graduated with a Masters Research degree.

### Dean of Graduate Studies - Developments in Higher Degree Research Training

A number of initiatives aimed at improving the quality of training of, and support for, higher degree research (HDR) students, have been introduced during the last twelve months.

## ETHICS

The Animal Ethics Committee (AEC) processed one hundred and sixty seven applications during 2008, comprising one hundred and fifty two approvals, with one application withdrawn and fourteen pending approval. The Human Research Ethics Committee (HREC) processed one hundred and eighty three applications during 2008, comprising one hundred and sixty four approvals, three applications withdrawn and sixteen pending approval.

## RESEARCH GRANTS

Ninety seven National Competitive Grant applications were lodged, comprising sixty two from the Faculty of Arts and Sciences, nineteen from the Faculty of The Professions and sixteen from UNE Research Centres. For 2009, UNE staff have received three ARC Discovery grants, and three Australian research Council (ARC) Linkage grants.

UNE also secured for the first time a substantial National Health and Medical Research Council (NHMRC) Grant to the value of \$252,000 over three years.

#### **COOPERATIVE RESEARCH CENTRES**

UNE Scientists continued their collaboration in the Sheep, Beef, Cotton, Weeds, Poultry, Irrigation Futures and Spatial Information CRCs. UNE is currently involved in the rebids for the CRC for Spatial Information and the Australian Poultry CRC.

#### **CRC for Sheep Industry Innovation**

Key programs involving UNE staff during 2008 were highlighted during the Sheep CRC Open Day at UNE in March. They included the Information Nucleus Flock initiative, a world-first for sheep breeding, the ewe efficiency program and the meat program. UNE postgraduate students are involved in measures of lamb vigour, the application of SNP chip technology in selection, and shelter use by sheep projects.

#### **CRC for Spatial Information**

Clever Cattle and Cropping Systems is a demonstrator project run by a multidisciplinary cohort of UNE physicists, soil scientists

and agronomists, which involves corporate farming partners including Twynam Agriculture and Sundown Pastoral Company, numerous small-medium technology and agri-business enterprises throughout the New England and Northwest regions of NSW and research staff from University of Melbourne and CSIRO. Activities include improving irrigation management, GPS cattle tracking, using satellite and UAVs to collect high resolution imagery of crop/pasture variability, the development and evaluation of on-ground and ultra-low level airborne sensors for monitoring crop and pasture condition and the development and evaluation of 2- and 3-D data visualisation packages for integrating spatial data and facilitating interactive knowledge exchange.

#### **CRC for Irrigation Futures**

UNE physicists and chemists are working together with staff from the University of Southern Queensland and Melbourne University on the CRC-IF-funded project, "Tools for Monolayer Detection and Evaporation Monitoring" to understand the dynamic mechanisms by which monolayers suppress

evaporation from water bodies, which involves developing sensors to quantify the presence of monolayers.

#### **Australian Poultry CRC**

The Poultry CRC won the WPSA Industry Award at the World's Poultry Congress held in Brisbane in July, and Professor Mingan Choct of UNE, CEO of the Poultry CRC, has become the first Australian chosen to give the 25<sup>th</sup> Annual Robert Fraser Gordon Memorial Lecture to an international audience in Scarborough, UK, in April. In conjunction with the lecture, Professor Choct received the 2008 Robert Fraser Gordon Memorial Medal. The Poultry CRC performs research aimed at improving the sustainability of the Australian poultry industries.

#### **Cotton Catchment Community Cooperative Research Centres**

Scientists at UNE are leading research into black root rot in the region's cotton fields, which has been funded by a grant from the Cotton Catchment Communities Cooperative Research Centre (Cotton CRC). The research has won praise from the cotton industry and the Cotton CRC.

Professor Bob Martin, Director of the Primary Industries Innovation Centre (PIIC) based at UNE, is the leader of a \$1.17 million ACIAR-funded project aimed at reducing poverty in north-western Cambodia by enhancing the production and marketing of maize and soybean. He is shown with members of the project team in Cambodia,

Pheng Kea (centre) from the Cambodian Agricultural Research and Development Institute, and Department of Agriculture agronomist Nou Nakry (right).



## UNE RESEARCH CENTRES

### Animal Genetics Breeding Unit

The Animal Genetics and Breeding Unit (AGBU), a joint venture of UNE and NSW Department of Primary Industries, achieved significant research outcomes in 2008 through further development of the beef cattle genetic evaluation system BREEDPLAN, completion of the “SmartGene for Beef” project funded by the Queensland Government, successful transfer of TreePlan V2.0 to the Southern Tree Breeding Association (STBA), modification of the program for a new target plant, the potato, and pig research on sow feed intake during lactation. Sheep genetics research expanded a prototype analysis assisting the industry to overcome fly strike through genetic means.

### Institute for Rural Futures (IRF)

In 2008, Institute staff have been involved in research attracting more than \$2M in external competitive research grants, and including areas as diverse as water policy and water allocation, agriculture and natural ecosystems, natural resources management, design options for alternative landscape futures for sustainable regions,

landholder attitudes to environmental management and misdemeanours, issues in rural social capital, federalism and regionalism in governance, and Murray-Darling Basin community profiles. The entire IRF team has been responsible for one of six large national climate change vulnerability case studies, examining the vulnerability of the Hunter and Central Coast region to climate change-related sea level rise and weather perturbations such as increased intensity of storms and rainfall. International collaborations and projects have continued in England, Scotland, Germany, Canada, the USA and Asia. Of particular note are a series of projects that Dr Ian Patrick is leading in eastern Indonesia in the areas of livestock biosecurity, community agri-business and resource governance.

### Primary Industries Innovation Centre (PIIC)

The Primary Industries Innovation Centre (PIIC), a partnership between UNE and the New South Wales Department of Primary Industries, has continued to expand during 2008 with an operational budget for 2008 of just under \$2 million. A

contract was signed in May for a three-year \$1.2 million ACIAR project for a maize-soybean production and marketing project in Cambodia.

Professor John Bessant, of the Business School at Imperial College London, was the keynote speaker at an international symposium titled “New Pathways to Adoption and Diffusion of Primary Industries Innovations” held at PIIC Headquarters at UNE in November. The symposium was supported by the Primary Industries Innovation Centre, the Cooperative Research Centre (CRC) for Sheep Industry Innovation, and the CRC for Beef Genetic Technologies, Meat and Livestock Australia, the Australian Centre for International Agricultural Research, and Australian Wool Innovation Ltd. The symposium included a book launch – *Mustering Moisture: the Practice of No-till Farming in Australia*.



Chief Development Officer Chris Patton

## International and Development

2008 has been a positive year for the newly created Chief Development Office division. The Chief Development Officer's portfolio expands on that of the predecessor role of Pro Vice-Chancellor (Development and International) to incorporate the following six business and support units: Advancement (ie alumni, development [fundraising and responsibility for supporting and coordinating the UNE Foundation]), Marketing and Public Affairs, the UNE Residential System, Planning and Institutional Research (PIR), English Language and International Services, and International Marketing and Pathways. The intention and emerging reality for the division is to secure meaningful synergies across related business activities of the university, for its promotion and growth.

Headline achievements of the Division going into 2009 are:

- Creation of the Advancement Unit supported by a professional fundraiser to serve as CEO of the UNE Foundation. This individual's role will be to guide the existing team, to support the UNE stakeholders in the pursuit of philanthropic activity, and to unlock the university's potential in this emerging funding source for the university sector;
- Offering a range of activities designed to celebrate a range of 50th, 70th and 80th anniversaries for UNE;
- Securing targeted savings in the UNE residential system for redeploying resources toward renewing capital infrastructure;
- Receiving approvals and securing funds for phase one of a refit of Mary White College;
- Supporting new teaching partners in Sydney and enabling a first intake for ISBT;
- Growing commencing student numbers across all areas: English language, domestic and international enrolments;



The presentation of scholarships worth more than \$3.5 million brought scholarship donors and students together in a celebration of the University's vital role in the community in May. Pictured are recipient Aaron Mumbler-Webb and donor Mr Max Schroder.

- Integration of PIR and business intelligence activity for enhanced rigour and presentation of enterprise data for decision-making;

#### ADVANCEMENT

This year, UNE embarked on a major investment in its alumni and philanthropic functions. The Chief Development Officer integrated alumni and development functions into an Office of Advancement and secured the appointment of a director and CEO of the UNE Foundation, Ms Martha Saw, to oversee this crucial function for the university.

2008 was a major milestone for UNE as it celebrated the 80th anniversary of Armidale Teacher's College (ATC), the 70th anniversary of New England University College (NEUC) and the 50th anniversary of Mary White College. Former staff and students of ATC, including some from the 1930s, and Armidale College of Advanced Education (ACAE) were entertained by noted historian, Dr Lionel Gilbert OAM. Dinner guests at Booloominbah received a "Chat-ette" from Dr Sharon Sullivan AO about student life in the sixties and highlights of her career as

an archaeologist and heritage consultant. Dame Bridget Ogilvie AC, one of UNE's first Rural Science graduates and a world-renowned researcher, talked to guests of the NEUC dinner in Sydney about global health issues and the importance of research. Many Mary White College alumni travelled to Armidale for the main reunion weekend or attended functions in Canberra or Sydney. Following the tragic news that Mrs. Carol Mitchell was involved in a fatal accident after her attendance at the 50th anniversary event in Armidale for Mary White College, a tree was planted in her honour.

Distinguished Alumni Awards were presented to Dr Sharon Sullivan AO and Dr Ed McAlister AO, conservationist and former CEO of Adelaide Zoo. Young Distinguished Alumni Awards were presented to a science teacher, Ms Nicci Burraston, and clinical psychologist, Dr Tanya Hanstock, at this year's October graduations.

The UNE Foundation, chaired by Dr. Geoffrey Fox, an alumnus of UNE, is an independent not-for-profit company established to support the University of New England in

ways that benefit the university, its students, and the wider community. Money raised by the foundation goes primarily towards scholarships, endowments, teaching and learning and research, and is used with strict regard for the donors' wishes. The foundation's performance in 2008 increased 56 per cent over the same time last year\*. An increase in support of these scholarships reflects the community's willingness to help students requiring financial assistance in order to complete their studies.

This year, the UNE Foundation hosted a "thank-you to donors" event for the first time in Melbourne, where the new Chair, Dr Geoffrey Fox, highlighted the foundation's activities for 2008, namely that the UNE Foundation received donations in 2008 totalling \$1.2 million. These donations included:

- The Hyman Scholarship in Rural Medicine—with the help of a Hyman Scholarship for Rural Medicine at the University of New England, ten young Australians are working towards

\* as at November, 2008.

Senator Bob Brown gave the Annual Earle Page College Politics Lecture. He is pictured with the Master of the College, Mr David Ward.



their dream of becoming a country doctor. Each scholarship is worth \$10,000 a year for the five years of the program.

- UNE Partnerships Country Scholarship—with growing evidence that students from country areas are under-represented in the universities of Australia, six students will benefit from the support of UNE Partnerships Country Scholarship of \$6,000 annually for up to four years. UNE Partnerships recognises the need to support rural and regional students through scholarships such as these.
- In 2008, the University awarded more than 130 undergraduate scholarships worth a total of \$1.5 million, providing recipients with the opportunity to study at UNE and participate in its rich college and campus life.
- An endowment of \$1 million was received this year to establish the Charles Tesoriero Lectureship in Latin, which will have profound outcomes for the Classics department and bring distinction to the University.

### COLLEGES AND RESIDENCES

Another major focus for the division in 2008 was the resolution of issues arising earlier in the year surrounding the management of the UNE Residential System. The Chief Development Officer commenced a plan of work to support an internal performance improvement approach to updating the UNE Residential System. Business functions such as admissions, purchasing, facilities management, and so forth were put to a central office under concentrated management to achieve economies of scale for operations. The focus on pastoral care remains a head of college responsibility, though the transition of administrative and business duties to the centre will enable heads to focus more closely on social and academic support services to residents.

The UNE Residential System also sought expressions of interests to update the dining services and reduce costs significantly for the colleges. By the end of 2008, the request for tender process for this multi-million dollar contract had commenced.

A program of capital works for upgrading 50 per cent of Mary White College's bed inventory also commenced in late 2008 as part of an anticipated two-phased approach to upgrading Mary White College. A plan of works for the remainder of the Residential System will be tabled to the UNE council, and this will commence the process for modernising the UNE Residential System physical infrastructure and responding to a major backlog of works.

Overall, the Residential System improved its operating performance with key metrics such as increased occupancy by some 5 per cent for internal students over budget, and an operating surplus of approximately \$1.5 million, up 75 per cent year on year. In 2009, the budgeted surplus enters the lower end of the range for appropriate provisions per the university's research on similar operations, including those in the private sector, which is a significant step forward toward the ongoing capacity to manage aging infrastructure.

Academically, students living in the UNE Residential System (excluding St Alberts College) continued to achieve outstanding academic results: for the 4723 units taken in Semester One 2008, the following results were obtained: high distinction: 6.5%, distinction: 20.5%, credit: 29.8%, pass: 31.6%, failed: 11.6%; an overall success rate of 88.4%. This compares with overall on-campus cohort results of HD: 7.8% distinction: 21.2% credit: 27.8% pass: 27.8% and fail: 13.0%.

In 2008, the Residential System also initiated further significant enhancements of the StarCom residential admissions management system. The end benefits are primarily to offer enhanced Web-based services to resident consumers, similar to what they experience with other online booking systems in the broader economy. This will also result in improved business process flow and significant cost-savings from reduced manual intervention.

#### **Mary White 50th Celebrations**

Mary White College celebrated their 50th anniversary this year with cocktail parties held in Canberra

and Sydney in May and major celebrations held over the long weekend in October. There were 170 college alumni in Armidale for the weekend, which included a cocktail party at Saumarez Homestead, recognising the proud history the college has with Saumarez—Mary White College was named after Frances Mary Fletcher White, the eldest child of Francis John White and Margaret (nee Fletcher) White. Other highlights included tours of Armidale and the university, afternoon tea in Trevenna gardens and a formal dinner.

#### **INTERNATIONAL**

A total of 263 international students commenced studies on-campus at Armidale in 2008, slightly more than double the number in 2007. UNE now has a total of 802 international students, constituting 4.6 per cent of the student body. Students were came from 46 different countries, predominantly China, India, Thailand, Indonesia and Saudi Arabia.

A total of 229 commencing international distance education students were also enrolled during 2008. Students in this cohort came from 51 different countries,

predominantly South Africa, Canada, the US, the UK and Hong Kong.

In 2008, UNE continued its re-entry to the AusAID scholarship program for overseas students and received 23 AusAID-sponsored students from 13 countries.

In the 2008 round of Endeavour Cheung Kong Scholarship funding, UNE was successful in securing \$20,000 for incoming and outgoing exchange students to China (Shaanxi Normal University and Nankai University). UNE was also granted \$20,000 for incoming and outgoing exchange students to Hong Kong SAR (Hong Kong Institute of Education and University of Hong Kong).

Some 13 new relationships were developed with targeted Chinese institutions, which will result in increased international student numbers for UNE via its metropolitan teaching partnerships in the future.

Other significant developments internationally for UNE include:

- The signing of a memorandum of understanding with Slovak University.

Helping farmers live with leopards, tigers and bears  
 – Dr Karl Vernes of UNE has assisted conservation research in Bhutan and is shown here with Tiger Sangay (right) and Sangay Dorji, a student researching the endangered red panda.



- A visit from King Faisal University to discuss cooperation in a number of areas, including distance education, research, English language training and nursing.

#### **Hong Kong**

- All current programs with partners are in “teach-out” mode.
- The Bachelor of Music program with Chinese University of Hong Kong - School of Professional and Continuing Education did not commence in semester 2, 2009, as there were not sufficient numbers for a cohort (30). CUHK-SCS indicates that they would have the numbers for a cohort to commence in semester two, 2009.
- The Faculty of the Professions has signed a memorandum of understanding with Hong Kong Shue Yan University for the delivery of the Bachelor of Laws degree by distance education.

#### **Bhutan**

- Bhutan, on March 24, 2008, held its first democratic elections, providing a new political environment in which UNE

conducts its interest there. There are currently five Bhutanese students on campus: one completing MedAdmin (Hons) as well as two BScs in Physics and two in Mathematics. All are resident in Wright Village.

- In February, details were sent of Endeavour and ALA Scholarships to the HR officer at the Royal University of Bhutan (RUB). All those who have previously studied very successfully at UNE were identified, and it was suggested that these people would be appropriate for doctoral studies here. Three persons have expressed an interest in doing doctoral work at UNE since then. There are currently three PhDs part-time, all in Education.
- Six academics from the RUB were selected as fellows and have been taking part in capacity building in leadership in teacher education and learning about action research.
- Ten academics at the Bhutan Government’s Royal Institute of Management (RIM) are undertaking a graduate program

through the University of New England that will enable them to develop training courses for civil servants throughout Bhutan.

- Dr Margaret Brooks and Dr Robyn Jones are currently undertaking a consultancy with the Royal University of Bhutan into the effectiveness of the early childhood component of their Bachelor of Education awards at Paro and Samtse. There will be a research publication emanating from this work.
- The Bhutan School House Appeal is being finalised. \$23,000 was raised. This should achieve a good quality house in a remote part of Bhutan for teachers, one that will also display a plaque recognising the Armidale community in English and Dzongkha. The plaque was donated by Phoenix Foundry in Uralla.

#### **Africa**

Currently, UNE has a low level of activities in HDR and development, as well as a low degree of recruitment of African students into UNE teaching programs.



UNE and Naresuan University, Thailand, signed an agreement in 2008 to facilitate a student exchange program between the two institutions, as well as to jointly fund several full scholarships for Thai students to study medicine at UNE. Under the agreement, two Thai students will enrol in UNE's Bachelor of Medicine program in 2010 and a further two in 2012.

- In 2008 a contract was signed with Ethiopian Government for World Bank funded PhD training using a sandwich model in collaboration with the Institutes of the CGIAR in Ethiopia. Discussions are underway to roll out the Ethiopia HDR training model to other countries in collaboration with CGIAR.
- The Federal Government announcement that Australia will become more engaged in Africa may provide better opportunities for funding of African engagement in future. A close watch on AUSAID and ACIAR policy and programs into Africa will be maintained.

#### South Asia

- GB Pant University of Agriculture and Technology  
There has been little progress this year on collaboration between UNE and GBPUAT. This has been partly due to staff changes at GBPUAT (as at UNE). However, the new vice-chancellor, Dr Bist, is also supportive and has appointed Dr Arora, dean of the College of

Agri-business, to develop the collaboration with UNE.

- INSCOL Academy  
The first 21 students from India have enrolled in the new Bachelor of Professional Nursing. This results from collaboration with the INSCOL based in Chandigarh in the Punjab, which has been led by Dr Mary Cruickshank.

#### Vietnam

At the end of November, attempts were made to recruit PhD students from Vietnam with some promising results. Some students will be applying for scholarships to study full time in Armidale, while others will enrol as distance education students. Discussions were held between UNE and the Vietnamese Ministry of Education and Training.

The Pro Vice-Chancellor and Dean of the Faculty of The Professions, Professor Victor Minichiello, has been involved in Hanoi in a major leadership program for Vietnam University and college rectors. This has involved two separate trips to Vietnam. In addition, UNE will be hosting a study tour to Australia

by 32 Vietnamese rectors, who will spend three nights in Armidale and three nights in Sydney.

UNE also signed an agreement with the TOP Education Group and Infotech Professionals trading as ISBT to expand its teaching delivery options in Sydney. UNE has submitted an application to the Victorian Registration and Qualifications Authority (VRQA) to operate in Victoria and, if successful, the first intake of students will occur in July 2009. The activities with ISBT and TOP are expected to significantly increase UNE's international student numbers in future years. ISBT commenced its UNE teaching delivery with its first intake in November 2008.

#### Exchanges

Approximately 120 students participated in UNE's incoming and outgoing exchange program. Participating countries included Austria, Canada, China, France, Germany, Japan, UK, USA, Indonesia and Italy.

English language recruitment has also seen continued positive growth

The UNE Open Day in August proved to be a dynamic showcase for students.



at UNE with 221 English students undertaking a range of English language courses in Armidale; this represents a 40 per cent increase on 2007 and is ahead of national trends, albeit coming from a low base. Study Tour numbers also increased by 24 per cent, from 53 in 2007 to 70 in 2008.

The English Language and International Services unit (ELIS) has also been very active in assuring compliance to regulations including the ESOS Act as UNE has commenced operations with new teaching partners.

#### **Marketing and Public Affairs**

Student Recruitment activities in 2008 have expanded, with significant business development initiatives, including pursuing business to business (B2B) opportunities, the development of articulation pathways with other providers, and a focus on the professional development and distance education market. This complements a successful schools liaison program, which continues to foster relationships with schools in the local area and wider region for the on-campus, undergraduate market. A successful isolated-

schools program supports UNE's ongoing commitment to regional communities.

Marketing and student recruitment activities have become increasingly integrated and aligned to market research outcomes and strategies identified in external marketing and brand reviews conducted during 2007 and 2008. One such outcome is the packaging of course products into "market-centric" discipline areas, reflecting market expectation rather than the UNE operational structure.

A wide variety of mediums have been employed to carry consistent messaging appropriate to UNE's diverse target audiences and markets. 2008 Semester one and Semester two outcomes reflect this continuing refinement of strategy, with mid-year enrolments increasing by 33 per cent in 2008 and a corresponding decrease in cost per acquisition. The 2008 semester one intake for new, commencing enrolments increased by 12% compared to 2007.

Online social networking tools have been used in 2008 as an emerging technology for customer

engagement, relationship management and acquisition. 2008 has also seen the redevelopment of online content for prospective future UNE students which, along with the integration of customer relationship management technology via the University's RightNow technology, will see an engaging, interactive and customer-centric online experience for future students in 2009.

An extensive external brand review was completed in 2008, which informs ongoing strategy and direction for aligning and focusing the university's brand and market positioning. The brand review process comprised market research across a wide range of stakeholder and market segments. Brand review presentations were conducted across the campus in late 2008 to invite feedback and consultation from the UNE community following presentation of the research, brand values, brand personality and brand essence concepts. Broad support for the findings has been an encouraging outcome and, in particular, the process itself has served as vehicle for positively engaging staff in dialogue about the future directions



Principals and career advisers from 19 secondary schools in northern NSW visited UNE in June for a meeting with UNE staff members who provide key academic and support services for new students. The UNE staff members presented information about new courses, pathways to UNE, the residential college system, scholarships, and support services.

and intentions of the university. The brand review will complete in 2009 with updated corporate imagery to reflect the review findings.

Media coverage in 2008 represented substantial editorial value, advertising space rate and audience reach, particularly in coverage by metropolitan newspapers, with a focus on UNE research strengths. UNE averages an estimated editorial value (per advertising space rate) of approximately \$300,000 per month.

New marketing initiatives were commenced in 2008 with a specific campaign strategy designed to lift the profile of the residential system, increase UNE's catchment in emerging target-markets for UNE, such as Western Sydney, Southern

Queensland and regional Victoria, and conduct targeted course promotions for specific products such as Bachelor of Criminology, Bachelor of Medicine, and the Bachelor of Nursing.

#### **Planning and Institutional Research**

During 2008, a significant effort went into consolidating the benefits from the mid-2007 restructure of schools and faculties into data systems and their reporting. Operational data including student load, staff data and all financial data are now stored at much finer grain, at the level of "disciplines", which are sections within schools. This now gives UNE the ability to analyse its data with much greater precision, and as a

result to plan and monitor more precisely.

Two important tools now use this additional precision – business intelligence and activity based costing. Data systems used for planning will now articulate with these new tools. Activity based costing was again undertaken in 2008, and the detailed models resulting were considered by the University in the 2009 budget process. Planning and Institutional Research is now strongly involved with the development of the Business Intelligence Cognos-application system, to produce metrics-based reports and scorecards for displaying UNE information for managers and decision-makers.

Adrian Robinson  
*Chief Financial Officer*



## Finance and Resources

### CHIEF OPERATING OFFICER

2008 has seen the implementation of a number of initiatives resulting in a more cost effective model for services delivery from the Central Corporate Directorate. The Activity Based Costing project has enabled a greater understanding of cost drivers in the University and in underpinning the 2009 University budget.

### FACILITIES MANAGEMENT SERVICES

There has been significant progress in renewal of the University's infrastructure and a reduction in the overall deferred maintenance liability. A number of capital projects including the glasshouse projects, the refurbishment of the Earth Studies Building and the refurbishment of the Lewis Lecture Theatre have been undertaken. These projects will enhance the learning environment for both staff and students. The associated demolition of the existing antiquated glass house and temporary building will reduce the University's deferred maintenance liability.

The new Bellevue Oval grandstand is under construction with an expected completion date of May 2009. This project will provide, for the first time, facilities at the University's rugby field for both students and the 15,000 community spectators who use this sporting oval. Design work continues on the SportUNE basketball court, gym and pool complex, and this is expected to be out to tender early in 2009.

A Quality Assurance process has been implemented aligning with ISO 9001. This project has involved all staff in documenting processes, policy review and training.

The implementation of a Project Management Information System (PIMS) for all minor work and construction has been completed. This allows for all expenditure on projects to directly interface with the University's finance

system and provides a common platform of contract administration across the Directorate for all projects.

#### **FINANCIAL SERVICES DIRECTORATE**

Financial Services continued with significant initiatives in 2008 aimed at providing cost-effective solutions across the University coupled with enhanced services to end-users. The beginning of the year saw the completion of the multi-functional devices (MFD) implementation which replaced an ageing fleet of photocopiers. The new fleet of MFDs provides the University with the most contemporary MFD technology introduced by any Australian university. Whilst some initial teething problems were experienced the fully networked printing and scanning facility has proven to be an extremely cost effective solution.

The introduction of a new budgeting methodology coupled with the introduction of a contemporary budget module within the Technology One finance system was the most significant initiative undertaken during the year. The new budget module replaces a cumbersome, antiquated process and will be expanded in 2009 to incorporate a

comprehensive forecasting capability. This will result in more readily available and reliable full year and rolling forecasts. The new budget methodology adopts an activity-based costing approach, coming off the back of the Strategic Cost Management project undertaken in late 2006 and 2007 and provides enhanced performance and cost measurement across academic and administrative units.

A sophisticated new system for scanning, processing and digital storage of supplier invoices and other sundry payments is being introduced. This system provides direct integration with the finance system allowing finance officers and other stakeholders across the university to view electronic copies of invoices and associated documents relating to cost centres. It is anticipated the system will be fully operational by the second quarter of 2009, delivering greater efficiencies by significantly reducing data entry, records storage and records retrieval costs.

An electronic travel authorisation and expense management system has replaced the existing outdated paper-based system. This will

provide greater efficiencies and improved internal control by allowing travellers to access flight schedules and accommodation options on line, with approval requests and authorisations actioned electronically and actual expenditure acquitted against planned expenditure. The enhanced process is expected to be operational in 2009.

Financial Services, in collaboration with the Information Technology Directorate, is working to provide students with a greater range of 'on-line' payment options. This will give students the ability to pay their outstanding fees, including tuition, library, examination and other miscellaneous fees, through a secure and 'on-line' facility.

#### **HUMAN RESOURCE SERVICES DIRECTORATE**

UNE relationships with employees and unions have been constructive with little disputation. Human Resource Services (HRS) has facilitated advice and support to managers and undertaken the coordination of major reviews across the Faculties to align administrative support with academic structures. This resulted in two major workplace

The Dixon Library Service Desk. During term time, a member of the IT Service Desk staff is on hand at the Service Desk to assist students with their IT-related enquiries.



changes. HRS also managed a number of complex and sensitive matters including complaints and mediations.

Negotiation has commenced with the Community and Public Sector Union (CPSU) and the National Tertiary Education Union (NTEU) to replace the current University of New England Workplace Agreement 2006-2008. UNE seeks to continue to improve its service delivery to students, improve cost-effectiveness and efficiency, and improve the retention and attraction of staff.

### HR SYSTEMS

2007 saw the successful roll-out of the enhanced functions of WebKiosk to all staff. University staff can now apply for Annual Leave through WebKiosk, with other leave types, timesheets, and training course applications being made available by the end of January 2009.

In 2008 the Alesco Human Resources Management Information System (HRMIS) was upgraded to the latest version, giving access to the latest functionality available for both the core product and WebKiosk. Along with Information Technology, an Alesco Development and

Maintenance Plan up to 2010 was developed.

### ORGANISATIONAL DEVELOPMENT

Organisational and professional development activities included:

- continued Performance Planning and Review roll-out;
- implementing priority recommendations from the Voice Staff Opinion Survey (leadership development and cross-unit communication);
- coordinating the Staff Leadership Program in collaboration with the School of Business, Economics and Public Policy once each semester (40 staff participated);
- coordinating two General Support Staff Conferences providing UNE policy and processes updates for 47 general staff (mostly HEO 4-7, 87% female);
- coordinating sponsorship of the Australian Women and Leadership Forum, enhancing UNE's reputation as an Employer of Choice for Women; and
- tailoring development solutions to respond to identified needs in UNE.

There were 954 course attendances between January and November 2007

(69% female, 31% male participation). 20 academic staff (5 female, 16 male) gained approval for the University's Study Leave program, and 32 general staff (8 male and 23 female) were granted leave to complete approved study programs.

### OCCUPATIONAL HEALTH AND SAFETY

Strategic initiatives of the OHS Officer included:

- trialling OHS incident reporting database codes for NSW Universities;
- creating a safety induction video for on-campus lecture attendance; and
- establishment of the New South Wales Safety Network (NETSIN), for sharing knowledge and strategies and promoting OHS in the New England Tablelands.

The OHS consultation system continued to operate smoothly, with Working Groups and Committees carrying out inspections, resolving hazards and risks, ensuring monitoring and compliance with respect to biosafety, radiation safety and hazardous substances, compiling benchmarking reports, and escalating major issues to the OHS Strategic Committee. Emergency Warden and

First Aid training continues to ensure that the University has adequate trained staff to respond to an emergency.

#### **INFORMATION TECHNOLOGY DIRECTORATE (ITD)**

ITD again had a productive year, building on the infrastructure improvements of 2007 and successfully completing a number of large projects and system rollouts.

Changes to the UNE Online environment and associated challenges dominated the first half of the year, with a rollout of new versions of the online teaching systems, a new version of the e-submission facility, originality checking and management interfaces for these systems. ITD provided the technology infrastructure underpinning these systems as well as the associated support for students and staff.

Successful major upgrades to the University's enterprise applications were undertaken, including the Student Administration, Human Resource Management, Library Management and Financial Management systems.

Continuing improvements were delivered through the myUNE student

web portal. These activities are focussed on providing streamlined access to learning systems leading to an overall improved student experience. Another major initiative was the commissioning of the E-Learning Commons and E-Reserve systems, which have been well received by students and staff.

In the infrastructure area, the implementation of the new data network has progressed and, while confronting technical challenges, the core infrastructure is now operational, with management software installed and tested. The full rollout of this network will be completed in 2009.

A new, high-speed backup network link into the Australian Academic Research Network (AARNet) has been ordered to provide improved risk reduction and continuity of service should the single existing link fail. This reflects the University's increasing dependency on external internet connectivity.

Changes to the University Identity Management system, expansion in data storage capacity and virtualisation technology formed part of the program of continuous infrastructure improvement carried out during 2008.

The initiation of a University-wide IT Service Catalogue, together with a major review of the governance structure of ITD, was a significant milestone in the creation of a service-oriented approach to the delivery of IT services. Business relationship managers managing the IT delivery to schools, colleges and directorates were appointed to foster continual improvement and alignment of IT activities to the strategic priorities of UNE.

Business Intelligence (BI) will become part of mainstream operations from 2009 in recognition of the strategic value it has provided to UNE since the pilot BI project commenced in 2005. The enterprise data warehouse now contains highly detailed information relating to business areas including, admission, enrolment, load, results and financials. This asset continues to be analysed using IBM Cognos 8 BI software and the presentation of this data has recently been extended to include 'traffic light' analysis of key performance measures comparing actual values to targets.

#### **RISK MANAGEMENT AND INTERNAL AUDIT DIRECTORATE**

Risk Management is a key governance focus for the University,

enabling facilitation of strategic and operational goals and objectives through continuous improvement in decision-making and performance.

UNE's Risk Management system incorporates a comprehensive, coordinated approach to the implementation of good risk management practices and principles. The Risk Management system is governed by the University's Corporate Risk Management Policy in alliance with the AS/NZS4360:2004 Standard for Risk Management. This policy was updated in 2008 to reflect the University's focus on ensuring the implementation of risk management practices and principles into the culture of the University.

Regular communication and monitoring of risks/controls and consequences have been refined through 2008 by ongoing enhancement of risk management reporting methods. Central to UNE's risk management communication and reporting is the Risk Management Coordinator's network, which is inclusive of all University cost centres.

Following the University's academic restructure, UNE's strategic and operational electronic risk registers are undergoing an extensive process of renewal, beginning in late 2008 and scheduled for completion in 2009.

Situating Risk Management and Internal Audit into one directorate

provides a clear avenue for the risk management process to inform internal audit processes.

The internal audit function is governed by an internal audit charter which is available on the UNE intranet and has independent status, being directly accountable to the Audit and Compliance Committee of the UNE Council.

The internal audit function, when required, utilises external auditors on programmed and non-programmed internal audits.



Pro Vice-Chancellor and Dean Professor Margaret Sedgley

## Faculty of Arts and Sciences

In 2008, the Faculty of Arts and Sciences further cemented its new, five-school structure with the appointment of four new heads of school. Professor Lynda Garland leads the School of Humanities; Jenny Shaw, Arts; Graham Leedham, Science and Technology; and Iain Young, Environmental and Rural Science. The School of Behavioural, Cognitive and Social Science is still in the process of recruiting a new head.

Other faculty appointments in 2008 included: Professor Kerry Dunne to the position of faculty academic director and Heiko Daniel to the position of faculty research director. Penny Purvis replaced Wendy Hyde as faculty academic manager, after Wendy retired in July.

Further academic renewal occurred in 2008, with the discontinuation of 165 units. A further 19 are scheduled for discontinuation in 2009. Meanwhile, eight new degree courses were introduced in 2008, with a further seven to be introduced in 2009. The faculty also teaches up to 45 per cent of the first two years of the new Bachelor of Rural Medicine course, and will teach the majority of the Bachelor of Social Work course scheduled to begin in 2009. (Both courses are administered by the Faculty of The Professions.) All new courses have proved popular, appearing in the top 100 UNE courses ranked by number of enrolments.

A number of faculty-wide seminars were held throughout the year. The Innovation Online seminar showcased the faculty's achievements in new modes of teaching and assessment. A faculty research seminar held in April, meanwhile, emphasised collaborative activity. Six major themes were identified at this seminar, transcending the boundaries of discipline, school, and in some cases, faculty. These were:

- Water
- Security

Lisa Warnecke, a PhD candidate in Zoology at the School of Rural and Environmental Science at UNE, received the Bolliger Award for best student presentation at the 54th Scientific Meeting of the Australian Mammal Society in Darwin in October. Her talk, entitled “Basking Behaviour and Torpor Use in Planigales”, beat 30 others given by students from around the country. Ms Wernicke’s supervisor is Prof Fritz Geiser, a world-renowned expert on the topic of torpor in marsupials.



- Health
- Ageing and sexuality
- Environmental stewardship
- The Asia-Pacific region and
- frontiers and boundaries

The faculty postgraduate conference, held in November, provided an opportunity for students to develop their presentation skills in a supportive environment.

The Primary Industries Innovation Centre (PIIC), a joint UNE/NSW Department of Primary Industries (DPI) initiative, enjoyed a successful year under the leadership of Professor Bob Martin. In February 2008, the NSW Minister for Primary Industries, Ian Macdonald, announced that the Office for Rural Greenhouse Gas Studies would be located within the PIIC on the UNE campus. As a result, the position of joint director of rural greenhouse gas studies was advertised in the latter half of the year.

A new greenhouse complex is under construction at UNE and a new animal handling facility is scheduled for construction in 2009 with the support of the DPI. The PIIC collaborated with the faculty on a number of research grant applications during the year, and also hosted two symposia.

The faculty strengthened its links with the New South Wales Department of Environment and Climate Change, and collaboration with the CRCs continued to be a focus of the faculty, particularly those based on the UNE campus: the CRCs for sheep, beef, and poultry.

Academics across the faculty attracted substantial grants to support their research throughout the year. Carolyn Gross won a \$1.5 million five-year research contract with Rio Tinto to undertake restoration research for an endangered ecological community, the Warkworth Sands Woodlands. Bob Martin attracted \$1.7 million from the Australian Centre for International agricultural research for his research on the production and marketing of maize and soya beans in Cambodia. Lewis Khan and Steve Walkden-Brown attracted \$1.07 million from Australian Wool Innovation for a project on integrated parasite management in sheep. Fritz Geiser’s ARC-funded research outline on mammals and torpor was posted on the ARC website, and Peter Grave appeared on the cover of the 2007 ARC annual report.

### SCHOOL OF ARTS

The School of Arts has continued to thrive in a variety of areas. Enrolments in two new awards introduced in 2008—the Bachelor of Music and the Bachelor of Theatre Studies—look to increase in 2009, and a new Master of Applied Theatre Studies, offered entirely online, will also have its first enrolments in 2009.

The outstanding teaching quality of staff in the School continued to be recognised by national awards. Ms Isabel Tasker (Chinese) and staff in the German Discipline were awarded Citations for Outstanding Contributions to Student Learning in the 2008 ALTC Awards for University Teaching. The Chinese Discipline was awarded \$20,000 in Endeavour Australia Cheung Kong Scholarship funding for 2009 for exchange students—the fourth consecutive year in which UNE has received this prestigious scholarship. While there continues to be strong demand for units and courses in Communication Studies, English and Writing in particular, the School has continued to make significant contributions to the teaching of foreign languages by ensuring that a range of Asian and European languages remains available



A Bachelor of Audiometry was one of five new degrees introduced by the School of Behavioural, Cognitive and Social Sciences in 2008.

to students. UNE has continued to lead the Regional Universities Indonesian Language Initiative (RUILI) and UNE's blended programs are delivering Indonesian to the University of Southern Queensland, Chinese, French and German to James Cook University and German to the University of Newcastle. Appropriately for this UNESCO International Year of Languages, staff and students in all the language areas as well as in the performing arts (Music and Theatre Studies) have been active in community and outreach events and maintain a high profile in the New England region.

Research in the School has produced a significant number of national and international conference papers (16), books (8), research articles and book chapters (14), public performances (7) and commercial recordings (2). Professor Adrian Kiernander, Associate Professor Hugh de Ferranti and Dr Anne Pender have continued work on their current ARC projects which have already resulted in a number of research publications, national symposia and international collaborations in Japan and Europe. Dr de Ferranti's book and CD *Rites and Tales with Biwa* was recognised

by an award from the Japanese government at a ceremony held mid-year in Osaka.

#### **SCHOOL OF BEHAVIOURAL, COGNITIVE AND SOCIAL SCIENCES**

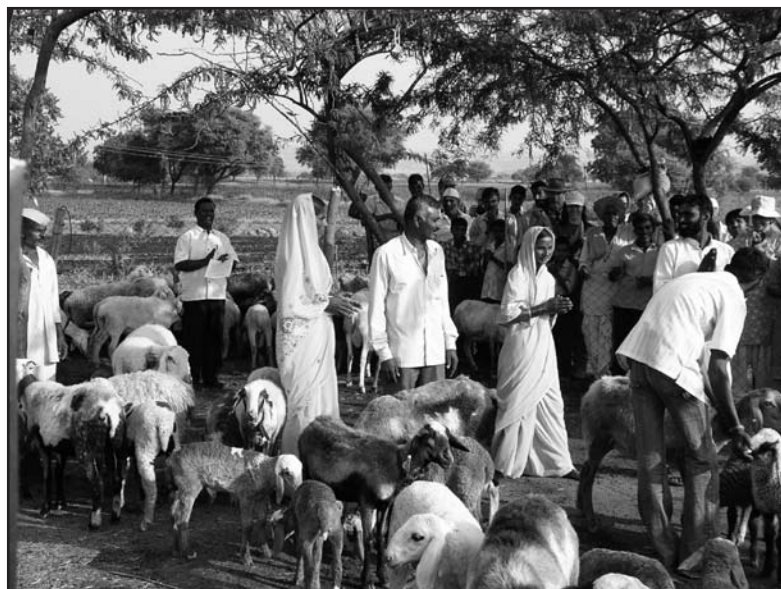
BCSS, formed in July 2007, has 51 academic staff spanning the disciplines of sociology and criminology, linguistics, psychology, geography and planning. A further 10 support staff (seven administrative staff and three technical officers) round out the school. In 2008, BCSS underwent substantial workplace change, implemented a new workload system (agreed to by the school collegiate), implemented academic renewal (reducing units taught per staff to 2.6 per staff), introduced five new degrees (in audiology, criminology, psychological science and applied social research, as well as a double degree in law and criminology), attracted significant new EFTSL to UNE through these initiatives (the BCrim had an enrolment of 78 EFTSL, and psychology enhanced its EFTSL intake by around 80 EFTSL in 2008); and undertook substantial administrative stream-lining and clarified new administrative systems.

The school has 4 high achieving RQF groups as identified by Research Services (Language & Cognition, Health Psychology, Geography & Sociology) and two active research centres, the Centre for Applied Research in Social Sciences (CARSS) and the Language and Cognition Research Centre (LCRC), which both rated very highly in the centre assessment exercise undertaken by the Faculty late last year. The LCRC's excellence was confirmed by the top-rating gained by the "Language and Cognition Group" in the recent Trial RQF exercise.

Eight ARC Discovery Grant applications were submitted in 2009, and three were funded. Staff in the school won 10 research grants in 2009, totalling \$1,095,625.

The School's strategic leadership has aggressively pursued academic renewal, introducing two new attractive courses in criminology and psychology, addressing deficit issues in psychology and attracting ongoing student demand for the Masters level fee-paying course in Applied Linguistics. Along with increasing demand for the BURP and unit offerings in Geography and Planning,

A UNE-guided project involving genetic research and breeding in the Indian state of Maharashtra is helping to boost sheep farmers' incomes. One of the farms participating in the project, at Phaltan, is pictured with its owners.



this has put this School in a very strong financial position.

The new degrees in Psychology and Criminology have attracted considerable new growth into the school. The MAAL continues to do well as does the BURP. The School's mid-year enrolments were up on those anticipated, bringing the number of EFTSL to 1045.

The school is well-placed to continue to grow, both in terms of undergraduate and postgraduate student load across all disciplines.

### **SCHOOL OF ENVIRONMENTAL AND RURAL SCIENCE**

Following the creation of the School of Environmental and Rural Science in 2007, the school successfully completed its transition to new management and operational systems in 2008. Professor Iain Young took up the position of head of school in November.

The new Bachelor of Engineering Technology degree was successfully launched this year, and the Bachelor of Geographical Science was launched in collaboration with Newcastle University; both degrees achieved enrolment targets.

Total school enrolments remained steady in a climate of declining enrolments across Australian Universities. Recruitment activities were increased substantially in 2008, with preliminary indications being that these activities have generated a positive response.

During 2008, the school research strategy focused on harnessing the power of partnership. A series of expanded and new partnerships were negotiated and developed across the core theme of "agriculture and environmental change". Extensive partnerships were developed for a HEEF bid, and a series of CRC rebids and other grant proposals are expected to bear fruit in 2009 and beyond.

The school's collaborations through the Primary Industries Innovation Centre (PIIC) continued to grow through 2008, with new projects coming online and a series of large collaborative grants submitted.

The school will be a strong partner in the new National Centre for Rural Greenhouse studies to be based at UNE, for which a Director co-funded by UNE and the NSW Department of Primary Industries is currently being sought.

School staff members attracted \$6.5 million in new external research grants, as well as more than \$1 million in new income from the five CRCs in which the school is active. \$2.0 million BURF funding was allocated to new soils laboratories and equipment and the NSW DPI has pledged an additional \$500,000 for equipment. A new controlled climate glasshouse complex is nearing completion and will be ready for semester one, 2009, teaching and research.

### **SCHOOL OF HUMANITIES**

The School of Humanities comprises disciplines and areas that boast longstanding traditions of excellence in research and teaching. 2008 saw the School continue to make a notable contribution to UNE's research profile, benefitting students within the school as well as the wider community. A significant number of peer reviewed publications, including six books and monographs, twelve book chapters and sixteen refereed journal articles were published. The *Journal of Australian Colonial History* celebrated its tenth anniversary with a special volume marking the golden jubilee of the landmark book, *The Australian Legend*, by celebrated UNE historian, the late Russel Ward.

The School was also involved in a number of events targeted at the public dissemination of research to the wider community, including several public lectures and two weekly radio programs broadcast on ABC New England (NW) on religious topics of interest to the community and on Australian Prime Ministers. In addition, Lorina Barker wrote and produced *A Shearer's Life*, a documentary film on Aboriginal Shearers in western NSW funded by Metro Screen and the NSW Film and Television Office.

The School made a significant contribution to the Faculty of Arts and Sciences postgraduate conference and has also pioneered a new postgraduate coursework degree, the Masters in History, for 2009. Staff and students from the School also achieved success at the NSW History Council Awards, with Grant Mansfield, a School of Humanities postgraduate student, winning the Max Kelly award. Melanie Oppenheimer was involved in a successful ARC Linkage Grant on Soldier Settlement in NSW(1916-1939).

### **SCHOOL OF SCIENCE AND TECHNOLOGY**

The School of Science and Technology is largely responsible for the Bachelor

of Science Degree (BSc) and the Bachelor of Computer Science (B Computer Science) and has over seventy academic, research and general staff as well as thirty higher degree research students.

The School is recognised as having excellence in teaching and has accreditation for the BSc Chemistry major (Royal Australian Chemical Institute), the BSc Physics major (Australian Physics Institute), the B Computer Science (Australian Computer Society), the Bachelor of Nursing (Royal College of Nursing) and the Bachelor of Medicine Joint Medical Program (Australian Medical Council). The latter program, in conjunction with the University of Newcastle, commenced in 2008 and is a unique rural medical degree program which sets out to address the acute shortage of medical practitioners in rural Australia.

The School has three research centres, the Centre for Bioactive Discovery in Health and Ageing, the Centre for Neuroscience and Animal Behaviour and the Centre for Molecular Microbiology as well as a Precision Agriculture Research Group. The latter

has attracted substantial funding from the Cooperative Research Centre for Spatial Information for a project on remote and proximal sensing technologies for farm management. The School also attracts research funding through the Australian Research Council and the National Health and Medical Research Council. In particular, the School attracts funding from industry, including Bioniche Animal Health, Blackmores Australia, MediHerb, Australian Wool Innovation and the Cotton Catchment Communities CRC.

Academic and general staff across the School continued to be closely involved with the promotion of science to secondary school students via the National Youth Science Forum, Science in the Bush, Science and Engineering Challenge, RACI Titration Competition, the Double Helix Club, HSC Booster and the Siemens Science School.

In November the School underwent a comprehensive review of its teaching, research and other activities by an external review panel, the report of which is due in early 2009.



Pro Vice-Chancellor and Dean Professor Victor Minichiello

## Faculty of The Professions

**2**008 was an historic year for the Faculty with the full establishment and launch of the School of Rural Medicine by the Deputy Prime Minister and Minister for Education, Julia Gillard.

The year saw the successful implementation of the Joint Medical Program, with 61 students enrolling in the Bachelor of Medicine at UNE.

A new course in social work was developed and successfully accredited by the professional association. Other new curriculum developments in nursing, accounting, business, education and disability studies took place as part of the academic renewal strategy of the Faculty.

A number of large research programs received funding across a number of discipline areas, including the QuickSmart project which received further funding from the Commonwealth and State Governments. This program helps school students to minimise the amount of 'working memory' they need to allocate to basic aspects of mathematics. The funding will enable QuickSmart's adoption in schools in New South Wales and the Northern Territory, with discussions also occurring in other States.

A number of AusAID and British Council funding grants were received to support projects in Africa, Vietnam, Bhutan and the South Pacific, and the Faculty is listed as a collaborator on a major project on health service management in Thailand.

Yet another significant development was the introduction of a four-year international PhD course to support PhD students undertaking their studies via distance education, with further cohorts of students enrolled in the USA, Hong Kong and Vietnam.

Introduction to the profession: the inaugural Corporate Cocktail Evening, hosted at the University by the Institute of Chartered Accountants in Australia aimed to introduce students to Chartered Accountants in their area and to increase awareness of the Chartered Accountants Program. Pictured are the President of Students in Free Enterprise (SIFE) UNE, Samantha Harris (right), with fellow students Melissa Whitehead and Juanita Lucas.



### SCHOOL OF BUSINESS, ECONOMICS AND PUBLIC POLICY

In 2008, the School of Business, Economics and Public Policy (BEPP) enjoyed its first full year after its creation through the amalgamation of a number of existing areas in 2007. Discipline areas were refined into three areas: Accounting and Finance; Economics (including Agricultural Economics, Economic History and Econometrics); and Management (including Marketing, Administrative Studies and Leadership).

During the year, the School initiated a major academic renewal project, "Integrating and Distinguishing our Post-Graduate Awards", funded by a faculty grant of \$90,000. This project has resulted in greater efficiencies and quality of offerings as courses and units have been reviewed and improved.

Staff continued to engage in research of regional, national and international significance and demonstrated their success through high publication rates across a broad range of activities.

A small sample of the successes achieved in 2008 include:

- The launching of the UNE-ISBT Sydney partnership, in which postgraduate accounting and business courses are delivered to international students in Sydney on a trimester basis.
- The signing of a contract between UNE and TOP Education Group for the UNE International Academy (UNEIA) to deliver undergraduate and postgraduate accounting and business courses, also in Sydney.
- Wide-ranging research outcomes, in areas including climate change, carbon issues, deforestation, avian influenza, costs of invasive species on farms and in the environment, local government, forestry and catchment level salinity, regional development, gender, small business, management, leadership, contemporary accounting, and market failure.
- 16 students graduated with research higher degrees (including 11 doctorates).
- Winning a research grant of \$199,115 to investigate "Innovative regional businesses and options for economic growth in cotton communities".
- Staff contribution to high-level forums, including the Industry Leadership Group and Regional Workshops for Horticulture Australia Ltd, Indonesian Ministry of Agriculture workshops on avian influenza, the Institute of Local Government Studies at the University of Birmingham, the Commonwealth Local Government Forum in London, and the UNDP/World Bank Roundtable on migration and development.
- The Centre for Higher Education Management and Policy (CHEMP) conducted projects and published papers on areas such as the National Diploma Supplement/Australian Higher Education Graduation Statement, the changing academic profession and job satisfaction, research excellence and impact, and diversity in Australian higher education.



Dr Ingrid Harrington, from UNE's School of Education, has received one of the four Quality Teaching Awards for 2008 to be given to university teachers across NSW – recognising her as one of the state's best.

### SCHOOL OF EDUCATION

The School of Education maintained its strong national profile in research and teaching during 2008.

Key achievements in teaching included successful collaborative tenders for three summer schools for teachers (in maths, science, literacy and numeracy), funded by the Australian Government; the completion of the Sakai: Distance Learning and Teaching project to enhance online teaching, trialling the open source Learning Management System (LMS) Sakai and related pedagogies for Web 2.0 technologies (which enhanced online teaching and resulted in three journal articles, a book chapter and three conference papers); the development of a Master of Teaching graduate entry, qualification for beginning primary and secondary school teachers; the introduction of the Bachelor of Education/Bachelor of Disability Studies; a NSW Quality Teaching Award for the university sector to Dr Ingrid Harrington from the Australian College of Educators NSW Group and the NSW Department of Education and Training; citations for outstanding contributions to student learning to Associate Professor Tom Maxwell and

Dr Chris Reading from the Australian Learning and Teaching Council, and a Teaching Australia award to alumna Nikki Burraston, now at Cowra High School, for excellence by a beginning teacher in quality science teaching and learning.

Two Australian Research Council Linkage Grants were awarded to staff in the School of Education this year – one in multimedia authoring for young students and one concerned with the life needs of young people with cerebral palsy. The National Centre for Research in Science, ICT and Mathematics Education in Rural and Regional Australia (SIMERR) maintained its extensive research program with significant new grants from the Department of Education, Employment and Workplace Relations and also from the Northern Territory Government focusing on the "Quicksmart" project, which is designed to improve the performance of students experiencing difficulty with literacy and mathematics learning. Other research funding was secured from a variety of funding sources, including the Department of Aging, Disability and Home Care, the APEX Foundation, Don Chipp Foundation, NSW Department of Education and

Training, the Western Australian Association for Independent Schools, the Australia-Korean Foundation. Funding for various international educational development projects was secured from the British Council, the Royal University of Bhutan and AUSAID's Australian Leadership Award and Public Sector Linkage Program.

### SCHOOL OF HEALTH

The School of Health has spent 2008 preparing two new, important courses.

A highly flexible, undergraduate Bachelor of Nursing program is being offered part-time, full-time, internally or externally. This innovative approach will meet the needs of our changing student demographic, allowing students the flexibility they require to successfully complete their nursing studies. The new program eliminates the need for a 'step-up' program that was designed for enrolled nurses interested in a Bachelor of Nursing program, as the new program has multiple entrance and exit possibilities.

The second new course is the Bachelor of Social Work, with interdisciplinary, cross-faculty



Dr Myfanwy Maple of the School of Health and Coordinator of UNE's new Bachelor of Social Work, which welcomes its first students in 2009.

input, which will see its first intake in Semester 1, 2009. The Social Work program fills a significant, widely-recognised need in the undergraduate education of professionals prepared to undertake this role in the Australian health care system.

Both new School of Health programs have received accreditation by the appropriate professional bodies, along with praise and recognition for the high quality of the curriculum development. Both programs will see further postgraduate curriculum development in 2009.

The School of Health continues to foster a highly-regarded postgraduate research profile, with some sixty five part-time and full-time domestic and international students. We have students from every Australian state and territory, Pakistan, Thailand, UAE, Hong Kong and California, to name but a few.

The mid-year Faculty of the Professions Postgraduate Research Residential School remains one of the highlights of the year with participation from around the globe.

The School of Health is excited and looks forward to new leadership,

with the arrival from the UK of Professor Steve Campbell who accepted the role of Professor and Head of School in 2008. The UNE community welcomes Professor Campbell, his wife and three children to the University of New England and Armidale.

#### SCHOOL OF LAW

Student numbers continued to grow in the School of Law, with nearly 700 enrolments of undergraduate and postgraduate, internal and external students across the various courses in 2008.

Professor Stephen Colbran continued in his role as Acting Deputy Vice-Chancellor until July, after which he commenced study leave. Professor Ellis Magner was re-appointed for another term as Chair of the Academic Board.

The School's Bachelor of Laws (LLB) Curriculum Review Project was concluded and the implementation process is beginning in Semester 1, 2009. A number of non-viable units have been withdrawn and new units will be introduced: LS 101–Law in Context, LS 111–Civil Procedure, and LS 212–Evidence and Proof (the latter two will replace LS

210–Civil Procedure and Evidence).

The next phase of the project is the development of a new four-year straight LLB course, with a proposed implementation in 2010. The revision of our Master of Laws (LLM) offerings is in progress.

The Australian Centre for Agriculture and Law marked another successful year in 2008, undertaking significant research in natural resource management and regulatory matters. The funded research included the social, cultural, institutional and policy aspects of natural resource management (with water as the focus) in rural and peri-urban Australia with the Cooperative Research Centres (CRC) for Irrigation Futures, and the bio-fuels initiative with NSW Department Primary Industry.

The School maintained its active Kirby seminar program with a number of speakers from Australia and abroad. Sir Laurence Street – the 'father of mediation in Australia' – delivered a two-hour occasional lecture to LS 357-ADR students at the Law School on the 20 October.

Members of the school published widely in their respective fields of



Professor Ian Frazer (left), the 2006 Australian of the Year, inspired first-year medical students at UNE in July with a personal story of research that has already enabled 27 million women around the world to be immunised against cervical cancer. He is pictured with Anuj Bohra, UNE Medical Society's Events Convener.

expertise. Various staff members presented papers at a number of national and international conferences. Research output in the School is continuing to grow.

The School will continue to develop its research and teaching profile in accordance with its commitment to excellence in all it does.

### SCHOOL OF RURAL MEDICINE

The School of Rural Medicine (SMR) accepted its first enrolment of 61 students in 2008.

Over the year, these students represented the School of Rural Medicine with distinction – their enthusiasm and commitment made them ambassadors for the School. This was also reflected by the rapid development of student representation on campus with the development of a medical society chapter and a multidisciplinary rural health club. Feedback has been very positive, with 97% of students satisfied with the quality of medical education delivered by the School.

The School was officially opened in July by the Deputy Prime Minister, the Hon. Julia Gillard, who noted that the school has been “built on a

very special partnership”. The input of all Joint Medical Program partners has been fundamental: UNE, the University of Newcastle and the Hunter New England Health Service and the North Sydney and Central Coast Area Health Services, together with local clinicians and community representatives, are united in their commitment to addressing the recruitment and retention of health professionals in rural and remote Australia.

The School warmly thanks all who have contributed to teaching in 2008: providing students with a quality experience will motivate others to consider a rural career.

Highlights for the School have included:

- the development of the anatomy club, conducted by Associate Professor Fiona Stewart and Dr Bob French, which teaches anatomy by dissection;
- the commencement of clinical placement of students in Hunter New England Area Health Service's Armidale Hospital, Armidale Private Hospital, local general practices and nursing homes; and

- the hosting of Professor Ian Wronski, Pro Vice Chancellor, Faculty of Medicine, Health and Molecular Science at James Cook University, who presented the School's inaugural rural health lecture and peer reviewed our progress to date.

The School of Rural Medicine has broader missions to address rural health workforce issues, expand its rural health research and in postgraduate training. In December the school hosted a national course for surgery registrars and radiology registrars teaching anatomy by dissection.

Research has expanded, with five doctoral students enrolled; one student jointly supervised with the School of Health graduated with a Doctorate of Health Service Management. The SRM is also developing international links with rural medical schools in the Asia Pacific region. A memorandum of understanding with Naresuan University, Thailand, was signed in October, with the scope for collaborative rural health research and medical student placements between the two regions.



The Agricultural Business Research Institute specialises in providing software and support for livestock improvement services internationally.

## Partnerships and Related Entities

### AGRICULTURAL BUSINESS RESEARCH INSTITUTE (ABRI)

The ABRI specialises in providing software and support for livestock improvement services internationally. The ABRI has a 185-person team with about 70 based on campus, a further 15 in laboratories in Brisbane and Sydney, and the remainder located throughout regional Australia.

In 2008, the ABRI continued to roll out a number of new software products in Australia and a number of overseas countries.

These include:

- **ILR2** – A modern beef registry and performance evaluation system for which the target market is 100 corporate clients across 10 countries.
- **HerdMASTER** – an on-farm recording system, particularly for cattle breeders. This software is accredited by the Canadian Government for use by commercial beef producers seeking to meet quality standards for beef production.

- **Supply Management** – the ABRI is installing a range of new software for supply management in the beef industry.

The ABRI has two beef cattle breeding extension projects. They are:

- Tropical Beef Technology Services – in Northern Australia
- Southern Beef Technology Services – in Southern Australia.

Staffed by young graduates, these projects have brought high levels of success with education of cattle breeders and their advisers in modern techniques for beef improvement.

ABRI staff have also written the software to provide certification of beef heifers for export, particularly for Russia. The certification service itself is provided by the International Livestock Resources & Information Centre (ILRIC) which is also based on-campus.

The ABRI maintains close links with campus-based livestock research groups, particularly the Beef Cattle CRC and the Animal Genetics and

Breeding Unit. The ABRI is active in commercialising specific areas of the intellectual property coming out of these groups. In 2008, this included participation in the trial release of marker-assisted breeding values for beef cattle. The company's services are provided to more than 65,000 clients worldwide.

The ABRI is also a major corporate sponsor of the New England Conservatorium of Music (NECOM), which provides music education and performance opportunities to more than 3600 students (mainly children) in the New England area.

### INTERNATIONAL LIVESTOCK RESOURCES AND INFORMATION CENTRE

In its role as a Major National Research Facility (MNRF), ILRIC has now successfully completed projects totaling over \$10 million.

ILRIC's 2008 active projects include:

- ILRIC Export portal and Database and Knowledge Warehouse (ongoing development);

- Australian Cattle Genetic Export Agency;
- National Cattle Genetic Export Standards and Quality Assurance Process (live breeding cattle);
- National Cattle Genetics Export Standards and Quality Assurance Process for Semen and Embryo; and
- Sirion Global Satellite Project.

ILRIC's Core activities include:

- Commonwealth Major National Research Facility – Livestock sector;
- Australian Cattle Genetics Export Agency
  - Australian Peak Industry Body for Livestock Genetic Exports (live breeding cattle, semen, embryos)
  - National Marketing Body of Genetics into global markets; and
- Australian Genetic Export Certification Body – The Australian Cattle Genetic Quality Assurance Export Standards.

In its role as the Australian Cattle Genetic Export Agency (ACGEA), in January 2008 ILRIC received funding from the Federal Department of

Fisheries and Forestry (DAFF) for the development and establishment of the Australian Cattle Genetics Export Standard and Quality Assurance Certification Process for the live export of purebred beef breeding cattle. This project received the endorsement of all relevant peak industry bodies and the export standard covers the British, European and Tropical breeds.

Some of the achievements of the ACGEA in the live export sector since 2007 include inviting all known beef breed societies in Australia to be involved in the development and implementation of the Standard and QA certification process. Some 27 breed societies, representing more than 92% of all registered breeding cattle in Australia, are now formal signatories to the National Standard.

In addition, ACGEA has successfully quality assured and issued Export Certificates for over 9000 purebred cattle exported to Russia since mid 2007, worth an estimated value \$29 million. This significant amount exceeds the value of the total number of breeding cattle exported out of Australia in the past 10 years. The Australian National Standard is a

world first and has been adopted by the Russian government as an import protocol. The Russian government now stipulates and requires Export QA Certificates for purebred pedigree breeding cattle imported from Australia.

It is notable that, as well as the English version of the Export Standards, ACGEA has so far translated this document into Russian, Chinese and Spanish languages for use in other markets.

The ACGEA is now in the process of developing a QA certification program for semen and embryo exports.

The Australian Registered Cattle Breeders Association (ARCBA) supports ILRIC's view that it would be feasible to build up the exports of cattle semen and embryos to around \$90 million per annum. Adding the predicted sales of \$306 million for live cattle for breeding to this prediction, there is potential for total Australian cattle genetics exports and related services to be around \$400 million per annum. Using a conservative multiplier this would be worth around \$850 million per annum to the Australian economy.

The National Marine Science Centre, located in Coffs Harbour, is a joint venture of the University of New England and Southern Cross University.



One of the ILRIC Major National Research Facility projects was the development of the Information Gateway project. The Gateway is the keystone for launching and promoting a large percentage of ILRIC's and our partners' promotions and products, with the object of serving as an 'umbrella organisation' for the Australian livestock industry.

The Gateway continues to be ILRIC's main customer interface. It remains vital to the success of ILRIC, the ACGEA and its role as the export certification body for cattle genetic exports. ILRIC has exciting plans to revolutionise the way livestock is traded internationally, and thus vastly increase Australian genetic exports. With the completion and public launch of the first version, ILRIC is now looking to continue the development of the next generation Livestock Information Gateway.

### **NATIONAL MARINE SCIENCE CENTRE**

The National Marine Science Centre (NMSC) is a joint venture of the University of New England and Southern Cross University and supports research and teaching of marine science and management

at undergraduate and postgraduate levels.

#### **Teaching and research training**

The NMSC specialises in the capacity development of students to enable them to meet the new challenges facing scientists and managers in conserving marine resources. The program provides an interesting and unique learning experience that continues to be popular with students from a range of science and environment courses. The NMSC supports a thriving group of research students covering a range of topical issues.

#### **Research and development**

The research themes at the NMSC are biodiversity of marine and estuarine habitats, patterns and biological processes in marine communities, human-induced impacts on marine systems, fisheries and marine park management and marine resource economics and management. Highlights for 2008 include the following:

- Australian Government funding through the Sustainable Regions Program enabled renovations to the NMSC marine culture

facilities, supporting research on sea urchin culture and commercial marine finfish as part of a new Rural Industries Research and Development Corporation project.

- The NMSC hosted a Climate Change workshop as a first step in the establishment of a NSW-wide network. State government departments with a marine role and five of the universities in NSW with active marine and coastal programs participated.
- Successful collaborations with the Northern Rivers Catchment Management Authority (NRCMA), in partnership with NSW Department of Environment and Climate Change, continued in 2008. Two separate grants funded Associate Professor Steve Smith's research on biodiversity and human impact on inshore reefs.
- Professor Smith has also been continuing a research and education project on traditional harvesting by Garby people at Arrawarra.
- Collaboration with the NSW Department of Primary Industries

The UNE Bistro was re-opened on Wednesday nights during 2008 for social activities, including well-known bands and DJs.



Fisheries Conservation Technology Unit (CTU) based at the NMSC has continued in 2008, with investigations into the factors that influence the survival of angled and released Australian bass and snapper.

- The NMSC worked with the APEC Marine Resources Conservation Working Group on the benefits and costs of controlling marine debris in the APEC region.
- Continued collaboration with the Australian Centre for International Agricultural Research will see the commencement in 2009 of a project on the seaweed industry in Indonesia.

#### **School programs and community projects**

The NMSC continued to provide exciting scientific learning experiences for schools and the community.

The Centre secured a third round of funding from the Australian School Innovation in Science, Technology and Mathematics (ASISTM) Program to develop and deliver a High School science program. The program has been highlighted nationally as

an example of science delivery to schools.

The NMSC again worked with the Australian Museum to host “Science in the Bush”. Over 600 local primary and high school students attended scientific activities delivered by universities, government and non-government organisations. NMSC’s Community Open Day in November also attracted over 400 visitors.

Finally, the NMSC developed a small 3-tank seawater aquarium to display the marine life and corals from the Solitary Islands region to schools and public groups. This is part of a larger feature highlighting the biology and ecology of endemic species within the region.

#### **SERVICES UNE LTD**

Services UNE has a multifaceted role of providing a common meeting ground, social centre, and facilities for the benefit of University students and staff, as well as promoting the welfare, education and the intellectual culture of this diverse group. During 2008 the company has endeavoured to meet this role through continued good management and staff excellence, despite the severe impact on funding

caused by the Voluntary Students Unionism (VSU) legislation.

Unfortunately, the company has not been able to provide the level of commitment to students evident in the past because of the impact of VSU. Although the University has made significant contributions to the funding of the company, we are still unable to perform vital maintenance on current infrastructure and are not able to introduce new works that would enhance the student experience at UNE. Without the continued financial support of the University, this task would have been even harder.

Despite the financial challenge, the company was able to achieve some significant steps in meeting its objectives, including:

- securing funding through the Better Universities Renewal Fund for the upgrade and relocation of Tune!FM;
- reopening the Bistro for Wednesday night social activities, including bands and big name DJs;
- continuing the development of available commercial spaces on-campus as a means of improving

David Schmude and Gerard Stephen of Sport UNE turn the first sod in the construction of a new, state-of-the-art sports complex at UNE's Bellevue Oval with the help of Vice-Chancellor Professor Alan Pettigrew.



the company's financial performance;

- refitting the second-hand bookshop for better stock layout and customer browsing;
- extending the range of stock available at Campus Essentials;
- maintaining quality retail outlets like Sleek Hair Studio, Campus Essentials, Graduation and the Booloominbah Collection;
- continued delivery of services such as advocacy, employment, accommodation, tax help, the Breather and the Postgraduate Centre;
- providing ways for students to showcase their talents with the annual band competition, diary cover competition, orientation, ski team support, and the continued mentoring of over 70 volunteers at Tune!FM;
- assisting residential colleges to raise funds for the partial payment of their annual sporting activities; and
- introducing various initiatives at the Belgrave Cinema to help improve customer satisfaction and financial performance.

Over the coming years, Services UNE will continue to concentrate on the commercial aspects of the businesses under its control and ultimately rely less on financial assistance from the University itself.

#### SPORT UNE

At the end of the second full year since the introduction of Voluntary Student Unionism (VSU), Sport UNE continues to provide first-class sporting facilities not only for the university's students, but also for the people of Armidale and the New England region.

2008 has been another successful year for UNE students and sporting clubs at a local, regional and national level. It has also seen the allocation of VSU transition funding to UNE with the aim of developing Sport UNE's facilities into one of the best sports, aquatic and fitness centres in regional Australia.

David Schmude was welcomed as the executive director of Sport UNE in 2008, while previous director Steve Griffith was farewelled after 19 years of committed work to promote and support sport at UNE.

Since the introduction of VSU by the Federal Government in 2006, Sport UNE has benefited greatly from annual financial support of \$400,000 provided by the university to underpin the maintenance and operation of the university's extensive sporting facilities. In 2007, UNE also received \$6.2 million in funding from the Federal Government's VSU transition fund, which will be used to redevelop its sporting facilities, with the aim of attracting greater community participation to ensure the ongoing financial viability of Sport UNE.

The funding has been allocated to the following projects this year:

- \$300,000, of which \$150,000 has been used to purchase new spin bikes and electronic cardio equipment, with the balance going towards the upgrade of Sport UNE's pin-loaded weights equipment;
- \$4.7 million for the development of a new multipurpose court, pool and fitness precinct within the Indoor Recreation Centre. The detailed design phase is due to be completed by the

The many users of the University of New England's indoor swimming pool will soon be kept warm with water heated by new solar energy and heat recovery systems. The NSW Department of Climate Change and the Environment, through its Public Facilities Program, granted the University \$250,000 in 2008 for the installation of the heating equipment and an associated education program.



end of 2008, with construction beginning in early 2009;

- \$1.2 million for the development of a state-of-the-art sports complex at the Bellevue Rugby Field. The new complex will include two team change rooms, a referee's change room and amenities, a first-aid room, a clubhouse, bar and kiosk, an electronic scoreboard, disabled access, and public toilets. Construction of this facility began at the end of November and is expected to be finished by May 2009.

In addition to VSU Transition Funding for capital developments and equipment, UNE was also the recipient of a grant to install energy efficient equipment to heat the indoor swimming pool. The grant, of \$250,000, from the NSW Department of Climate Change and the Environment, through its Public Facilities Program, will be used for the installation of heating equipment and an associated education program. Sport UNE is currently investigating geothermal heating technology that is expected to cut greenhouse gas emissions by

50 tonnes a year and save 20 per cent of the energy currently used in the pool facility. Combined with its educational component, this equipment will be a showcase of energy-efficient technology for the many other indoor heated pools in the New England region.

In 2007, Sport UNE received a grant of \$67,250 from the Australian Sports Commission through the regional University Sports Participation Fund. In 2008, Sport UNE used this funding to support UNE Clubs participating in regional competitions and to fund the position of a Sports Development Officer to assist with the coordination of club sport, intercollegiate sports programs and twilight sport programs.

There have been a number of noteworthy achievements by university teams and individuals:

- Sport UNE sent its largest ever team (of 170 students) to the Australian University Games in Melbourne. The UNE lawn bowls team won gold in division one and bronze in the second division. The rugby 7s team was awarded a silver medal and an individual bronze medal was won

by athlete Renee Van der Berg. Overall, UNE finished in second place in the Doug Ellis Trophy, awarded to the university scoring the highest number of points per head of student population. Four students were also selected in the Australian University Green and Gold Merit Teams for their performance during the games. The games received daily coverage on local ABC and commercial radio as well as in regional newspapers.

- Francis Fainifo, a member of UNE's AUG rugby 7s team, represented the Brumbies in the Super 14 rugby competition and was selected in the Australian A team for the IRB Pacific Cup. He was subsequently named UNE's 2008 Sports person of the year.
- Katharyn Sue is currently playing at the top grade in ranked Australian Women's Squash. Katharyn has been UNE Women's Squash champion since 2005 and this year competed in the Queensland state titles where she finished 3<sup>rd</sup> and in the NSW state titles, finishing 2<sup>nd</sup>.



During 2008, UNE participated in a Midnight Basketball tournament, a community-based international movement that is helping teenagers stay away from antisocial behaviour. The program, held on successive Saturday nights over a nine-week period, combined basketball games with life-skills workshops on topics such as drug and alcohol awareness, sex education, nutrition and health, anger management, and financial literacy.

- Jay Porter, a member of UNE's lawn bowls team, was selected for the NSW Under 25s state bowls team.
- St Albert's Rugby Union Football Club were narrowly beaten in first grade of the New England Rugby competition but were the winners of both the second and third grade competitions.
- Earle Page College were once again the women's intercollegiate sports champions and won the Mary Bagnall trophy.
- Drummond and Smith College were the winners of the President's Trophy in the intercollegiate men's competition.

Sport UNE's major program initiatives for the year included:

- Participation in the international Midnight Basketball movement, which is designed to help teenagers stay away from antisocial behaviour. The program was held on Saturday nights, and combined basketball games with life skills workshops. The first tournament had 125

registrations from teenagers and 30 volunteers from the university and community. The program was awarded the Spirit of Sport at UNE award.

- The purchase of carpet tiles for Campbell Hall has enabled the gym to be transformed into a multipurpose centre. This year, Sport UNE has hosted a number of functions in the hall, including a careers expo, St Albert's college ball and the Select Sports Super Store during the NSW Women's Veteran's Hockey Championship.
- Sport UNE played host to the NSW Women's Veterans Hockey Championships on the Consett Davis fields, with 1800 players coming from all over NSW.
- The Annual Campus City Canter recorded a record turnout, with 550 pre-registered nominations and more on the day.
- The popular twilight soccer competition continued to grow. This year, there were 88 teams (up from 79 in 2007), with nearly 900 players participating in the competition.

- Sport UNE's vacation care program continued with full occupancy of 45 places per day.
- Sport UNE continued its partnership agreement with NSW Rugby for the delivery of a range of junior development programs in the New England region. A regional development officer for New England is now based at Sport UNE.
- Sport UNE also continued its partnership with Northern NSW Football with state selection camps held at UNE in April and a junior development camp conducted in January that attracted more than 200 players.

#### UNE PARTNERSHIPS PTY LTD

UNE Partnerships is a controlled entity of the University of New England. Its head office is located at the Old Teachers' College, Armidale. In 2008, its staff included 33 located in Armidale and one in Newcastle. UNE Partnerships is a Registered Training Organisation, offering 27 qualifications ranging from Certificate III to Advanced Diploma, within the Australian Qualifications Framework.

UNE Partnerships' vision is to become a leading education and training solutions provider in Australia. Its purpose is to improve individual performance and organisational capability. With these goals in mind, UNE Partnerships has pursued:

- New business and customers in Australia and overseas.
- Innovation in the design, development and delivery of solutions.
- Standardisation of our processes to be business-like, accountable and outcomes focused.
- Reprioritisation to focus on our customers and solutions to meet their business needs.
- Pathways into UNE qualifications for our customers.
- Closer relationship with UNE.

In 2008 UNE Partnerships had a challenging year, with the project and practice management programs continuing to be the major contributors to income.

UNE Partnerships' achievements in 2008 are measured against its vision and have included:

- 2000 current students.
- Successful marketing visit to the United Arab Emirates as part of the NSW State and Regional Development Trade Mission to Arab Health. The mission was undertaken in January by Richard Doyle, managing director and Gary Smith, UNE Partnerships' Board director.
- Established a business development office in the Hunter region.
- Signing a new five year strategic alliance with the Australian Association of Practice Managers, continuing a 25 year relationship with UNE and UNE Partnerships.
- Successful request for tenders as preferred provider for Department of Defence (Business Skilling and Leadership, Values and Cultural Engagement), NSW Department of Housing and Qantas.
- Signed a strategic alliance with the University of New England.
- Designed, developed and delivered solutions for a range of corporate and government

clients including RailCorp, Tiwest, Housing NSW, Santos, St Vincent's and Mater Health, Aboriginal Employment Strategy, Sandvik Mining and Construction, Qantas, Border Rivers-Gwydir Catchment Management Authority, Raytheon-GM College, Brisbane City Council, Energex and Brookfield Multiplex.

- Successful marketing visit to New Zealand in October.
- A UNE Partnerships Graduation Ceremony was held on November 1.



The University of New England welcomed 11 new members to its Equal Opportunity Adviser team in 2008 after their completion of an extensive training program. EO Advisers are a point of first contact for staff or students who have concerns they wish to discuss. They are able to provide advice on issues such as harassment and discrimination and to act as mediators.

## Diversity, Access and Equity

The University of New England is committed to the principles of equity and social justice, welcomes and celebrates diversity and aims to provide an environment in which staff and students thrive. It recognises its obligations to its diverse staff and student community through its equal opportunity policies, through the priorities contained in its *Strategic Plan 2007-2010: Achieving Regional and Global Impact*, and through the strategies of its sub-plans — which include the HR Development Plan 2007-2010 and the EEO Management Plan 2007-2010. The University's Strategic Plan 'Vision and Positioning Statement' includes the stated aim that in 2010 the University will be, and will be seen to be:

- Demonstrating and respecting excellence, innovation, collaboration, service, diversity, equity, sensitivity to Indigenous and other cultures, and environmental concern.

In July 2007, the University entered a period of considerable structural reorganisation of its Faculty, Schools and disciplines which is now almost in place. This period of change has been both exciting and unsettling for many staff, but they have not allowed this to impact on the excellence of their course delivery. Students have continued to rate their UNE teaching and learning experience at five stars in the *Good Universities' Guide*.

### STAFF EQUITY PROFILE

Although in an economic climate of financial restraint and consequent employment contraction, the University's staff equity group representation, as shown in the benchmark tables, either remains steady or continues to improve.

The University's regional location also contributes to constraints, particularly in regard to attracting and retaining women in senior, more highly-paid positions. Employment

options for the partners of potential employees are comparatively limited. The lower numbers of women in senior positions is evident in the distribution trends of both academic

and general staff, and the loss of even one woman from senior management is enough to negatively impact the distribution figures.

**Table 1. Trends in the Representation of EEO Groups— Academic Staff**

**% of Total Staff**

EEO Group	Benchmark or target	2005	2006	2007	2008
Women	50%	40%	40%	40%	40%
Aboriginal people & Torres Strait Islanders	2%	1%	1%	1%	1%
People whose first language was not English	19%	17%	18%	19%	20%
People with a disability	12%	8%	8%	8%	8%
People with a disability requiring work-related adjustment	7%	2%	2%	2%	2%

Information for groups other than women in this table was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year. It excludes casuals.

**Table 2. Trends in the Representation of EEO Groups — General Staff**

**% of Total Staff**

EEO Group	Benchmark or target	2005	2006	2007	2008
Women	50%	58%	59%	60%	61%
Aboriginal people & Torres Strait Islanders	2%	2%	2%	2%	2%
People whose first language was not English	19%	4%	4%	5%	5%
People with a disability	12%	7%	7%	6%	6%
People with a disability requiring work-related adjustment	7%	2%	2%	2%	2%

Information for groups other than women in this table was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year. It excludes casuals.

**Table 3. Trends in the Distribution of EEO Groups — Academic Staff****Distribution Index**

EEO Group	Benchmark or target	2005	2006	2007	2008
Women	100	79	80	80	79
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	98	97	94	93
People with a disability	100	98	103	102	93
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Information for groups other than women in this table was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year. It excludes casuals.

**Table 4. Trends in the Distribution of EEO Groups — General Staff****Distribution Index**

EEO Group	Benchmark or target	2005	2006	2007	2008
Women	100	84	82	84	85
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	106	94	92	94
People with a disability	100	96	92	91	94
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Information for groups other than women in this table was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year. It excludes casuals.

Universities are encouraged to adopt benchmarks taking into account the population pools from which they could reasonably expect to draw their general and academic staff. The

proportion of people from different linguistic and ethnic backgrounds in the regional Armidale-Dumaresq local government area, in which the University is located, is considerably

lower at 9% (derived from 2006 Census QuickStats) than the State average of 19%. This is particularly pertinent in the consideration of general staff employment, as general

staff are more likely to be drawn from the local area, whereas academic staff are likely to be drawn from a national or international pool.

The 2006 Census QuickStats figures also indicate the Armidale-Dumaresq region as having a 5.4% Indigenous population, which is not currently reflected in the staff profile. A decision has been made by the University to re-establish its designated Indigenous Employment Officer position which will work toward implementing strategic initiatives to provide increased employment opportunities to members of the region's Indigenous communities.

### DISABILITY

Numbers of staff with disability and staff with disability requiring work-related adjustments are also areas requiring consideration. The Vice-Chancellor's EEO Advisory committee has recently endorsed a draft proposal for central funding of workplace adjustments for staff with disability which is currently under consideration by senior management. The introduction of central funding of accommodations

and support would signal that the University acknowledges the special circumstances of staff with disability; would empower staff to disclose their disability and seek the necessary assistance and support which will enable them to take their rightful place as productive, valued employees of the University; and would allow cost centres to focus on recruitment and staff development and promotion opportunities without the distraction of budgetary implications.

### RECRUITMENT

The University recruitment policies and procedures are based on merit selection of all staff. Recruitment advertising and position statements contain the University's statement of commitment to Equity principles. At least two members of selection committees are expected to have completed the University's recruitment training program, *Selecting the Best*, which contains a strong Equal Employment Opportunity component addressing all aspects of EEO, including cultural issues. Selection committees are required to consist of a gender mix

as per the *Gender representation on University advisory and decision-making committees* policy, and to provide a good cross-section panel to meet the needs of the position. When considering designated or targeted Indigenous appointments, membership of the committee must include at least one Indigenous person. Trained Equal Opportunity Advisers are available to act as EO Observers on recruitment panels where requested by the Chair, by an applicant, or, in some circumstances, by Human Resources. Academic promotion committees routinely include EO Observers.

The University has a range of flexible and family friendly work policies including, *Flexible and Family Working Arrangements*; *Family and Community Leave* provisions; *Parental Leave* policy, which includes Maternity Leave provisions (which provide *inter alia* for 52 weeks leave: 26 weeks full pay plus 26 weeks unpaid, or 52 weeks half pay, or any combination mutually agreed); and *Carers' Responsibilities Discrimination Guidelines*.

### **PROMOTING EQUAL EMPLOYMENT OPPORTUNITY**

The University of New England is committed to a policy of equal opportunity in employment and freedom from all forms of discrimination as determined by legislation, and as outlined in its *Equal Employment Opportunity* policy. This policy underpins all other policies of the University, including its recruitment policies, and applies to the entire University community of staff and students. The University is committed to this policy on the basis that it is fair and just, and contributes to the fulfilment of its strategic plan vision.

The University's achievements in improving the participation and career development of women were again acknowledged in 2008 by the award of 'Employer of Choice for Women' citation from the federal Equal Opportunity for Women in the Workplace Agency. The University has held the citation continuously since 2002.

### **PATHWAYS TO CAREERS AND PROMOTIONS**

In 2004, a program specifically designed for academic women was

introduced to address the relatively low participation rate of women amongst applicants for study leave and promotion. This program, *Pathways to Careers and Promotion*, focuses on the career development of academic women and has the longer term goal of assisting women to prepare for promotion. The two half-day workshops allow participants to hear and interact with a number of senior academic women who present on a variety of issues relating to progressing an academic career. Participants identify gaps in their academic profiles and focus on aspects of their career in the broad areas of teaching, research and service that will address these. The program enables direct contact with senior women and associated informal mentoring, as well as providing the opportunity for participating women to meet and form support networks amongst themselves. The workshops provide an environment for women to discuss strategies for balancing life and work demands, accessing or creating research opportunities, and focusing on areas of interest with a range of senior women. This

program was conducted again in 2005 and 2007. Feedback has been very positive, and of the women who were promoted in 2007 (the last finalised promotion figures available at the time of writing) 73 per cent had participated in at least one of the programs. *Pathways to Careers and Promotions* will be conducted again in 2009.

### **ADMINISTRATIVE AND SUPPORT STAFF CONFERENCES**

In 2008, as in the three preceding years, two Administrative and Support Staff Conferences were held. While both men and women are eligible to attend, the conferences are seen to be of particular importance for women working in this female-dominated area. This series of conferences provides networking opportunities and professional development support for administrative and support staff. As the University's in-house training unit, the Organisational Development Unit recognises that administrative and support staff play a crucial role in the University and require opportunities to learn from each other and to develop as professionals. Feedback

from these conferences remains extremely positive. The two one-day conferences will be held again in 2009.

#### **UNE ALLY NETWORK**

The *UNE Ally Network*, launched in December 2005 by the then Vice-Chancellor, aims to raise awareness and visibility of gay and lesbian issues. After training, UNE Allies are informed about and sensitive towards gay, lesbian, bi-sexual, transgender and intersex (GLBTI) people and their issues and affirm the experience and rights of GLBTI people. Training sessions commenced in May 2006 and have continued regularly since. Four Allies travelled to Newcastle in May 2008 to attend Train-the-Trainer Workshops and now form the core of a six-person training team. This initiative is seen as an important driver in achieving an inclusive university environment within the constraints of a regional context. There are currently 54 Allies across the University. The Ally program is gathering increasing interest from the University community and it is hoped to expand the program in 2009.

#### **EO ONLINE: FAIR PLAY**

*EO Online: fair play* is an interactive Web-based equity training program developed by a consortium of Australian universities. The program aims to raise awareness in relation to equity and diversity issues (including sex-based harassment) in higher education, and to promote an inclusive work environment. It is incorporated into new staff induction training and other training programs across the University. Targets have been set for numbers of staff completing the training in both the HR Development Plan 2007–2010 and the EEO Management Plan 2007–2010. In early 2008 ten new Schools Equity Committees were formed. The Chairs of these committees, who sit on the Vice-Chancellor's EEO Advisory Committee, have been proactive in promoting this training to their colleagues. As a result the training program has raised considerable interest, and staff awareness of equity and diversity issues has risen exponentially. This training will be ongoing throughout 2009.

#### **COMPLAINT RESOLUTION**

As part of its strategic direction and commitment to principles of equal employment opportunity, the University provides internal avenues for complaint resolution. These procedures include an educational program which keeps staff informed of what constitutes acceptable behaviour within the University environment, policies which cover unlawful harassment and discrimination, and avenues for speedy and confidential conflict resolution.

#### **EQUAL OPPORTUNITY ADVISERS**

The Employment Equity and Diversity office also trains and supports a team of Equal Opportunity Advisers, a diverse group of staff and students who are available to provide confidential advice, information and assistance on all aspects of equal opportunity, including harassment and discrimination. Equal Opportunity Advisers are also trained mediators. New members of the Equal Opportunity Adviser Team were recruited in November/December 2007 and completed their

three day training program in early 2008. The training covers legislative and ethical issues, communication skills, problem solving, conflict resolution and mediation, thereby providing participants with important transferable skills. Members of this team offer their services to the University in addition to their paid employment. The thirty-member Equal Opportunity Adviser Team supports the work of Employment Equity and Diversity staff and provides a crucial link in the maintenance of the University's internal procedures.

#### **DIGNITY & RESPECT IN THE WORKPLACE CHARTER**

A commitment has been made to a work and study environment that provides dignity and respect to all members of the University community. The *Dignity & Respect in the Workplace Charter* was launched in December 2005 by the then Vice-Chancellor and was endorsed by the current Vice-Chancellor in July 2006. This Charter enshrines the rights of everyone in the University, irrespective of their position, to be treated with dignity

and respect. No one should suffer bullying or harassment while going about their work or study. This can put at risk the health, safety and wellbeing of anyone subjected to these behaviours. The University has therefore adopted a policy of 'zero tolerance' to bullying or harassment on its campus and related properties. In response to surveys on staff and student perceptions of discrimination and harassment conducted by Faculty Equity Committees in 2006, and the ensuing report *Recommendations* in 2007, a series of training sessions, *Creating Dignity & Respect in the Workplace*, have been conducted throughout 2008. These sessions are based on the Charter and will continue throughout 2009. In addition to these in-house sessions an external presenter was brought to the University in August 2008 to conduct *Beyond Bullying* workshops. These workshops are scheduled to be held again in December 2008. A working party was formed in September 2008 to develop and implement a UNE-specific anti-bullying program.

A whole-of-University *Harassment & Discrimination Policy & Procedures* framework is being developed which encompasses: staff and student policies and rules; grievance, grievance mediation and complaints handling procedures; and guides and resources for staff, managers, supervisors and students. Policies covered by this framework are: *Harassment & Discrimination; Anti-Bullying; Anti-Racism; Sex-based Harassment; UNE Staff Code of Conduct; Grievance Mediation*; and student-specific policies and rules, including *Student Behavioural Misconduct Rules* and *Residential Code of Conduct*. This framework will be implemented in early 2009.

#### **CULTURAL DIVERSITY AND THE UNIVERSITY'S ETHNIC AFFAIRS PRIORITIES STATEMENT**

The University of New England is committed to providing inclusive work and study practices, and values the principles of diversity. Located in regional NSW, the University attracts staff and students from all over the world, resulting in the enrichment of the cultural diversity in Armidale to a

degree not possible in other regional communities.

This report meets the University's responsibilities under the *Community Relations Commission and Principles of Multiculturalism Act 2000*, the *Annual Reports (Departments) Act 2000*, and the *Annual Reports (Statutory Authorities) Regulation 2000*, detailing the University's mainstreamed activities relating to the *Cultural Diversity Priorities Statement*

The University's *Ethnic Affairs Priority Statement* is embedded in the *Cultural Diversity Priorities Statement* which encompasses the unique diversity that Indigenous staff and students bring, along with other cultures relating to the Principles of Multiculturalism.

#### Staff Profile

Every year the Employment Equity and Diversity Office carries out an EEO data survey, with a progressive response rate of 86%.

There are one hundred and three members of academic staff from racial, ethnic and ethno-religious minority groups, with 85 speaking a first language other than English.

Forty-six general staff members are from racial, ethnic and ethno-religious minority groups and 32 did not speak English as a first language.

The adjusted figures for academic staff, taking the 86% response rate into consideration, are 24% and 20% respectively; while for general staff the adjusted figures are 7% and 5% respectively.

The NSW benchmark used for multicultural groups is for people whose 'first language was not English' and is currently 19%. The University exceeds this benchmark in the case of academic staff, but not for general staff. In March 2008, the benchmark comparisons were as in table below.

Given the University's location in the regional centre of Armidale in the New England Northwest, general staff are drawn from the population of Armidale and surrounds. This demographic has not, to date, included significant populations of

those persons from ethnic, cultural or religious minorities to which the Principles of Multiculturalism apply. Hence the University has had a limited capacity to employ people from these minorities within its general staff. Academic staff are drawn from far wider national and international pools and, under the University's merit selection recruitment policies, have attained a higher representation rate than the state benchmark.

The general staff rate has remained steady and the academic staff rate has shown an increase on 2007 figures. This has been achieved in an economic climate of financial restraint and consequent employment contraction. Indigenous representation among academic staff remains steady at 1%, with 2% representation among general staff. Although general staff representation is at the NSW benchmark level, it does

EEO Group	NSW Benchmark	Academic Staff	General Staff
First Language other than English	19%	20%	5%

Please Note: These figures do not include Indigenous Australians.

not equate with the 5% Indigenous representation shown in the Armidale-Dumaresq local government census figures. Strategies for improving the representation of Indigenous Australians amongst University employees have been under discussion continuously during 2007 and 2008 in the Vice-Chancellor's EEO Advisory Committee meetings. A decision to re-establish a designated Indigenous Employment Officer position was made. The incumbent of this position will work toward implementing strategic initiatives to provide increased employment opportunities to members of the region's Indigenous communities.

### **Student Profile**

Of the 18,082 external and internal students enrolled through the University of New England's Armidale campus in 2008, 3,642 (20%) were born overseas; 6,514 (36%) speak a language other than English at home. Ninety-five different languages other than English are spoken at home across this cohort. Of the 3,400 students studying on-campus 660 (19%) were born overseas; 822 (24%) speak a language other than English at home. Fifty-six different languages

other than English are spoken at home by the University's on-campus student population. Of these, speakers of Chinese languages (224, 27%) form the largest group.

Two hundred and seventy-nine external and internal Indigenous students were enrolled through the University's Armidale campus during 2008. This is a 12% increase on 2007 enrolments.

### **Across the campus**

Reports from managers and supervisors across campus include details of mainstreamed initiatives, events and core teaching and learning practices which establish an environment of cultural awareness and inclusion for the University community.

Special events and conferences, including graduations, routinely begin with a statement of acknowledgement of the traditional custodians of the land upon which the University stands.

The ongoing review of curricula, teaching and learning strategies, and the development of new approaches and content, incorporates awareness of the value of diversity and strategies

to respond appropriately in culturally diverse environments.

Teaching units in the Schools of Law; Humanities; Education; and Behavioural, Cognitive and Social Sciences in particular have core strands addressing cultural diversity in a multicultural society, including not only peoples from overseas cultures but also the diversity of Indigenous cultures.

The LS 370 Family Law unit considers the relevance of Indigenous cultures in making decisions about the living arrangements of children after parents separate, as well as considering the relevance of other cultural backgrounds.

The School of Education EDCX 300 unit, 'Just Schooling: Policy, Curriculum, Commonsense', encourages students to analyse policies and determine the congruence of the curriculum with social justice policies, as well as to understand the impact of cultural diversity on schooling and to identify specific cultural and language learning needs of students. The Humanities unit PDPS 288 'Constructing Aliens: Refugees in Contemporary

Australia' is a unit specially designed for refugees and others who are interested in the treatment of refugees in Australia. These are only a sample of numerous units taught across campus which seek to build cross-cultural awareness and understanding specific to Australia's multicultural experience.

During 2008, the University Library provided flexible, open and equitable access to its information resources for all students and staff. Resources are collected in all formats and in a variety of languages. Podcasts on library services and the information search process were provided for students who favour non-textual based learning styles, particularly those with rural, remote or Indigenous backgrounds. This strategy was also used in the teaching units where these students were enrolled.

In 2008, University-wide and Faculty-based scholarships were awarded to new and continuing undergraduate students who are members of equity groups. These included six UNE Country Equity Scholarships; the Max Schroeder UNE Scholarship for Aboriginal and Torres Strait Islanders; four Mick Young Scholarships

for Indigenous students; six Indigenous Enabling Commonwealth Education Costs Scholarships; two Indigenous Enabling Commonwealth Accommodation Scholarships; and 16 Indigenous Access Scholarships.

The Division of Sociology, in the School of Behavioural, Cognitive and Social Sciences, offered an Australian Research Council funded PhD scholarship to an Indigenous Australian student, who is currently undertaking doctoral research. The Division of Psychology, also in the School of Behavioural, Cognitive and Social Sciences has recently received a bequest of \$25,000. The Division has decided to invest the funds and use the income to encourage participation of Indigenous students in Psychology programs.

In 2008, the School of Environmental and Rural Sciences signed an agreement with the Ethiopian Ministry of Agriculture and Rural Affairs to train PhD students. This program includes providing a social facilitator for students while in Armidale and staff exchange visits between UNE and Ethiopia.

The University has a variety of student

exchange programs with overseas universities, including in China, Korea, Japan, Hong Kong, Taiwan, Europe, and America. The residential colleges have a specific student residential leaders annual exchange program with Washington State University.

Specialist areas of the University, such as the International Precinct and the Oorala Aboriginal Centre, provide pastoral support, including accommodation of religious requirements and personal safety information, to their specific student cohorts, in addition to their academic support roles. The English Language Centre provides Muslim students the opportunity to attend religious services held at the UNE Mosque during study time without being registered as absent from classes.

The University campus mosque provides prayer facilities, halal food and Arabic and Qura'n courses for Muslim staff and students and their children, as well as for the wider Armidale Muslim community.

**Support is also available for all students and religions.**

Information on student safety is included in orientation packs for all

international students and a driver education presentation by the Armidale Road Safety Officer was introduced during 2008. As part of the overall international students' orientation program, Student Assist, in conjunction with the UNE Uniting Church chaplain, offered the 'Adjusting to the Australian Culture' orientation program and developed the cultural adjustment publications "Surviving Homesickness" and "Dear Mother...". The Oorala Aboriginal Centre provides additional advice and support for Indigenous students living in the residential colleges.

Friendship programs, peer mentoring and multicultural events were held across campus throughout the year. The English Language Centre's Christmas party is open to all English Language Centre staff and students, and the University's international staff and students. Birthdays are often celebrated in traditional ways in class, multicultural lunches are held, and Chinese students have been teamed with non-Chinese speaking students studying Chinese, for lunchtime chats. Japanese students from Chubu University, undertaking an annual five month program, are

teamed with Australian 'buddies' who offer support, advice, and talking companions during their stay.

In conjunction with the Armidale International Association, day and night time excursions are offered to students to explore the Australian bush, tradition and culture whilst mixing with their teachers, administrative staff and other UNE domestic students.

International Students are also encouraged to take part in the Armidale Autumn Festival coordinated by the University's Marketing and Public Affairs Directorate to raise the community's awareness of their country. It also affords them the opportunity to join with others from their home countries who reside in Armidale.

The Oorala Aboriginal Centre organises and hosts the annual National Aborigines and Islander Day Observance (NAIDOC) flag raising ceremony at Booloominbah each July. The ceremony customarily opens with an invited Indigenous elder or their representative giving a 'Welcome to Country'. The University and the Oorala Centre also host the

annual Frank Archibald Memorial Lecture held in honour of Mr Frank Archibald, a revered Aboriginal community member of the Armidale area. Frank Archibald was renowned for his knowledge and interest in all issues affecting Aboriginal and Torres Strait Islander people, particularly education. The 2008 lecture was given by the Vice-President of the Australian Indigenous Doctors' Association, Associate Professor Peter O'Mara.

In 2008 the residential colleges have continued strategies to encourage an appreciation and respect for the cultural differences amongst the members of their residences:

- Training programs for student residential leaders include workshops on the value of cultural diversity and how to nurture it in the University's residential community;
- Formal dinners and other social occasions are held which encourage residents to share their cultural backgrounds;
- The needs of students participating in the Ramadan religious observances are catered for; and

- The national day for each country represented in Wright Village, the appropriate national flag is flown from the flagpole in the centre of the Village.

The University's Teaching and Learning Centre academic staff development initiatives include individually tailored programs for staff whose first language is other than English, to assist in their presentation skills, research grant submissions and other writing. In some areas the School policy is for senior academics to support the work of junior academics. This same approach is used to support academics whose first language is other than English. Research Services provides individual assistance to staff in preparing and writing research grant proposals.

The University's child care centre, Yarm Gwanga, accommodates a large number of children with English as a second language. The parents of these children are academic and general staff and students. These families are supported through a variety of resources including; family information written in home

languages, dual language children's books, multicultural play resources and multicultural teaching resources. The centre also has access to support agencies to assist the children and families in the adjustment of Child Care and funding for bilingual support staff to work in the rooms with the children, promoting their home languages, as well as supporting their English.

Yarm Gwanga has an Inclusion Policy to value and support the inclusion of all staff, children and families within the centre's programs. This includes staff, children and families from all cultural and religious backgrounds, from Aboriginal backgrounds, and those with special needs, including disabilities, behavioural disorders and dietary requirements.

Objective 1 in the EEO Management Plan to "Establish and maintain an inclusive environment in which staff at all levels demonstrate a high level of awareness of equity (including gender and cross-cultural awareness)" reflects the University's Strategic Plan Vision that in 2010 the University will be, and will be seen to

be, "Demonstrating and respecting excellence, innovation, collaboration, service, diversity, equity, sensitivity to Indigenous and other cultures, and environmental concern." The University's Cultural Diversity Priorities Statement and all operational plans are informed by these objectives which underpin the University's core daily business over the period 2007–2010.

The University's Cultural Diversity Priorities Statement is scheduled for review and revision during 2009 when the University's future ethnic affairs strategies will be set.

# Supplementary Information

## **RISK MANAGEMENT AND INTERNAL AUDIT**

Risk Management is a key governance focus for the University, enabling facilitation of strategic and operational goals and objectives through continuous improvement in decision-making and performance.

UNE's Risk Management system incorporates a comprehensive, coordinated approach to the implementation of good risk management practices and principles. The Risk Management system is governed by the University's Corporate Risk Management Policy in alliance with the AS/NZS4360:2004 Standard for Risk Management. This policy was updated in 2008 to reflect the University's focus on ensuring the implementation of risk management practices and principles into the culture of the University.

Regular communication and monitoring of risks/controls and consequences have been refined through 2008 by ongoing enhancement of risk management reporting methods. Central to UNE's risk management communication and reporting is the Risk Management Coordinator's network, which is inclusive of all University cost centres.

Following the University's academic restructure, UNE's strategic and operational electronic risk registers are undergoing an extensive process of renewal, beginning in late 2008 and scheduled for completion in 2009.

Situating Risk Management and Internal Audit into one directorate provides a clear avenue for the risk management process to inform internal audit processes

The internal audit function is governed by an internal audit charter which is available on the UNE intranet and has independent status, being directly accountable to the Audit and Compliance Committee of the UNE Council.

The internal audit function, when required, utilises external auditors on programmed and non-programmed internal audits.

## INSURANCES

The primary areas of the university's insurance program was renewed through Unimutual and Ausbrokers. These include Industrial Special Risks, Public and Products Liability, Professional Indemnity and Medical Malpractice. Other classes of insurance held include, but are not limited to, Corporate Travel, Personal Accident, Marine Hull, Marine Transit and Comprehensive Motor Vehicle.

## UNIVERSITY OF NEW ENGLAND PRIVACY STATEMENT UNE Policy

The university will collect personal information, manage and use it, and disclose it in a way that complies with relevant legislation. The NSW State Information Protection Principles<sup>\*(1)</sup> and the National Privacy Principles<sup>\*(2)</sup> will underpin all aspects the university's dealings with personal information. This policy shall apply to the university, its controlled entities and its affiliated bodies<sup>\*(3)</sup>.

The following statements are intended to communicate simply and clearly the university's intentions; a more comprehensive statement is found in the UNE Privacy Management Plan.

In collecting personal information the university will:

- only collect information for lawful purposes related to its function;
- only collect the information that is necessary and by lawful means;

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<sup>\*(1)</sup> In the Privacy and Personal Information Protection Act 1998 (NSW)

<sup>\*(2)</sup> In the Privacy Act 1988 (Commonwealth) as amended in the Privacy Amendment (Private Sector) Act 2000

<sup>\*(3)</sup> Controlled entities and affiliated bodies are listed in the UNE Privacy Management Plan

- where possible only collect personal information that is provided by the individual to whom the information relates, collecting in a way that is not personally intrusive;
- where information is provided by someone else, ensure that collection has been authorised by the individual concerned, or by someone who is legally authorised to provide it on their behalf; and
- notify the individual concerned that personal information is being collected, either at the time of collection or as soon as practicable afterwards.

The university will declare to individuals from whom information is collected:

- the purpose for collecting the personal information;
- whether or not the collection is voluntary and any consequences for not providing it;
- how the information is to be held and the intended recipients;
- the name and address of any agency used to collect information on the university's behalf; and
- how individuals can obtain access to their information, check it for accuracy and completeness, and make application to correct it.

The university will manage personal information responsibly by:

- taking reasonable steps to ensure that personal information held is relevant to the purpose for which it was collected, accurate, up to date and not misleading;
- retaining personal information for no longer than necessary; then disposing of it securely in accordance with approved methods;

- protecting it from loss or unauthorised access, use, disclosure, or misuse; and from unauthorised modification;
- taking reasonable steps to prevent its disclosure without authorisation by external service providers; and
- only disclosing personal information outside the university or its affiliated bodies where:
  - its disclosure has been consented to by the individual to whom it relates; or
  - its disclosure is required by law and requested in an authorised written form; or
  - it is reasonably believed to be necessary to prevent or lessen a serious threat to life or health of any person.

The university's Privacy Management Plan is published on the Policies and related documents pages of the UNE Web pages.

### Statistical Details of Internal Review

Two internal reviews were conducted and completed in 2008.

## FREEDOM OF INFORMATION

### Statement of Affairs as of December 31, 2008

In accordance with Section 14 of the Freedom of Information Act 1989 (NSW), the University of New England (UNE) is required to publish an annual Statement of Affairs. UNE has included the Statement of Affairs in its 2008 Annual Report to facilitate its distribution and it should be read in conjunction with the Annual Report for a clear picture of UNE's affairs.

### 1. Structure and functions of UNE

UNE is a statutory body established under the University

of New England Act 1993 (NSW). An organisational chart of UNE can be found at the front of the Annual Report 2008. There is a hierarchy of documents that prescribe how UNE is governed and managed:

- Legislation – University of New England Act 1993 (NSW) No 68 as updated 24 November 2005; Higher Education Support Act 2003 (Commonwealth).
- By-Laws – made under authority of the University of New England Act 1993 (NSW) and approved by the Governor of NSW.
- Rules – power is given by the Act/By Laws to the UNE Council to make rules and to empower the Vice-Chancellor to make rules (a rule is an instrument of governance).
- Policies – policies are made in respect of matters that are within the powers under which rules are made. The Council has outlined the matters on which it retains authority and outlined the powers of the Vice-Chancellor to establish policies. A policy is a formal statement outlining how a matter is to be administered and/or regulated.
- Management plans – describe how a matter or a policy is to be arranged and/or managed, and are made by a director or a senior executive and approved by the supervisor of that office.
- Guidelines – are generally shorter documents that explain how a policy is to be enacted, and are made by a director or a senior executive and approved by that office's supervisor.
- Operating procedures – describe how a matter (which need not be a policy) is to be administered. These are made by a director or a senior executive and approved by that office's supervisor.

As stated in section 6 of the University of New England Act 1993 (NSW), the object of UNE is the promotion, within the limits of the University's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. To achieve this object, UNE has the following principal functions:

- (a) the provision of facilities for education and research of university standard;
- (b) the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry;
- (c) the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community;
- (d) the participation in public discourse;
- (e) the conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards;
- (f) the provision of teaching and learning that engage with advanced knowledge and inquiry; and
- (g) the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the values and goals referred to in the functions set out in this subsection, and that are sufficient to ensure the integrity of the University's academic programs.

Other functions are that UNE:

- (a) may exercise commercial functions comprising the commercial exploitation or development, for UNE's benefit, of any facility, resource or property of UNE

or in which UNE has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others;

- (b) may develop and provide cultural, sporting, professional, technical and vocational services to the community;
- (c) has such general and ancillary functions as may be necessary or convenient for enabling or assisting UNE to promote the object and interests of UNE, or as may complement or be incidental to the promotion of the object and interests of UNE; and
- (d) has such other functions as are conferred or imposed on it by or under this or any other Act.

The functions of UNE may be exercised within or outside the State, including outside Australia.

## **2. The way UNE's functions affect the public**

UNE affects the public through its major functions such as the conferring of degrees, enrolment of students, employment of staff, the promotion of research and its involvement in the general community.

The public is defined here as the staff and students (past, present and future) of UNE, along with those people who have previously or who are presently serving on committees and any interested members of the community.

## **3. How the public may participate in UNE's policy development**

Any member of the public can influence UNE's policy development by:

- (a) becoming a member of the relevant committee that is responsible for policy formulation and change; or
- (b) approaching the Chair of the relevant committee and through them seeking to change policy; or
- (c) applying to the Vice-Chancellor in writing, requesting that a certain matter be raised or a policy be changed.

Members of the University community may attend the open sessions of the meetings of Council as observers. The committees of the University are listed in the University Handbook.

#### 4. Kinds of documents UNE holds

Documents held by UNE are located primarily in the Records Management Office and also in central administration, faculties and schools. Many of these documents may be accessed through UNE's home web page free of charge at <http://www.une.edu.au/> and most UNE policies are available via the policy web page at <http://www.une.edu.au/rmo/policies/>. UNE documents include:

- (a) University-wide plans such as the 2007-2010 Strategic Plan;
- (b) Policies relating to areas such as academic governance, research, consulting and outside earnings, equity, the library, human resources, information technology and communications, finance, facilities management, risk management and Freedom of Information;
- (c) Minutes and agendas such as:
  - (i) University of New England Council (open sessions) and its Committees (available from the Office of the Secretariat);
  - (ii) Vice-Chancellor's Committees and the Equal Employment Opportunity Committee (available through the Vice-Chancellor's Unit);
  - (iii) Academic Board and its Committees (available from the Office of the Secretariat);
  - (iv) Other University Committees such as the Space Management Committee (held in Facilities Management Services) and meetings of faculties and research centres (held in the office of the appropriate Dean of the Faculty or the Director of the Research Centre);
- (d) Reports such as the Annual Report and reports produced by the Equity Office, Research Services, Counselling Service, Sport UNE, residential colleges and various research centres. Copies of these reports may be obtained by approaching the relevant office or organisation.
- (e) Files. These are the major method of documentation and are held in a number of locations:
  - (i) Records Management Office is the central depository of files and holds student records, records on administration, correspondence, minutes of committees (including those of the University Council and Academic Board), policy files, research grant information, legal files, lease agreements and FOI records;
  - (ii) Office of the Secretariat holds rules for conduct of elections for members of Council, rules for the use of the University Seal and Arms, Standing Orders for Council, Council Policies, terms of reference and membership of Council committees, minutes of Council and its committees, Constitution of the Academic Board, minutes of Academic Board and its committees;

- (iii) Faculties and Schools hold files on courses, individual departments, attendance in classes and practicals, applications for special examinations, applications for extensions for written and practical work, examination results, higher degree progress report forms, order of merit lists for prizes and scholarships, show cause lists, graduation identification listings, research proposals and grants, correspondence, and information on faculty committees and their members;
- (iv) Student Administration and Services holds records on selection criteria, academic progress of students, examination results, examination timetables, details of examination venues and supervisors, records relating to agendas and minutes of committees, biographical data of students, records of counselling sessions;
- (v) Human Resource Services holds files on individual staff members relating to their employment history at UNE, specific policy and working files and the functions managed by Human Resource Services (Equity, Industrial Relations, Organisational Development, Personnel Services);
- (vi) Research Services holds records relating to research grants and contracts, research ethics records relating to humans and animals, records relating to the administration of PhD candidature and postgraduate scholarships, and advice to external supervisors and examiners;
- (vii) Marketing and Public Affairs holds publicity records, marketing plans and policies, events records, records relating to alumni of UNE, fundraising and community liaison matters.
- (viii) Financial Services holds financial records;
- (ix) College Residences hold resident files, correspondence, financial records;
- (x) Services UNE and Sport UNE hold records relating to their administration, membership, accounts and budget papers, constitutions and regulations, agenda and minutes and membership of committees, inventories, staff records, annual reports, correspondence, research documents and details of elections and referenda;
- (xi) Medical Centre holds records relating to medical histories, purchasing, administration and general correspondence; and
- (xii) Yarm Gwanga Childcare Centre holds individual client files and minutes of the Advisory Committee meetings.
- (f) Newsletters such as UNE's official magazine, The UNE Experience. All these publications are available free of charge.
- (g) Information and advertising brochures. Marketing and Public Affairs, Student Administration & Services and some individual faculties, schools and departments have publications available which contain more specific details on courses, prerequisites and enrolment procedures for students. The Teaching and Learning Centre and the faculties hold leaflets and handouts pertaining to external students. The International Office holds comprehensive brochures on all courses available to overseas students and various publications designed to assist such

students. All these are available free of charge upon application to the appropriate department.

#### **5. Access arrangements, procedures and points of contact**

As far as possible, UNE aims to avoid the need for the public to make formal applications under the Freedom of Information Act 1989 (NSW) to access UNE documents. There is no charge for access to documents outside the Freedom of Information Act 1989 (NSW).

General information about UNE is contained in UNE's Handbook and Annual Report. The Handbook contains the University of New England Act 1993 (NSW), By-laws, a list of degrees, diplomas and certificates, principal officers and staff of UNE, members of the University Council and Academic Board and specific information about the institution. The Annual Report lists all UNE's major activities, statistics, financial statements, services and community involvement. The University of New England Handbook may be purchased through the United Campus Bookshop. Office hours are from 9.00am-5.00pm Monday to Friday and they can be contacted on (02) 6773 2289 or (02) 6772 3468, or by email at [armidale@ucb.net.au](mailto:armidale@ucb.net.au) or via the web at [www.ucb.net.au](http://www.ucb.net.au). Copies of the University of New England Handbook are also held in Dixon Library and the Records Management Office.

Marketing and Public Affairs is able to answer enquiries of an informal nature and provide details of UNE's publications. Office hours are from 9.00am-5.00pm Monday to Friday and they can be contacted on (02) 6773 3909 or email [director-mpa@une.edu.au](mailto:director-mpa@une.edu.au)

Enquiries about access to policy documents or student files should be made to the Manager, Records

Management Office during office hours (normally 9.00am-5.00pm) on (02) 6773 2140 or email [rmo@une.edu.au](mailto:rmo@une.edu.au)

Enquiries about access to staff employment files should be made to the Director, Human Resources Division during office hours (normally 9.00am-5.00pm) on (02) 6773 2100 or email [directorofhr@une.edu.au](mailto:directorofhr@une.edu.au)

A Freedom of Information application is not necessary for an individual to access their own personal files except when they include documents which may be considered exempt under the Freedom of Information Act 1989 (NSW).

#### **Applications under the Freedom of Information Act 1989 (NSW)**

For access to documents which are not available to the general public, a person may make an application to UNE under the Freedom of Information Act 1989 (NSW). Applications may be to access information or to seek amendment of personal records.

#### **How to lodge an application**

All applications must be in writing, accompanied by an application fee and directed to:

Freedom of Information Officer  
Legal Office  
University of New England  
Armidale NSW 2351

A table of the relevant fees is provided on the following page.

#### **Processing of applications**

UNE must respond to all applications within 21 days. In addition to the application fee a processing charge may also be levied, although every effort will be made to minimise the cost of processing an application. If

the applicant feels that the processing charges are unreasonable the fees may be challenged. The right to challenge is not abrogated if the charges are paid; this allows the applicant to proceed with the enquiry pending the outcome of the challenge.

#### Schedule of charges

Nature of Application	Application Processing Charge	
Access to records by natural person about their personal affairs	\$20*	\$30 per hour after first 20 hours*
All other requests	\$30*	\$30 per hour*
Internal review***	\$20*	Nil**
Amendment of records	Nil	Nil

\* Subject to 50% reduction for financial hardship and public interest reasons.

\*\* Refunds may apply as a result of successful internal reviews and applications for amendment of records.

\*\*\* No application fees may be charged for internal reviews in relation to amendment of records.

### FOI STATISTICS – NSW FREEDOM OF INFORMATION ACT, 1989

#### SECTION A

##### New FOI applications

FOI requests	Personal	Other	Total
New	0	8	8
Brought forward	0	0	0
Total to be processed	0	8	8
Completed	0	7	7
Discontinued	0	0	0
Total processed	0	7	7
Unfinished	0	1	1
(Carried forward)			

#### SECTION B

##### Discontinued applications

Reason for discontinuation	Personal	Other
Request transferred	0	0
Request withdrawn	0	0
Applicant failed to pay	0	0
Applicant failed to amend request that would have been an unreasonable diversion of resources	0	0

#### SECTION C

##### Completed applications

Result of FOI Request	Personal	Other
Granted in full	0	4
Granted in part	0	2
Refused	0	0
No documents held	0	1
Completed	0	7

#### SECTION D

##### Applications granted/available in full

Made available by	Personal	Other
Provided to applicant	0	4
Provided to medical practitioner	0	0
Available for inspection	0	0
Available for purchase	0	0
Library material	0	0
Deferred access	0	0
Combination of above	0	0
Total	0	4

## SECTION E

### Applications granted/available in part

Made available by	Personal	Other
Provided to applicant	0	2
Provided to medical practitioner	0	0
Available for inspection	0	0
Available for purchase	0	0
Library material	0	0
Deferred access	0	0
Combination of above	0	0
Total	0	2

## SECTION F

### Refused FOI applications

Reason refused	Personal	Other
Exempt	0	0
Deemed refused	0	0
Total	0	0

## SECTION G Exempt documents

Why were the documents classified as exempt?	Personal	Other
Restricted documents		
Clause 1 {cabinet documents}	0	0
Clause 2 {executive council documents}	0	0
Clause 4 {documents affecting law enforcement and public safety}	0	0
Clause 4a {documents affecting counter-terrorism measures}	0	0
Documents requiring consultation		
Clause 5 {documents affecting intergovernmental relations}	0	0

Clause 6 {documents affecting personal affairs}	0	0
Clause 7 {documents affecting business affairs}	0	0
Clause 8 {documents affecting conduct of research}	0	0
Documents otherwise exempt		
Schedule 2 {Exempt agency}	0	0
Clause 22 {documents confidential to Olympic committees}	0	0
Clause 23 {documents relating to threatened species, Aboriginal objects or Aboriginal places}	0	0
Clause 24 {documents relating to threatened species conservation}	0	0
Clause 25 {plans of management containing information of Aboriginal significance}	0	0
Clause 19 {private documents in public library collections}	0	0
Clause 11 {documents relating to judicial functions}	0	0
Clause 17 {documents subject to contempt}	0	0
Clause 18 {documents arising out of companies and securities legislation}	0	0
Clause 21 {exempt documents under interstate FOI legislation}	0	0
Clause 10 {documents subject to legal professional privilege}	0	0

Clause 13 {documents containing confidential material}	0	0
Clause 12 {documents subject to secrecy provisions}	0	0
Clause 14 {documents affecting the economy of the State}	0	0
Clause 15 {documents affecting financial or property interests of the State or an agency}	0	0
Clause 8 {documents affecting conduct of research}	0	0
Clause 16 {documents concerning operations of agency}	0	0
Clause 20, 22a, 26, etc. {other exemptions}	0	0
Total applications including exempt documents	0	0

## SECTION H

### Ministerial Certificates

#### How many ministerial certificates were issued?

Ministerial Certificates issued	0
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## SECTION I

### Formal consultations

#### How many formal consultations were conducted?

Formal of applications requiring formal consultation	1
Number of persons formally consulted	1

## SECTION J

### Amendment of personal records

#### How many applications for amendment of personal records were agreed or refused?

Agreed in full	0
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Agreed in part	0
Refused	0
Total	0

## SECTION K

### Notation of personal records

#### How many applications for notation of personal records were made (s.46)?

Agreed in full	0
Agreed in part	0
Refused	0
Total	0

## SECTION L

### Fees and costs

#### What fees were assessed and received for FOI applications processed (excluding applications transferred out)?

	Assessed Costs	FOI Fees Received
All completed requests	\$284	\$284

## SECTION M

### Fee Discounts

#### How many fee waivers or discounts were allowed and why?

Type of Discount Allowed	Personal	Other
Public interest	0	0
Financial hardship – Pensioner/Child	0	0
Financial hardship – Non profit organisation	0	0
Totals	0	0

## SECTION N

### Fee refunds

Significant correction of personal records 0

## SECTION O

### Days to process

Elapsed Time	Personal	Other
0-21 days	0	7
22-35 days	0	0
Over 21 days deemed refusal where no extended determination period applies	0	0
Over 35 days deemed refusal where no extended determination period applies	0	0
Total	0	7

## SECTION P

### Processing Time

Processing Hours	Personal	Other
0-10 hrs	0	7
11-20 hrs	0	0
21-40 hrs	0	0
Over 40hrs	0	0
Totals	0	7

## SECTION Q

### Reviews

Internal reviews	1
Ombudsman reviews	1
ADT reviews	0

## SECTION R

### Results of Internal Reviews

#### Details of Internal Review Results

Bases of Internal Review	Personal		Other	
Grounds On Which	Upheld	Varied	Upheld	Varied
Internal Varied				
Access refused	0	0	0	0
Deferred	0	0	0	0
Exempt matter	0	0	1	0
Unreasonable charges	0	0	0	0
Failure to consult with third parties	0	0	0	0
Third parties's views disregarded	0	0	0	0
Amendment refused	0	0	0	0
Totals	0	0	1	0

All enquiries under the Freedom of Information Act to:

Freedom of Information Officer

Office of the Secretariat

The University of New England

Armidale NSW 2351

### GUARANTEE OF SERVICE

The section in this Annual Report entitled Quality Teaching and Learning by the Pro Vice-Chancellor (Academic) describes the commitment of the university to continuous improvement in service standards to students, including a number of major projects.

### CONSUMER RESPONSE

The university collects information from its students in a number of questionnaires that invite them to give their feedback on services provided and rate their satisfaction

with their courses. Students are surveyed at commencement and part way through their course using internal surveys. Then at graduation students are surveyed via the Australia-wide Graduate Destination Survey/Course Experience Survey (GDS/ CEQ) in which UNE participates. The results of the GDS/CEQ show that UNE rates very well by comparison with other universities in student satisfaction and good teaching, and this is further recognised by the results of the Commonwealth Learning and Teaching Performance Fund process. Results from these surveys are addressed through the UNE Quality Assurance processes that are designed to ensure that any issues raised by students are addressed by improvement activities.

In addition, individual units of study are evaluated by students on a regular basis, at least once every three years, and the results are fed back to teaching staff to address any issues that are raised. Lecturers and their heads of school are responsible for considering the results of evaluation of units by students and responding to them. Lecturers must present the results of student evaluation of their teaching when making an application for promotion. A Service Quality Unit provides the mechanism for immediate

response to specific complaints made by students.

#### **ENVIRONMENTAL MANAGEMENT PLAN**

The university's Environmental Management Plan is supported by the UNE Environmental and Sustainability Policy and the Talloires Declaration, both of which commit the University of New England to an active program of environmental protection and sustainability of operations.

The university's design standards have been revised to reflect the need for energy efficiency and sustainable design principals so as to achieve a minimum of a four-star green rating on all new building projects.

The university is actively considering a proposed from "Greening Australia" to acquire the carbon title to one of the university research rural properties. This will allow for the regeneration on the property of native tree species while allowing ongoing research in carbon absorption of native forest and pasture.

The "Energy Saving Action" submitted by the university to the NSW Government's Department of Energy, Utilities and Sustainability

was accepted and is now subject to yearly review.

#### **UNIVERSITY LAND SALES**

There were no sales of any university controlled land in 2007.

# Statistics

## STATISTICS AT A GLANCE

### Total number of students (persons) at UNE

(between 1 January, 2008 and 31 December, 2008)

Domestic students	16,858
International students	1,073
<b>Total</b>	<b>17,931</b>

**Students commencing an award course** 6,298

**Graduates** 3,681

### Staff numbers

Academic staff	480
Administrative and support staff	710
<b>Total</b>	<b>1,190</b>

### Total revenue (\$m)

Consolidated	214.2
UNE parent entity	199.5

## STUDENTS IN 2008\*

	External	Armidale Internal	Other Centres	Total
<b>Course Type</b>				
Higher Degree Research	406	275	3	684
Postgraduate Coursework	4,397	185	103	4,685
Undergraduate	9,025	2,788	231	12,044
Non-award and other	506	12	-	518
<b>Funding Source</b>				
Research Training Scheme	369	192	2	563
Commonwealth supported	11,634	2,648	18	14,300
Domestic Fee	1,861	7	44	1,912
International Fee	388	412	273	1,073
Other	82	1	-	83
<b>Attendance</b>				
Full-time	2,904	2,909	273	6,086
Part-time	11,430	351	64	11,845
<b>Students who commenced an award course</b>				
	4,771	1,386	141	6,298
<b>Gender</b>				
Female	9,392	1,844	158	11,394
Male	4,942	1,416	179	6,537
<b>Residency Status</b>				
Domestic Resident	13,946	2,848	64	16,858
International Student	388	412	273	1,073
<b>Source of Students (home address at enrolment)</b>				
New England and NW NSW	1,377	1,163	0	2,540
NSW North Coast	1,346	641	2	1,989
Sydney	3,112	172	22	3,306
Remainder of NSW	3,601	685	18	4,304
Southern Queensland	831	47	4	882
Brisbane	687	21	2	710
Remainder of Queensland	341	29	1	371
Other States and Territories	2,346	76	13	2,435
Overseas (Domestic)	308	15	2	325
Overseas (International)	385	411	273	1,069
<b>Age Profile</b>				
Under 21	361	1,167	22	1,550
21-24	1,939	1,424	151	3,514
25 and Over	12,034	669	164	12,867
<b>Total Students at 31 December, 2008 14,334</b>				
Total Students at 31 December, 2007	13,875	3,341	566	17,782

\* reporting year January 1, 2008 to December 31, 2008

# LOAD BY FACULTY AT 31 DECEMBER 2008

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
<b>Faculty of Arts and Sciences</b>				
<b>Arts</b>				
Chinese	24.3	2.8	-	27.0
Communication	282.1	15.5	2.9	300.5
English	82.6	7.9	6.6	97.1
French	97.3	6.1	3.1	106.5
German	30.3	1.4	0.6	32.2
Indonesian	21.8	1.5	0.1	23.4
Italian	44.5	1.8	-	46.3
Japanese	49.4	3.0	2.7	55.0
Music	45.3	1.5	2.3	49.0
School of Arts	0.5	-	-	0.5
Theatre Studies	43.8	3.0	1.8	48.5
<b>School Total</b>	<b>721.6</b>	<b>44.4</b>	<b>20.0</b>	<b>786.0</b>
<b>Behavioural, Cognitive and Social Sciences</b>				
Geography and Planning	236.3	86.9	7.6	330.8
Linguistics	71.5	67.3	6.9	145.7
Psychology	306.3	54.5	12.5	373.3
School	0.5	0.1	-	0.6
Sociology	201.0	11.5	4.8	217.3
<b>School Total</b>	<b>815.5</b>	<b>220.3</b>	<b>31.8</b>	<b>1,067.6</b>
<b>Environmental and Rural Science</b>				
Agronomy and Soil Science	68.4	14.8	11.8	94.9
Animal Science	82.8	9.4	29.7	121.9
Botany	46.3	1.5	4.4	52.1
Earth Sciences	30.1	2.9	0.3	33.3
Ecosystems Management	88.6	30.0	24.9	143.5
Environmental Engineering	42.7	11.4	3.8	57.9
Genetics	-	-	4.8	4.8
Marine Science and Management	15.4	4.9	0.1	20.3
School	1.1	0.1	-	1.3
Zoology	43.7	1.0	10.7	55.4
<b>School Total</b>	<b>419.1</b>	<b>76.0</b>	<b>90.5</b>	<b>585.5</b>
<b>Humanities</b>				
Archaeology and Palaeoanthropology	82.9	9.4	5.2	97.4
Classics and Ancient History	99.1	14.6	5.6	119.3
History	189.8	31.9	9.1	230.7
Indigenous Studies	43.5	0.6	0.5	44.6
Peace Studies	25.4	5.9	11.8	43.1
Philosophy	72.3	6.0	4.0	82.3
Political and International Studies	115.8	14.5	5.7	135.9
Religion	34.5	10.1	0.7	45.3
School	0.1	-	-	0.1
<b>School Total</b>	<b>663.3</b>	<b>93.0</b>	<b>42.5</b>	<b>798.7</b>
<b>Science and Technology</b>				
Chemistry	90.7	1.8	5.2	97.8
Computer Science	138.0	60.9	3.2	202.0
Human Biology and Physiology	127.3	1.0	6.8	135.2
Mathematics	91.8	5.1	0.1	97.0
Molecular and Cellular Biology	61.6	0.5	5.6	67.7
Physics and Electronics	30.5	0.6	4.2	35.2
School	0.8	-	-	0.8
Statistics	43.0	0.9	1.4	45.2
<b>School Total</b>	<b>583.6</b>	<b>70.8</b>	<b>26.5</b>	<b>680.9</b>
Faculty of Arts and Sciences	0.3			0.3
<b>Faculty Total</b>	<b>3,203.4</b>	<b>504.4</b>	<b>211.2</b>	<b>3,919.0</b>

Faculty of The Professions				
<b>Business, Economics and Public Policy</b>				
Accounting and Finance	276.1	139.4	2.9	418.4
Agricultural Economics	63.5	19.4	6.3	89.2
Economics	307.9	57.9	14.0	379.8
Management and Marketing	258.0	224.1	6.6	488.7
Public Sector Policy and Administration	93.9	23.6	15.1	132.6
School	0.3	-	-	0.3
<b>School Total</b>	<b>999.6</b>	<b>464.4</b>	<b>44.9</b>	<b>1,508.9</b>
<b>Education</b>				
Contextual Studies	146.1	68.5	17.8	232.5
Early Childhood	245.4	-	6.4	251.7
Humanities Education	307.4	148.1	15.5	471.0
Learning and Teaching	207.6	122.4	20.3	350.3
School Experience Practicum	108.0	0.1	-	108.1
Science Education	335.5	113.1	8.0	456.6
<b>School Total</b>	<b>1,350.0</b>	<b>452.3</b>	<b>68.0</b>	<b>1,870.3</b>
<b>Health</b>				
Counselling Studies	16.0	58.9	6.8	81.8
Health Management	31.8	34.5	14.1	80.4
Health Science	35.9	16.3	3.6	55.8
Nursing	222.1	46.0	8.9	277.0
<b>School Total</b>	<b>305.8</b>	<b>155.7</b>	<b>33.5</b>	<b>495.0</b>
<b>Law</b>				
Law	843.0	116.1	7.5	966.6
<b>Rural Medicine</b>				
Medicine	53.4	-	-	53.4
<b>Faculty Total</b>	<b>3,551.7</b>	<b>1,188.5</b>	<b>153.9</b>	<b>4,894.2</b>
<b>Load outside faculties</b>				
Teaching and Learning Centre	59.1	-	-	59.1
Oorala Aboriginal Centre	13.8	-	0.1	13.9
<b>Total</b>	<b>72.9</b>	<b>0.0</b>	<b>0.1</b>	<b>73.0</b>
<b>Load by funding source</b>				
Publicly funded	6,440.3	943.1	289.5	7,673.0
Domestic fee	54.1	561.4	0.3	615.8
International fee	318.8	188.4	75.5	582.7
Non-award and other	14.8	-	-	14.8
<b>Total load at 31 December, 2008</b>	<b>6,828.0</b>	<b>1,692.9</b>	<b>365.3</b>	<b>8,886.2</b>
<b>Total Load at 31 December, 2007</b>	<b>6,930.0</b>	<b>1,617.3</b>	<b>389.2</b>	<b>8,936.5</b>

## STAFF AT 31 MARCH 2008

### Staff in faculties and centres

	Female	Male	Total
Professor (E)	6	41	47
Associate Professor (D)	18	50	68
Senior Lecturer (C)	39	62	101
Lecturer (B)	83	102	185
Tutor (A)	22	21	43
<b>Total academic in faculties and centres</b>	<b>168</b>	<b>276</b>	<b>444</b>
Senior administrative/technical	9	20	29
Administrative/technical	97	38	135
<b>Total in faculties and centres</b>	<b>274</b>	<b>334</b>	<b>608</b>

### Staff in management, administration and support sections

	Female	Male	Total
Executive and Deans	1	4	5
Senior Managers	2	8	10
Academic	23	12	35
Management/Senior administrative and technical	61	67	128
Administrative and technical	252	152	404
<b>Total</b>	<b>339</b>	<b>243</b>	<b>582</b>

<b>UNE Total at 31 March, 2008</b>	<b>613</b>	<b>577</b>	<b>1,190</b>
<b>UNE Total at 31 March, 2007</b>	<b>631</b>	<b>596</b>	<b>1,227</b>

## FINANCIAL YEAR ENDING 31 DECEMBER 2008

	2007	2008
	\$m	\$m
<b>Total revenue (excluding controlled entities)</b>	190.1	199.5
<b>Australian Government financial assistance</b>		
Operating grant including capital	57.1	60.6
Research block funding grants	13.1	12.5
Learning and teaching funds	1.5	1.6
Capital development	5.1	0.6
Scholarships	3.1	3.8
Voluntary student unionism	4.3	2.2
Better universities renewal fund	0	7.3
Research program support	12.4	13.2
Other operating resources	8.6	8.5
<b>Australian Government financial assistance as percentage of total revenue</b>	55.3%	55.3%
<b>Other income</b>		
HECS and contributions by students	39.1	40.8
Domestic student tuition fees	7.1	7.4
International student fees	10.4	9.8
External income for research purposes	4.0	4.3
Consultancies	0.8	0.8

Income from all other sources includes student residences fees, other fees for services and other income not directly derived from academic activities.