



# University of New England

# Annual Report 2009



# Statistics at a glance

## Total number of students (persons) at UNE (1/1/2009 - 31/12/2009)

Domestic students	17,007
International students	1,198
Total	18,205

Students commencing an award course	6,651
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Graduates	3,474
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## Staff

Academic staff	496
Administrative and support staff	722
Total	1,218

Total revenue	\$m
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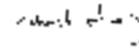
Consolidated	218.5
UNE parent entity	203.2

University of New England  
Armidale NSW 2351  
April 2010

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, 2009.



The Hon. Richard Torbay, MP  
Chancellor



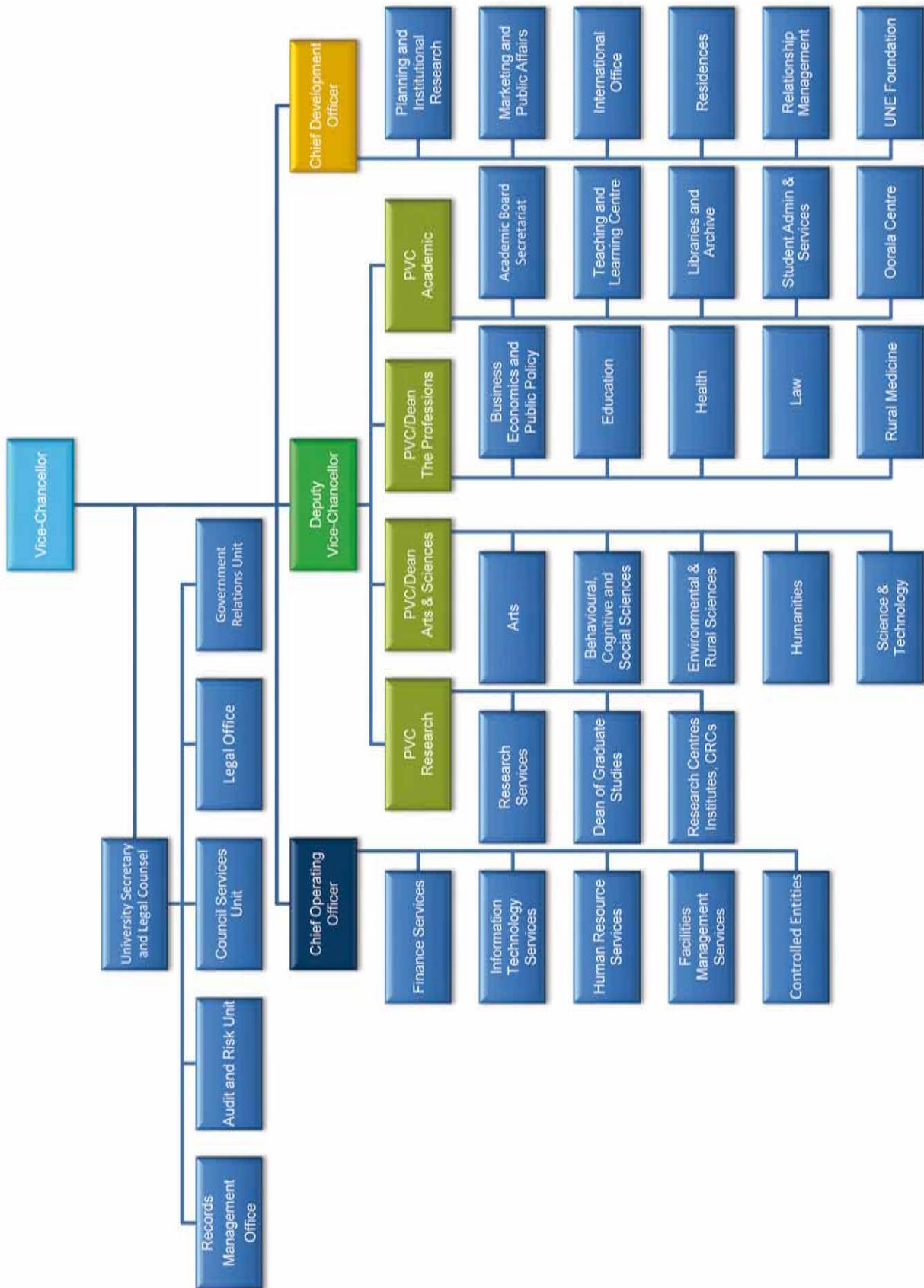
Professor Jim Barber  
Vice-Chancellor and CEO



## Contents

■ Organisational Chart	3
■ University Governance	4
■ Council	6
■ Chancellor's Report	11
■ Vice-Chancellor's Report	13
■ Deputy Vice-Chancellor's Report	18
■ Quality Teaching and Learning and Student Support	22
■ Research Excellence	28
■ University Development	34
■ Finance and Resources	41
■ Faculty Report: Arts and Sciences	46
■ Faculty Report: The Professions	52
■ Partnerships and Related Entities	58
□ Oorala Aboriginal Centre	
■ Diversity, Access and Equity	64
□ Employment Equity Report	
□ Multicultural Policies & Services Program Report	
■ Supplementary Information	79
□ Risk Management	
□ Insurances	
□ UNE Privacy Statement	
□ Freedom of Information	
□ Guarantee of Service	
□ Consumer Response	
□ Environment Management Plan	
□ Land Sales	
■ Statistics	91
■ Financial Reports	95
□ University of New England	
□ ABRI	
□ ILRIC	
□ Services UNE	
□ Sport UNE	
□ UNE Partnerships	
□ UNE Vision	
□ NMSC	

## Organisational structure of the University as at December 31, 2009





Ms Kim Cull, University Secretary and Legal Counsel

## University Governance

Under the University of New England Act (1993), the object of the University 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.

The University of New England is formed under the *University of New England Act 1993* (as amended) ('the Act') and By-laws. The University consists of 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.

Council is the governing authority of the University of New England and has the functions conferred on it by the Act. Under the Act, Council has control and management of the affairs and concerns of the University, and may act in all matters concerning the University in such manner as appears to Council to be best calculated to promote the object and interests of the University. Council may make rules in relation to any activity or function of the University provided they are not inconsistent with the Act or the By-laws.

The Council establishes Committees of Council under its delegation powers. These Committees are charged with the responsibility to test recommendations from management and to identify risks and opportunities for the institution. Assessment of external and internal controls and compliance with legal and policy mandates is required for the proper discharge of the governing body's responsibilities and much of this work is undertaken by the relevant committees which then make recommendations to Council for approval. Committees of Council do not have executive authority but are established on an advisory basis. Currently, the Council has established the Standing Committee, Audit and Risk

### **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.

<b>SENIOR OFFICERS OF THE UNIVERSITY</b>	
<b>Chancellor</b>	
Richard Torbay, MP, HonDUniv (NE)	
<b>Deputy Chancellor</b>	
Scott M Williams, BEc (NE), QDAH (Qld), GradDipCompSc, GradDipFinMangt, GradDipRurAcc (NE)	
<b>Vice-Chancellor and CEO</b>	
Alan G Pettigrew, BSc(Hons), PhD (Syd)	
<b>Deputy Vice-Chancellor</b>	
Graham Webb, BA(Hons) (CNA), MSc (Birm), PhD with distinction (WI), PGCE (CNA)	
<b>Acting Chief Operating Officer</b>	
Michael Quinlan, BAppSc (Bldg) (QUT), MBA (Griff)	
<b>Chief Development Officer</b>	
Christopher M Patton, BA (UBC), MA (UofG)	
<b>University Secretary and Legal Counsel</b>	
Kim Cull, DipLaw (SAB)	
<b>Pro Vice-Chancellor (Academic)</b>	
Evelyn Woodberry, BA, DipLib (NSW), AALIA	
<b>Acting Pro Vice-Chancellor (Research)</b>	
Ray W Cooksey, MSc, PhD (Colorado State), FANZAM	
<b>Pro Vice-Chancellor and Dean of the Faculty of The Professions</b>	
Victor Minichiello, BA(Hons) (McGill), MA (Northwestern), MASoc (McM), PhD (ANU)	
<b>Pro Vice-Chancellor and Dean of the Faculty of Arts and Sciences</b>	
Margaret Sedgley, BSc(Hons) (Leeds), PhD (St Andrews)	
<b>Academic Board</b>	
Chair:	Eilis S Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SJD (Tor), Legal Practitioner (NSW)
Deputy Chairs:	David Cottle, BSc(Hons) (NSW), PhD (NE) Kathleen Tait, DipTeach (Prim and SpEd), BEd (Griff), PhD (UQ), GradCertHigherEd (Syd)

Committee, Finance Committee, Honorary Degrees, Titles and Tributes Committee, Infrastructure Committee, Investment Committee, Nominations Committee, Remuneration Committee and Tender Committee.

The Act establishes an Academic Board, which is the principal academic body of the University. The Academic Board reports to Council and advises Council and the Vice-Chancellor on all developments and initiatives relating to and affecting the University's teaching and research activities and educational programs. The Board and its Committees develop, implement and review academic

policies and consider proposals for the development of academic programs and awards.

The Vice-Chancellor and Chief Executive Officer is the principal executive officer of the University. The Vice-Chancellor has charge of the administrative, financial and other activities of the University, and manages the direction of corporate planning, budget activities, and the implementation of policy. The Vice-Chancellor is an *ex officio* member of Council, and provides it with information and advice. The Vice-Chancellor's principal accountability is to the Chancellor and Council.

The Vice-Chancellor directly supervises a team consisting of a Deputy Vice-Chancellor, Chief Operating Officer, Chief Development Officer, and the University Secretary and Legal Counsel (who jointly reports to the Chancellor). Together with the Pro Vice-Chancellor (Academic), the Pro Vice-Chancellor (Research), the Pro Vice-Chancellor and Dean – Faculty of Arts and Sciences and the Pro Vice-Chancellor and Dean – Faculty of the Professions, this group provides the University with a layer of senior executive management across all areas.

UNE Council chamber in Booloominbah



## Council

### Council meeting attendance

In 2009 there were 8 Council meetings. Attendance was as follows:

	Possible	Actual
R Torbay	8	8
S Williams	8	7
A Pettigrew	6	5
G Webb	2	2
J Madison	8	7
J McClelland	8	8
R Finch	8	7
C Gellatly	8	8
J Harris	8	7
K Hemsall	8	6
J Hickson	7	6
G Raby	1	1
E Magner	8	8
C Watson	8	8
K Dupé	7	7
C Millis	8	7
L Piper	8	8
A Zikan	8	7

### MEMBERS OF COUNCIL

In 2009 the University of New England Council comprised

#### The Chancellor

The Hon. Dr Richard Torbay, MP

#### Official Members

Professor Alan Pettigrew, Vice-Chancellor (Member until 29 October 2009)

Professor Graham Webb, Acting Vice-Chancellor (Member from 30 October 2009)

Professor Eilis Magner, Chair of the Academic Board

#### Members Appointed by the Minister

Dr James Harris

Ms Jill Hickson (Member until November 2009)

Ms Jan McClelland

The Hon. Dr Richard Torbay, MP

Dr Col Gellatly

Ms Gae Raby (Member from December 2009)

#### Members Elected by Academic Staff

Dr Charles Watson

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

#### External Members Appointed by Council

Mr Robert Finch

Mr Kevin Dupé

## **PERMANENT COMMITTEES OF THE UNE COUNCIL**

(as at December 31, 2009)

### **Standing Committee**

The Hon. Dr R Torbay, MP (Chair)  
Dr J Harris  
Professor A Pettigrew  
(to 29 October)  
Professor E Magner  
Ms J McClelland  
Dr L Piper  
Professor G Webb (from 30 October)  
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 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.

### **Infrastructure Committee**

The Hon. Dr R Torbay, MP  
Mr S Williams  
Professor A Pettigrew  
(to 29 October)  
Professor E Magner  
Dr L Piper (Chair)  
Ms C Millis  
Professor G Webb (from 30 October)  
Ms K Hemsall

### **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.

### **Finance Committee**

The Hon. Dr R Torbay, MP  
Mr S Williams (Chair)  
Professor A Pettigrew  
(to 29 October)  
Ms A Zikan  
Dr J Harris  
Mr R Finch  
Dr L Piper  
Professor G Webb (from 30 October)  
Professor E Magner

### 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; and
- the approval of annual budgets and forward budgets.

### Audit and Risk Committee (formerly Audit and Compliance)

The Hon. Dr R Torbay, MP

Dr J Harris (Chair)

Mr S Williams

Professor A Pettigrew

(to 29 October)

Professor G Webb (from 30 October)

Ms J McClelland

Mr R Finch

Ms J Madison

### 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 1993* 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.

### ACADEMIC BOARD

The Academic Board is the principal academic body of the University. It furthers and co-ordinates the work of the Faculties and other academic units, encourages scholarship and research, and advises the Vice-Chancellor and Council on matters relating to teaching, scholarship and research within the University. The Academic Board also considers and reports on matters referred to it by the Council or by the Vice-Chancellor.

The Board and its Committees develop, implement and review academic policies and consider proposals for the development of academic programs and awards. The Board works closely with the senior executive of the University and various support divisions, as well as with the University Council, to ensure that the University's academic programs and outcomes are of the highest quality.

In 2009, the Board

- endorsed several new academic policies, including the University Medals and Prizes Policy,

Student Complaints Handling and Resolution Policy, Learning Resources Policy, and Policy Governing Research Institutes and Centres;

- endorsed new Higher Doctorate Rules and revisions to the PhD Rules;
- adopted a Research-Informed Teaching Statement;
- endorsed 16 new academic programs for introduction in 2010, and 8 to be withdrawn;
- endorsed a review of the School of Science and Technology; and
- received reports on preparations for the second cycle AUQA audit, a student retention and wellness strategy (e-Motion) and on a strategic project (e-University).

During 2009, the Board was chaired by Professor Ellis Magner, and Deputy Chairs were Professor Ray Cooksey and Professor David Cottle. Dr Kathleen Tait acted as Deputy Chair.

### GOVERNANCE HIGHLIGHTS

- At its Special Meeting on 28 October 2009, Council appointed Professor James Barber as Vice-Chancellor and CEO, commencing in February, 2010.

- At its meeting on 2 March 2009, Council welcomed Dr Charles Watson as a member elected by Academic Staff under section 9 (1)(d) of the *University of New England Act 1993*.

- At its meeting on 10 December 2009, Council welcomed Ms Gae Raby as a member appointed by the Minister under section 9 (1)(b) of the *University of New England Act 1993*.

- In 2009, the position of University Secretary and Legal Counsel was established to provide a significant focus on the improvement of a broad range of governance matters, and also provides a vital role in facilitating good communication between Chancellor and Vice-Chancellor, and Council and Executive.

- In 2009, Council commenced a comprehensive review of governance, resulting in the adoption of 27 recommendations to improve governance arrangements and the release of a well-received discussion paper 'Pursuing Best Practice in University Governance', which was endorsed by Sir Laurence Street.

- In May, 2009, the Chancellor hosted a visit and a roundtable forum for Consuls-General of nine nations to develop opportunities for international collaboration.
- In July, 2009, the Chancellor hosted a visit and a roundtable forum for 13 regional Councils to showcase UNE and to discuss opportunities for collaboration and closer engagement.

## GOVERNANCE SUPPORT

### University Secretary and Legal Counsel

The Directorate and the position University Secretary and Legal Counsel was established in February 2009. Among its other purposes, the role has a significant focus on the improvement of a broad range of governance matters, and also provides a vital role in facilitating good communication between Chancellor and Vice-Chancellor, and Council and Executive. The Directorate was established as the Legal Office, the Audit and Risk Unit, the Council Services Unit, and the Records Management Office. The Government Relations Unit was subsequently established to

provide policy and communications assistance to the Chancellor, Council and the Vice-Chancellor, and support on a range of governance matters.

Following an extensive recruitment process, Kim Cull was appointed to the position and commenced in February 2009. One of the University Secretary and Legal Counsel's principal tasks for 2009 has been to undertake a major review of the governance framework of the University, and to institute best practice in Council and Committee processes. In addition, the University Secretary and Legal Counsel has placed particular emphasis on enhancing the rigour of legal capacity and internal regulatory processes, including establishing in-house legal capacity and improved legal services while reducing the University's significant legal expenditure.

### Legal Office

The Legal Office is engaged in the provision of high quality legal services across UNE. It handles the broad range of legal and commercial issues that arise for the University, both locally and internationally. It checks all contracts related to the University and advises on issues arising from information technology

and intellectual property, as well as a broad range of governance issues.

### Council Services Unit

The Council Services Unit provides administrative support to Council and its Committees. The Unit works closely with the Chancellor, Councillors, Vice-Chancellor and Senior Executive to facilitate Council business, and to ensure the flow of information between executive management and the Council.

### Audit and Risk Unit

The Audit and Risk Unit provides guidance on the management of risk associated with planning and management of the activities undertaken by the University, including academic and general administration.

### Government Relations Unit

The Government Relations Unit provides strategic policy resources and media coordination and support to the Chancellor and Vice-Chancellor.

### Records Management Office

The Records Management Office is responsible for the management of current central administration records.



*The Hon. Dr Richard Torbay MP, Chancellor*

## Chancellor's Report

2009 marked something of a watershed for the University of New England. It has been a year of transition, of hard work to meet challenges in the sector, and also of exciting trends in many areas.

The higher education sector emerged from a period of major review. These next years promise to be a period of significant adjustment to new formulas for funding, national priorities and different modes of regulation. They will also be a period, I believe, in which universities with the initiative and the dynamism to be at the forefront of innovation in teaching, learning and research will benefit handsomely.

Strong and responsive institutions require a coherent centre. During 2009, the University of New England has taken significant steps to further strengthen its governance framework. The Council commenced a process of internal review of governance, encompassing both the processes of Council and the broader corporate governance framework of the University. This was undertaken with the overarching objective of strengthening our capacity to fulfill the University's primary objectives in an evolving tertiary education environment. In all, the Council adopted 27 recommendations, encompassing stability and mutual understanding in governance, a strong and dynamic relationship between the executive and the governing body, and enhanced mechanisms for monitoring University activities. These recommendations were reviewed and endorsed by former NSW Chief Justice Sir Laurence Street, to whom I am grateful for his continued support and engagement with this University.

These initiatives underline a readiness on the part of the Council and the executive to ensure that UNE is positioned at the forefront when it comes to quality teaching, learning and research. Hand in hand with the hardworking team of academic and general staff, we will engage with all levels of government, industry and the community to meet challenges and take advantage of opportunities as they arise.



*Consuls-General and other consular officials from nine nations - Argentina, Canada, China, Ghana, Indonesia, Japan, Korea, the United States and Vietnam – came together for a historic meeting at UNE in June to discuss potential partnerships in education and research.*

To this end, the University has been active this year in a number of initiatives. The University hosted a roundtable forum for members of the international diplomatic community to look at ways in which we can engage in global collaborations and activities, and to better serve the international student community. We also sat down with Mayors and General Managers of Councils across our region to develop ways in which we can more closely engage with, and serve, our regional community. This supplements some of the great innovations and collaborations that are taking place across the University.

A special effort has been made to engage closely with governments at all levels to advance UNE's interests, and to be a meaningful partner in initiatives. This year, the University has been a participant in the important debates in the sector. In a period of transition, no University can afford to sit on its hands.

The University farewelled Professor Alan Pettigrew as UNE's 11th Vice-Chancellor in October, after distinguished service. And in February 2010 we welcome Professor James Barber, a highly regarded academic and creative administrator who brings us a wealth of achievement and dynamism. I look forward to his

contribution to this great University. The University community can look forward to a year of continuing achievement and consolidation, and of renewed energy and enthusiasm. I look forward to working with the Council, the Vice-Chancellor and senior executive, academic and general staff and our students to continue the fine tradition of service to the community, and to deliver on the great promise, of the University of New England.



Professor Alan Pettigrew retired as Vice-Chancellor in October, 2009

## Vice-Chancellor's Report

With just 24 students and five academic staff in 1938, the New England University College, then affiliated with the University of Sydney, began a mission which is as relevant today as it was then. The College undertook to 'direct its efforts towards the occupations of the great rural producing districts which it serves'<sup>1</sup>. Today, the University of New England, with over 18,000 students, 78% of whom study at a distance, still strives to fulfill this mission: to achieve 'significant regional to global impact'<sup>2</sup> by servicing regional, national and international communities through the pursuit of excellence in teaching and research. UNE is still providing accessible, quality higher education for communities in rural, regional and metropolitan Australia through responsive, flexible course delivery, and is addressing research issues for the betterment of those communities and their social and natural environments.

2009 has been a very positive year for the University of New England with a long term decline in enrolment ending and a new period of growth, energy and renewal beginning.

### MANAGEMENT AND GOVERNANCE

In October, Professor Alan Pettigrew retired as Vice-Chancellor. From his arrival at UNE in 2006, throughout significant internal change in 2007 and into 2009, a year of growth and consolidation, Professor Pettigrew did not deviate from his vision of a revitalised University. The UNE community thanks him for his dedication to both the University and our region. In February, Professor James Barber will commence as UNE's 12th Vice-Chancellor. Professor Barber comes to UNE with a wealth of experience within the Australian Higher Education environment and internationally. The University is looking forward to his arrival.

<sup>1</sup> Jordan, M., *A Spirit of True Learning*, UNSW Press, 2004, p. 31.

<sup>2</sup> University of New England – Strategic Plan 2007-2010: Achieving Regional and Global Impact, 2006, UNE

[http://www.une.edu.au/2006-strategic-plan/UNE\\_Strategic\\_Plan\\_2007-2010.pdf](http://www.une.edu.au/2006-strategic-plan/UNE_Strategic_Plan_2007-2010.pdf)



Susan Gould, Head of Hunter New England Health's Social Work Discipline, helps launch the new Bachelor of Social Work degree at UNE

At its Council meeting of 3 July 2009, the UNE Council approved a series of recommendations intended to improve the governance framework at UNE. This followed a process of internal review by the University aimed at improving governance practices. Work on the implementation of these recommendations continues.

In addition, the University was audited for the second time by the Australian Universities Quality Agency (AUQA). The audit focused on two aspects of the University's operations: International Activities and Flexible Learning. The University community was well prepared by the Deputy Vice-Chancellor for the audit and, in July, the University hosted a five-member audit panel on-campus at Armidale. About 210 people participated in AUQA interviews, in 33 groups and at 3 locations. Released on 22nd December, the report contains 9 Commendations, 6 Affirmations and 12 Recommendations. It is pleasing to note that the report contains no Urgent Recommendations (those requiring priority attention). The report can be accessed on UNE's AUQA website at: <http://www.une.edu.au/auqa/2009/2009report.php>

### POSITIVE TRENDS

UNE achieved a pleasing outcome in respect of enrolments for 2009. Total student numbers and student load both increased compared to 2008. There were 18,191 students enrolled in UNE courses, which is an increase of 260 compared with 2008, and greater than in any year since 2005. Student load for 2009 was 9,058 EFTSL which is an increase of 174 compared to 2008. On-campus student numbers at Armidale increased by 11% to 3,632, with both international and domestic student numbers contributing to this increase. The improved 2009 outcome reflects the introduction of several new courses for 2008 and 2009, together with a very successful second semester intake.

### STRATEGIC DIRECTION

A mid-term review of the UNE Strategic Plan 2007–2010 was undertaken and approved by Council early in 2009. The Review identified a need for greater focus over the remaining period of the Plan. Five priorities have been set for the period 2009–2010:

1. UNE will develop as a significant, globally-accessible university;

2. UNE will provide an outstanding on-campus experience for students;
3. UNE will develop program-level collaborations with other providers, communities and industry;
4. UNE will deliver research with a strong regional, rural, community and environmental focus; and
5. UNE will enrich research and teaching through international perspectives and collaboration.

The priorities have provided the University community with a renewed focus and vigour. Our perception of ourselves as an institution – one which makes a difference to our region, in teaching and research, while providing a highly-engaged educational experience for its students and staff – now has a clear framework in which to develop. Significant progress has already been made on meeting the Key Performance Indicators (KPIs) for each goal.

In addition to refining our strategic direction, a commitment was made to renew UNE's corporate image. UNE publicly launched our new logo and recruitment campaign

in November. The launch featured an integrated television, radio and print campaign supporting UNE's focus for 2010 and beyond.

#### **UNE - THE ACCESSIBLE UNIVERSITY**

The Accessible University (AU) project was a year-long project to formulate a business case to support UNE's evolution as a leader, nationally and globally, in Distance Education. The project involved extensive consultation across the University with both students and staff, and a comprehensive market analysis of the University's position with regard to offering further courses in online modes. In addition, the project analysed IT infrastructure, student and staff support needs, and the risk profile associated with this strategic direction. With the ground-work now complete, UNE will move to implement key recommendations from the business case in 2010.

Concurrent with the AU project, UNE undertook further development of our e-Research capabilities to enhance collaboration and connectedness, potentially on a global scale. In July, UNE formally signed its 3-year membership with INTERSECT, the peak NSW e-Research body. This

relationship forms an important part of UNE's plans to enhance its e-Research capabilities and infrastructure, aided by an on-campus e-Research analyst from INTERSECT.

For UNE, collaboration and connectedness to other researchers, sources of data, and technologies in support of research are critical. With the assistance of a Capital Development Pool grant of \$5,000,000 announced in October, 2009, UNE is set to establish a dedicated, high-capacity network fibre connection for the Australian Research and Education Network at the University to ensure reliable access to global teaching and research networks. This infrastructure development provides endorsement and support of UNE's distance education agenda as conceptualised in the AU project to transform distance education and enhance e-research capability

#### **OUTSTANDING ON-CAMPUS EXPERIENCE FOR STUDENTS**

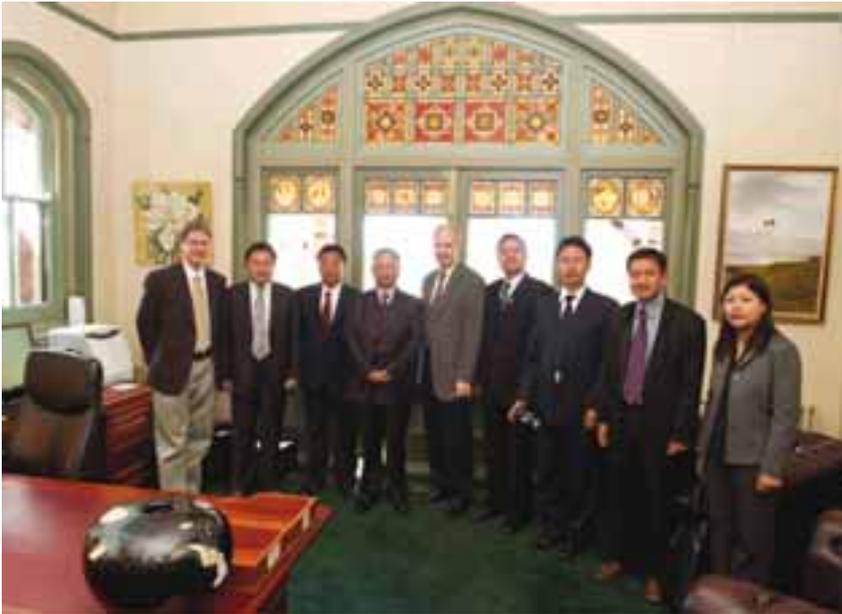
In 2009, UNE again rated highly in respect of student experience. In the most recent Course Experience Questionnaire (CEQ), 83.4% of students approved of their UNE experience; we achieved an 100%

success rate in Citations awarded by the Australian Learning Teaching Council; and in the Good Universities Guide received the top rating for Australian universities for 'overall satisfaction' and a five-star rating for students' 'educational experience'.

The UNE FMS Master Plan was also developed with the aim of building and enhancing the learning environment and experience of on-campus students. The Plan includes revitalised academic, sport and college precincts and the creation of shared hubs and spaces and a learning boulevard. It also provides UNE with a footprint on which to develop future funding bids, space allocation and a sustainable environment.

#### **COLLABORATION WITH OTHER PROVIDERS, COMMUNITIES AND INDUSTRY**

Collaboration in selected niche areas with appropriate providers is a feature of the current and future UNE strategy. In 2009, the University of Sydney approached UNE with an invitation to blend our complementary national and international strengths in animal (UNE) and plant (Sydney) agriculture. We have developed



*Members of the Parliament of Bhutan visited the University in October to recognise and further develop the Bhutanese Government's long and productive relationship with UNE.*

joint teaching, research and graduate student programs in addition to a joint EIF application which has progressed from Stage I to Stage II.

Most recently UNE has expanded its interactions with local governments in the region through a Mayors' Roundtable meeting, and the establishment of MOUs to provide training services to local government. An MOU has also been signed with 14 local Aboriginal Land Councils to develop educational links for Aboriginal students, and with the Armidale Health Service.

The scope of business development activities conducted by the University's Student Recruitment Unit was expanded in 2009 to include relationship establishment with several new organisations for mutual benefit. As a direct result, the following recently signed MOUs and agreements with UNE resulting in student applications, cadetships, scholarships, and research and consulting opportunities for the university:

- NSW Roads and Traffic Authority (RTA);
- Armidale, Guyra, Grafton and Moree Plains Local Government Associations;

- Queensland, NSW and Tasmania TAFE;
- Australian Agricultural Colleges Corporation (AACC) and Tocal Agricultural Colleges (Tocal); and
- Norfolk Island Administration and EcoNorfolk Environmental Group.

#### **RESEARCH WITH A STRONG REGIONAL, RURAL, COMMUNITY AND ENVIRONMENTAL FOCUS**

Research at UNE is valued for the sake of knowledge creation and transmission and for its positive impact on the relevance and quality of teaching. Our research focus continues to be on the delivery, creation and dissemination of new knowledge to assist rural communities.

In 2009 UNE ranked fourth (\$6.796m) amongst nationally-surveyed research organisations in Australia for commercialisation of research. UNE achieved this outcome predominantly because of the work of the Agricultural Business Research Institute (ABRI), which commercialises and markets genetics research outcomes produced by the Animal Genetics

& Breeding Unit (AGBU). UNE has enjoyed the benefits of this synergy between research production and commercialisation for a number of years now. It demonstrates how world-class research within a specific area can be effectively translated into commercialisable products that enjoy a world-wide market.

UNE was successful in the 11th CRC funding round. UNE is a key participant in two of the successful bids: the Poultry CRC (\$28M and headquartered at UNE); and the CRC for Spatial Information (\$32.2M). These CRCs reflect significant research and innovation leadership for UNE.

#### **ENRICH RESEARCH AND TEACHING THROUGH INTERNATIONAL PERSPECTIVES AND COLLABORATION**

In 2009, UNE continued to consolidate international offerings and further tailored service provision to meet student needs, both on-campus and at our domestic partnerships. The AUQA Good Practice Principles for English Language Proficiency for International Students in Australian Universities and the

Principles and Statements of Intent regarding Support for International Students at UNE were adopted by the UNE Academic Board for implementation in 2010.

TOP Education began offering UNE undergraduate and postgraduate courses in Sydney. UNE, in conjunction with ISBT, also received accreditation to offer UNE programs in Melbourne, the first intake of which will be in 2010. Our numbers at ISBT Sydney continue to grow.

In all, 2009 has been a positive year for UNE in what has been a time of significant change within the sector. As an institution we have not only been focusing on meeting our institutional KPIs but keeping up with the shifting parameters in which we operate. The Bradley Review, the Cutler Review, the 2009 Budget and subsequent legislative tangles have left not only UNE but all higher education providers in a vacuum between

a shift in policy direction and the implementation of these changes.

Notwithstanding these complexities, 2009 was, for UNE, a year of vision, engagement and action.



*Professor Graham Webb, Deputy Vice-Chancellor*

## Deputy Vice-Chancellor's Report

The Deputy Vice-Chancellor is responsible for the day-to-day management of the academic areas of the University. The Deputy Vice-Chancellor's Portfolio Group includes 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. The Deputy Vice-Chancellor serves as Acting Vice-Chancellor when required.

### **AUQA AUDIT**

The Office of the Deputy Vice-Chancellor prepared the University for its second-cycle audit by the Australian Universities Quality Agency (AUQA).

Preparation involved

- a "desk review" of the University's activities against the National Protocols for Higher Education Approval Processes;
- a Self-Review, involving a review of the University's progress against the recommendations of the 2003 AUQA cycle 1 audit, and a check on all activities, particularly those related to the two theme areas (International and Flexible Learning), resulting in 34 recommendations and an action plan for implementation;
- construction of a 20,000 word Performance Portfolio for submission to AUQA;
- preparation of the University community for the audit, including presentations to Schools, Committees, Academic Board and Council, and regular updates through the University's internal AUQA audit website and UNE Officials;
- preparation of a wide range of follow-up documents for the AUQA audit panel; and
- hosting of a preparatory visit in May and the AUQA Audit Week (19–23 July, 2009) at the Armidale campus.

In addition to the audit panel's visit to Armidale, two audit panel members also visited the University's Sydney partners on 15 June. In total, 211 staff, students, employers and external stakeholders of the University were interviewed across 33 sessions. The Audit Report was received late in December and an action plan to implement the recommendations is being developed.

#### **ACADEMIC QUALITY MANAGEMENT: UNIT AND COURSE MONITORING**

A significant achievement for 2009 was implementation of the unit and course monitoring process across the University, a key component of the Academic Quality Management policy. Annual unit and course monitoring provides a process for regular reflection on relevant unit and course data, to identify good practice and facilitate improvement where indicated, and the opportunity to respond promptly to positive and negative student feedback, to changes in the student profile or disciplinary environment, and to align with strategic priorities, which are also monitored and updated annually. In 2009 the Business Intelligence Steering Committee oversaw collation

of unit monitoring performance indicator data in the University's data warehouse. Automation of this process facilitates electronic availability of data in reports which are available through the BI website for all members of staff ([www.une.edu.au/bi](http://www.une.edu.au/bi)). Course monitoring data will be the focus of data warehouse activities in early 2010.

The quality management process uses this new data capability to examine the performance of units and courses with input from all levels, from unit coordinators to the Deputy Vice-Chancellor.

#### **NEW AND RETIRED COURSES**

Working with the Faculties, the Deputy Vice-Chancellor oversaw a strategic process for identifying new courses for development, revitalising and redesigning existing courses, and retiring old courses. New courses intended for development over the next three years were agreed at the Deputy Vice-Chancellor's Strategic Planning Day in September using the following principles:

- Impact on load
- Impact on infrastructure
- Potential for collaborations with partners
- International opportunities
- On-line opportunities

#### **MANAGEMENT COMMUNICATION**

Monthly meetings of a Management Forum comprising Pro Vice-Chancellors, Heads of School, Directors and other senior staff were initiated in 2008 and have continued through 2009, with topics including admission and enrolment processes for Semester 1, 2010, updates on the e-University project, unit and course monitoring and the engagement and retention plan.

To further improve strategic planning and facilitate communication among the members of the DV-C's Portfolio Group and associated reporting areas, the Deputy Vice-Chancellor initiated biannual strategic planning days with his Portfolio reports (PV-Cs and PV-C Deans) followed by biannual planning days with Heads of School and the DV-C Portfolio Group. These days provided a valuable opportunity for potential cross-University collaborations to be discussed. Additional planning days will be held in 2010, involving Directorate Heads, to further facilitate communications.

### **BENCHMARKING REFERENCE GROUP**

A Benchmarking Reference Group was established in May 2009 in response to an identified need for ongoing leadership of benchmarking activity across the University. The Group's purpose is to ensure the use of appropriate external reference points with which to compare institutional practice and drive improvement. The Benchmarking Reference Group will improve the University's benchmarking across all activity areas, through the development of benchmarking relationships with comparator institutions in Australia and overseas. Priorities for action include initiation of benchmarking relationships around flexible learning and international activities. Activities include

- establishment of national comparators related to the Regional Comparator Group (RCG);
- development of benchmarking relationships with the RCG to build upon the comparison data; and
- development of international strategic benchmarking relationships.

### **E-UNIVERSITY PROJECT**

The Deputy Vice-Chancellor sponsored the e-University project, a year-long project to formulate a Business Case for presentation to Council in December, 2009, to support UNE's evolution as a leader, nationally and globally, in Distance Education.

Through comprehensive analysis and cross-University consultation the e-University project, led by Professor Belinda Tynan, has produced a report which details

- UNE's market and environmental position, and proposed course offerings, with the aim of increasing enrolments through strategic course selection and redesign;
- the information technology infrastructure and business processes required to support this strategic direction;
- the University's student support needs and professional staff development requirements to support this strategic direction;
- the associated financial projections (costs and income); and
- risks associated with implementation of the Business Case over the next 3 years.

### **EDUCATION INVESTMENT FUND**

In 2009 the DV-C sponsored the submission of two bids to the Federal Government's Education Investment Fund, a funding program to improve education infrastructure. Submissions were project-managed and a coordinated approach was taken to the submission of both bids. A collaborative bid with the University of Sydney for development of a Centre for Agriculture and Sustainable Environments was approved for stage 2 submission.

### **RETENTION PROJECT**

The Retention Project set a long-term target to improve UNE's retention rates using data comparable with other institutions. While UNE provides a good range and standard of student support services and programs, to date the University has had no overarching means of identifying students 'at risk' of disengaging from study, and case-managing these students.

The project identifies students who may be at risk through an 'automated wellness engine' (AWE), which relies on a set of triggers representing behaviours associated with 'at-risk' students. Project milestones included:

- BI software delivered the functionality to identify, store and retrieve data relevant to student engagement;
- one 'trigger' was successfully trialled using student-reported 'e-moticons';
- an 'at-risk' equation was developed for deployment and evaluation in 2010;
- a case management model, underpinned by a comprehensive multi-channel communication strategy, was established and refined.

Results to date confirm that the Retention Project is creating a support system that enhances the modes of study offered by UNE and will enable the University to develop a unique student support structure which will compliment e-learning developments.

## RESEARCH

The Deputy Vice-Chancellor sponsored a range of strategic research support mechanisms aimed at strengthening the University's research profile and assisting the University to respond to the implementation of the Excellence in Research in Australia (ERA) program.

In 2010 the University will introduce new policies for the review of Directorates, the establishment and review of Research Institutes and Centres, Paid Outside Work, Academic Pursuit Funds, and research-informed teaching.

In addition, the research budget model will include centralised strategic funds to support research efforts, including scholarships to attract and support international

Higher Degree Research students, support for research consortia, provision of a central statistical consulting service, and a strategic research funding pool. These and other measures are detailed in the report of the Acting Pro Vice-Chancellor (Research).



*Professor Eve Woodberry, Pro Vice-Chancellor (Academic)*

## Quality Teaching and Learning and Student Support

In 2009 UNE was again successful

- in attracting Learning and Teaching Performance Funding (LTPF) based on performance in 2008;
- with teaching excellence resulting in the award of two Australian Learning and Teaching Council (ALTC) citations, for the fourth year running; and
- in the award of a prestigious ALTC Teaching Fellowship to Associate Professor Wendy Beck for her work in improving graduate employability by implementing subject benchmarks.

These awards recognise the continuing quality of learning and teaching at UNE.

Major influences on the learning and teaching environment in 2009 were the second AUQA audit performed in July, and the release of the Federal Government's reform agenda as outlined in Transforming Australia's Higher Education System, with its focus on social inclusion, retention and increased participation by Indigenous and low SES students. As issues around the treatment of international students in some capital cities made the headlines, consideration was also given to support mechanisms to assist international students to enjoy their time in Armidale and maximise capacity for success in their study.

Continuing development of the business model for supporting students studying by distance resulted in the release of on-line admission and on-line enrolment facilities to the full cohort of students for Semester 1, 2010. This followed extensive testing and the staged release to small cohorts in the previous year. Staff provided support using Twitter, Facebook and a blog which enabled immediate responses to be provided for students who needed questions answered or who had problems. The further addition

of information and expansion of the knowledge base which underpins the Student Relationship Management system provided students with access to information online and, while enabling access to 'just in time' information, also reduced the phone calls and email traffic of students asking questions.

#### **SOCIAL INCLUSION AGENDA AND STUDENT SUPPORT**

UNE already meets and in some cases exceeds the Federal Government's targets for its social inclusion agenda and has support systems in place to assist students to adjust to university study and life. As a major distance education provider, this involves significant use of the internet, Web 2.0 and communications technologies. An example of further commitment to the Government's agenda to increase access for Aboriginal students was demonstrated when UNE, with background support and consultation from the Oorala Aboriginal Centre, signed a memorandum of understanding with 14 local Aboriginal land councils throughout the North West region of New South Wales to improve teaching and research opportunities in Aboriginal communities.

Strategies for student support in 2009 emphasised the use of the Access Centres, international student support and retention. The model of UNE Access Centres in regional areas continues to be successful with the expansion of the Taree Centre and increased use of the Inverell and Moree centres notable during the year. As students in the School of Rural Medicine, together with students from Education and Nursing, are required to undertake practicum, the Centres provide a focal point for contact with the University, with increased use of the video-conferencing facilities by lecturers and support staff enabling them to maintain contact with students.

In response to an increase in on-campus international students, a working party was established by the Teaching and Learning Committee to identify and recommend support services. The report and recommendations were approved by Academic Board and resulted in the development of both academic and personal support services provided by areas across the University. As part of the support, the Teaching and Learning Centre launched Advanced Academic and English

Literacy Skills, an elective unit specifically designed to consolidate and enhance communication and academic skills necessary for successful higher education study and the future professional development of UNE's international students. The increase in enrolments from 30 commencing students in Semester 1, 2009, to 120 students in Semester 2, 2009, is evidence that the unit is addressing a growing need.

In addition, a trial of a farewell celebration for international students took place on Friday 23rd October and was attended by Vice-Chancellor Alan Pettigrew, PV-C Deans Margaret Sedgley and Victor Minichiello, and representatives from Schools, Colleges, Student Administration and Services and International English Services Directorate. The overall feedback received indicated that the event was a success and while there were low numbers of students, conducting these events twice per year was considered viable.

Retention of students continues to be of primary importance and involves the academic and support areas of the University. The retention project using technology

to track student satisfaction and enable rapid response is outlined by the DV-C in his report, adding another element to the retention effort. The collation of the range of retention activities across the institution was documented, with a Retention Plan currently under development. An area of significance for UNE is that of Indigenous students, who are provided with extensive academic and personal support through the Oorala Aboriginal Centre. The purpose-designed Centre includes study spaces, computer facilities, a lecture theatre and break out area. Members of the Aboriginal community in Armidale are encouraged to use the Centre, with the delivery of the annual Frank Archibald Lecture a high point, drawing members of the community, University and town.

### **QUALITY ASSURANCE**

The second AUQA audit in July provided an opportunity to assess the impact of the recommendations from the previous audit, and review practices with the agreed focus for the second audit on Internationalisation and Flexible Delivery. Significant developments (as previously mentioned) have included online

admissions and enrolments and the implementation of the Student Relationship Management (SRM) system, 'RightNow'.

The implementation of this system continued its great progress. Of the 19 RightNow higher education users in Australia, UNE is being cited by RightNow as the benchmark for system use for current and prospective students in terms of 24/7 web self-service, enquiry management, deployment of functionality and integration with other university systems. UNE was invited to present its implementation strategy to the RightNow conference in Perth and has hosted visits from institutions gathering information about system utilisation.

Two external School Reviews were carried out for the School of Health and the School of Education. The resulting reports are being utilised by the Schools for strategic planning purposes and to set goals for the coming year. The development of procedures for the Review of Directorates to complement the School Review process was developed during the year for application in 2010.

### **POLICY REVIEW AND DEVELOPMENT**

The Academic Board Teaching and Learning Committee continued to review the policy environment and upgrade or develop new policies to reflect the University's increased utilisation of technology. Issues on the agenda include internationalisation of the curriculum, the development of a Flexible Learning Policy and an overhaul of the Plagiarism Policy and associated academic and behavioural misconduct policies.

### **COURSE PROFILE**

The Academic Program Committee continued to review new and revised courses and units providing students with a broad range of offerings. New courses approved for introduction in 2010 include a Bachelor of Pharmacy, Bachelor of Zoology and Bachelors in Sport Science, Exercise Science and Exercise Physiology. The new degrees build on the current strengths in science and health, with applications reflecting the demand for these courses. This continuing refresh of course offerings, begun in 2006, is steadily increasing the sophistication of the online content of courses.

Participants in the University's LUCY mentoring program, which seeks to inspire, motivate and educate women about the opportunities available for employment and leadership in major corporations and the public sector. Since it began, more than 350 students have graduated from the program.



## TEACHING AND LEARNING CENTRE

In 2009 the TLC refocused its priorities and underwent an internal re-alignment in order to more effectively carry out its core work: providing academic staff development and support, student learning support, and foundation skills/enabling pathways for future and potential students.

### Academic staff development and support

TLC provided a range of academic staff development services in 2009, 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 training and instructional resources for Blackboard.

New initiatives in 2009 included the 'Open2Learning' program, a series of workshops, hands-on tutorials and individual consultations on a wide range of aspects of teaching with technology held in TLC's new Staff eLearning Commons. It also held a series of workshops and seminars on Assessment, plus the Academic Leadership Program, which involved course and discipline convenors in

a teaching and learning leadership program.

TLC provided copyright advice and compliance support, continued to manage the Graduate Attributes Implementation Project (5 year plan), and provided video and audio support for academic staff. 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 e-submitted assignments between staff and students. In 2009, 60,270 packages of learning materials were handled by TLC.

### Student learning support

Student development and learning support initiatives offered by the Academic Skills Office of TLC in 2009 included the academic orientation program for new students, the workshop series 'Writing for Success' each semester, the 'asohelp' online discussion forum and email help line, the facilitation of workshops and study groups for specific student groups, the international student learning support program including the Early Intervention Program, participation in the

UNE Learning Commons student support programs, the ongoing development of online resources, the training and support of student tutors in the UNE residential system, coordination of the Vice-Chancellor's Student Leadership program, the management of the Tertiary Literacy Assessments (TLA) and related student support, and the New England Award (NEA). Responsibility for the coordination of two peer support programs (for on-campus and distance students) was handed over to the Student Centre in 2009, with the ASO maintaining responsibility for the training of the peer supporters each year.

### Foundation/pathways skills

ASO/TLC was also responsible for the coordination of the UNE Pathways Enabling Program (PEP), which caters for people otherwise ineligible to enrol at UNE. This year, 97 completers of the 2008 PEP enrolled in UNE degrees. In Semester 1, 230 new students commenced PEP, with 248 new students in Semester 2. TLC coordinates and teaches two foundation units (FND101 and FND102) within the Program.

## **UNIVERSITY LIBRARY AND ARCHIVES & HERITAGE CENTRE**

Barbara Paton was appointed to the position of University Librarian and commenced duties in May 2009. Jack Bedson, formerly Resources Manager and Deputy University Librarian and who had been Acting University Librarian since July 2007, retired during the year after 26 years service to the University.

### **Learning Commons**

The Learning Commons continued its success with increased numbers of visitors and a significant new role in the Orientation programs for both students and academic staff. Refurbishment of the Training laboratory was completed with the installation of new furniture. This room is available for general student use when not being used for training sessions and is a popular venue for students. New casual furniture in the Commons saw an increase in use of the wireless access area with students using laptops and discussing projects in the more informal setting. Additional services were introduced with new technologies such as Skype and Natural Reader.

### **Law Library refurbishment**

The Law Library underwent a major physical refurbishment which refreshed the area, added new

group study spaces, and addressed the roof leaks which have plagued the library since its inception, thus ensuring greater protection for the collection. The Library also has two digital screens which can be for student use or for communication.

### **Library survey**

The biennial survey was conducted again during 2009 and showed Library services to be in the top quartile of major Australian University Libraries for performance. As in previous surveys, participants highlighted and praised the quality of service they receive from the Library staff.

### **Podcast project**

The Library coordinated a HEESP funded project to create an online library of podcasts and vodcasts related to information literacy and student support. The online library now holds over 200 podcasts, with content sourced from the University Library, the UNE Student Centre, Academic Skills Office and Student Assist, as well as podcasts created by other Australian universities. The podcasts are available in a range of formats and deal with a wide range of issues from coping with isolation to using Google Scholar.

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

Library staff completed the

processing of records of University research outputs into the institutional repository, e-publications@UNE, for the trial discipline clusters of Physics, Chemistry and Earth Sciences, and Humanities and Creative Arts for the Excellence in Research Australia (ERA) initiative. Processing commenced for the full ERA submission for all discipline clusters and is due to be completed by June 2010.

A self submission module for the University's institutional repository was developed and launched in collaboration with Research Services. This new feature of e-publications@UNE provides UNE researchers with an efficient mechanism to lodge research outputs metadata and related digital objects in one process.

### **Donations**

Significant donations of books and periodicals included antique Illustrated German books published between 1880 and 1910 (37 volumes) donated by Mr Max Heiningger, 38 volumes on the life and voyages of Captain James Cook donated by Mr Valdemar (Val) Wake of Port Macquarie, recent Australian poetry (33 volumes) donated by Emeritus Professor Julian Croft, and

*The Oorala Aboriginal Centre*



113 volumes of Chinese literature, dictionaries and social studies material donated by the Consulate General of the People's Republic of China.

#### **Archives and Heritage Centre**

The Heritage Centre facilitated community access to the University's diverse collections through major collaborative exhibitions. Joint curation of 'Penguins Gizzards' with the New England Regional Art Museum showcased some of the most interesting material from all the UNE museums to nearly eight thousand visitors over several months in a single location.

Staff of the Heritage Centre continued to collaborate with many regional community organisations to promote the depth and variety of the existing institutional collections during the year. These include but are not limited to the National Trust through Saumarez House, Glen Innes History House, the Armidale Folk Museum, the Royal Australian Historical Society and the State Records Authority of New South Wales.

Donations of historical material to provide future research for students, staff and the community have continued throughout the

year, with documents dating back to 1854 being received.

UNE participated for the first time in The Big Draw, an annual international celebration of drawing involving hundreds of events held in schools, museums, galleries, libraries and community sites during the month of October. The inaugural Big Draw-ing events at UNE were coordinated by the UNE Art Collection Manager, Michelle Arens, and Dr Frances Alter of the School of Education. Armidale artist Jonathon Larsen drew 'under glass' in the Dixon Library foyer. Students, staff and visitors tried their drawing hands and added their marks to the group drawing on a 55 metre roll of paper that was unfurled along the central courtyard.

#### **OORALA ABORIGINAL CENTRE**

The Oorala Aboriginal Centre has based its approach to maintaining and expanding the access and participation of Aboriginal and Torres Strait Islander students at UNE on four continuing strategies.

1. Providing a supportive and culturally-inclusive environment for the 327 Aboriginal and Torres Strait Islander students that were enrolled in 2009.

2. Providing effective student academic support through the Indigenous Tutorial Assistance Scheme for those students (30) requiring further support.
3. Continuing to develop the TRACKS course to provide a firm academic foundation for 28 students through culturally-appropriate and relevant curriculum. These strategies enable Aboriginal and Torres Strait Islander students to more equally participate in tertiary studies and at the same time enhance both the retention and success rates.
4. Providing alternative entry to Aboriginal and Torres Strait Islander applicants through the Internal Selection Program (ISP). Five out of 6 applicants successfully completed ISP and will be enrolled in various undergraduate awards at UNE in 2010.

Oorala's approach to Aboriginal and Torres Strait Islander students and its teaching and delivery of services are evident in the graduation figure of 36 and the significant increase in scholarship holders (36) throughout 2009. There was also a significant increase in commencing student enrolments (169) and on-campus enrolments (84).



*Professor Ray Cooksey, Acting Pro Vice-Chancellor (Research)*

## Research Excellence

2009 has been the year of the Bradley Review of Higher Education. This review was very wide-ranging and had a number of implications for research, including enhanced scholarship support to higher degree research students and better Research Block Grant funding for the indirect costs of research. The Department of Innovation, Industry, Science and Research (DIISR) and the Department of Education, Employment and Workplace Relations (DEEWR) are working together to implement mission-based compacts for Australian universities. One important component of such compacts will be the Sustainable Research Excellence (SRE) program. The SRE will provide additional block funding to universities conditional upon research performance, as assessed in the Excellence in Research in Australia (ERA) exercise. In 2009, UNE participated in trials for two of the eight clusters in the ERA scheme: Physical, Chemical and Earth Sciences, and Humanities and Creative Arts. All 8 research clusters will be assessed in 2010. DIISR has also committed significant funding to the development of national e-research infrastructure and various programs aligned with its \$1.1B Super Science initiative. Crucially for UNE, the Government has taken steps to acknowledge the increasing importance of community and industry engagement and investment in research through the redesign of the Institutional Grant Scheme into the Joint Research Engagement scheme.

Four areas of strategic research strength were identified as animal genetics and production sciences, environmental and agricultural change and rural communities, and landscapes and practices, with rural and regional education and rural health identified as strategic priorities for growth. In addition, economics and public policy, Asia Pacific region, frontiers and boundaries, law, security, and water perspectives formed areas for targeted

Professor Colin Power, a former Deputy Director-General of UNESCO and a key figure in establishing the UN's Millennium Development Goals, gave the opening keynote address at the 37th Annual Conference of the Australian and New Zealand Comparative and International Education Society (ANZCIES) at UNE in November. He is pictured here with the outgoing President of ANZCIES, UNE Senior Lecturer Dr Brian Denman.



growth. Climate change research figured prominently in several of the areas, and UNE continues to pursue not only excellent outcomes in terms of competitive research grants and publications, but also excellent public benefit research outcomes for communities, schools, businesses, local governments and government departments and organisations.

### RESEARCH HIGHLIGHTS

The NSW Minister for Primary Industries, Ian Macdonald, visited UNE in May to officially 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 Annette Cowie as the first full-time Director of the NCRGGR.

UNE was ranked fourth (\$6.796mil) amongst nationally-surveyed research organisations in Australia (behind Monash University, the University of Queensland, and CSIRO). UNE achieved this outcome predominantly because of the work of the Agricultural Business Research Institute (ABRI), which commercialises and markets, worldwide, genetics research outcomes produced by the Animal

Genetics & Breeding Unit (AGBU). It demonstrated how world-class research within a specific area (in this case, animal genetics) can be effectively translated into commercialisable products (eg, BREEDPLAN) that enjoy worldwide market penetration under license in 21 countries.

Several UNE research-related stories appeared in the national media in 2009, including the story on research commercialisation rankings (see above), an article on Professor Peter Brown's recent rethinking of the proper classification for *homo floresiensis*, articles on the climate change and sustainability work being done within the Primary Industries Innovation Centre and the National Centre for Rural Greenhouse Gas Research, and a story on Dr Pierre Moen's NH&MRC-funded research into targeted drug therapies for destroying cancer cells.

The QuickSmart numeracy and literacy programs, developed by the National Centre of Science, Information and Communication Technology and Mathematics Education for Rural and Regional Australia (SiMERR) from an ARC Linkage Grant, garnered increasing national exposure through its

mention in Federal Parliament by Independent Member for New England, Tony Windsor, as a featured case study in the 2008-2009 Annual Report of the ARC and at the ARC National Expo in Canberra. QuickSmart continues to attract significant government and other funding for its introduction and evaluation in schools in NSW and the Northern Territory.

UNE also hosted a number of international research conferences, including the 13th Annual Symposium on Precision Agriculture in Australasia, the 1st International Conference on Health Services Delivery Management (hosted at Naresuan University, Thailand), the 2009 conference of the Australian Systematic Botany Society, the 37th Annual Conference of the Australian and New Zealand Comparative and International Education Society (ANZCIES), the 20th biennial conference on Recent Advances in Animal Nutrition - Australia, the International Evidence-based Complementary Medicine Conference and the International Symposium for Innovation in Rural Education (ISFIRE).

UNE joined the NSW peak body for e-Research, INTERSECT, for a

3-year period. Working with this organisation, in conjunction with an INTERSECT e-Research Analyst (to be located at UNE) will enhance researchers' capacity to access the latest IT, communication and data storage/management technologies to facilitate collaborative and virtually-connected research projects.

## RESEARCH DATA

### Publications

UNE reported 566.74 weighted publications to DEEWR for the 2008 submission year, which was an increase on the 540.31 weighted publications reported for 2007. In 2008, UNE reported more books, book chapters and refereed journal publication and fewer refereed conference papers compared to 2007.

### Higher Degree Research Students

In 2009, 59 new scholarships were awarded, comprising 4 Endeavour International Postgraduate Scholarships (IPRS), 34 Australian Postgraduate Awards (APAs), 10 UNE Strategic Top-Up Scholarships, 6 Strategic Stipend Scholarships, 3 School-funded International Scholarships (Education and Health), 1 Australian Universities

Scholarship (Thailand) and 1 fees scholarship to match an NH&MRC-funded stipend.

In 2009, 174 higher degree research (HDR) students (132 doctoral and 42 masters by research) commenced their programs of study at UNE. This brought the total HDR enrolments at UNE to 675 (521 doctoral and 154 masters by research). There are 297 doctoral candidates in the Faculty of the Arts and Sciences and 224 doctoral candidates in the Faculty of the Professions. HDR graduations in 2009 recorded a total of 243 students (195 doctoral and 16 masters by research).

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

Several initiatives aimed at improving the quality of training and support for HDR students were introduced during the last twelve months, including some new online training modules. An Acting Dean of Graduate Studies, Associate Professor Barbara Rugendyke, was appointed in September for a 6-month period while the position is being reviewed.

### Ethics

The Animal Ethics Committee (AEC) processed 184 applications during

2009, comprising 162 approvals, with 1 application suspended and 21 pending approval. The Human Research Ethics Committee (HREC) processed 203 applications during 2009, comprising 189 approvals and 14 pending approval.

### Research Grants

In 2009, 116 National Competitive Grant applications were lodged, comprising 81 (23 successful) from the Faculty of Arts and Sciences, 27 (4 successful) from the Faculty of The Professions and 8 (1 successful) from UNE Research Centres. For 2010, UNE staff applied for 32 ARC Discovery grants of which 5 were successful and 10 ARC Linkage grants of which 3 were successful. UNE academics were also involved as collaborative chief investigators in 4 successful ARC Discovery grants with other universities.

## COOPERATIVE RESEARCH CENTRES

UNE researchers continued their collaboration in the Sheep, Beef, Cotton, Poultry, Irrigation Futures and Spatial Information CRCs. UNE was an essential participant in the successful rebids for the CRC for Spatial Information (\$32.2M) and the Australian Poultry CRC (\$28M).

Professor David Brunckhorst, the Director of UNE's Institute for Rural Futures, was recognised for his work over more than two decades as a world leader in conservation planning by the award of the Natural Areas Association's George B. Fell Award. Presented in the United States in September, the Award is for someone considered "a giant in their field" with "exceptional career-long achievements in the natural areas profession".



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

The Sheep CRC won a national award for Excellence in Innovation in Science and Technology during the Cooperative Research Centres Association's 2009 Annual Conference. The award honoured the Precision Sheep Management (PSM) initiative, a revolutionary approach to sheep management. The Sheep CRC held successful Information Nucleus days during 2009, enhancing knowledge sharing with farmers and other stakeholders with respect to the interaction between genetics and the management environment. The development of postgraduate researchers with industry experience continues to be an important focus for the Sheep CRC.

### **CRC for Spatial Information**

In 2009, the CRC for Spatial Information was awarded funding for another eight years. UNE is contributing to two major research themes for this CRC: biomass business ('Through spatial information, *Biomass Business* will empower Australia's response to climate change by transforming the way public and private land managers balance agricultural

productivity and sustainability') and rural health networks ('develop a process for geocoding of health information and creation of an enabling framework for health agencies to access health-related spatial information from new sources, while considering related aspects, e.g. privacy and knowledge about the sensitivity of health analysis to geocoding uncertainties'). The biomass business project was fully developed by UNE as an exemplar project that helped the CRC to win its funding. CRC SI1 will wind down at the end of 2009 and CRC SI2 will commence operation in January 2010.

### **CRC for Irrigation Futures**

UNE's 2009 involvement with the CRC for Irrigation Futures centres on social, cultural, institutional and policy frameworks, primarily through the Australian Centre for Agriculture and Law. This research, some of which involved collaboration with Pennsylvania State University, examined legal and institutional perspectives on water management and policy frameworks. The CRC is looking to wind down in mid-2010, having reached the end of its 7-year funded cycle.

### **CRC for Beef Genetic Technologies**

The Beef CRC, working closely with the Animal Genetics and Breeding Unit (AGBU) and other partners, developed a Trial Tenderness Estimated Breed Value (EBV) based on new research into animal performance and DNA markers. The Trial Tenderness EBV was incorporated into BREEDPLAN as an outcome from the 'SmartGene for Beef' project completed in 2008. Within the Beef CRC, AGBU researcher David Johnston carried out research into genetic linkages between lifetime reproductive performance of cattle and carcass quality. Other projects involving UNE researchers have included the development of Beef Profit Partnerships, which have the goal of creating sustainable business/industry 'health' through enhanced improvement, innovation and adoption.

### **Australian Poultry CRC**

The Poultry CRC won a national award for Excellence in Innovation in Education, Training and Outreach during the Cooperative Research Centres Association's 2009 Annual Conference. The award honoured the *Poultry Hub*, an interactive, online educational resource

designed to stimulate the interest of Generation Y in poultry production and thus help to stem the 'brain drain' from agricultural studies at Australian schools and universities.

#### **Cotton Catchment Communities CRC**

Professor Peter Gregg was a finalist in the Northern Inland Innovation Awards for his work in developing a moth attractant, Magnet®, based on a mixture of plant volatiles. The CRC continued its strong investment in developing postgraduate researchers, with three PhD students completing this year. UNE researchers are involved in 22 different research projects, including cotton predators and weeds on farms, cotton diseases such as Black Root Rot, and river systems associated with cotton catchments. UNE researchers are also involved with an active social research agenda pursuing closer links to communities, organisations and industries. UNE also continues to facilitate the Cotton CRC Cotton Production Course.

### **UNE RESEARCH CENTRES**

#### **Animal Genetics & Breeding Unit (AGBU)**

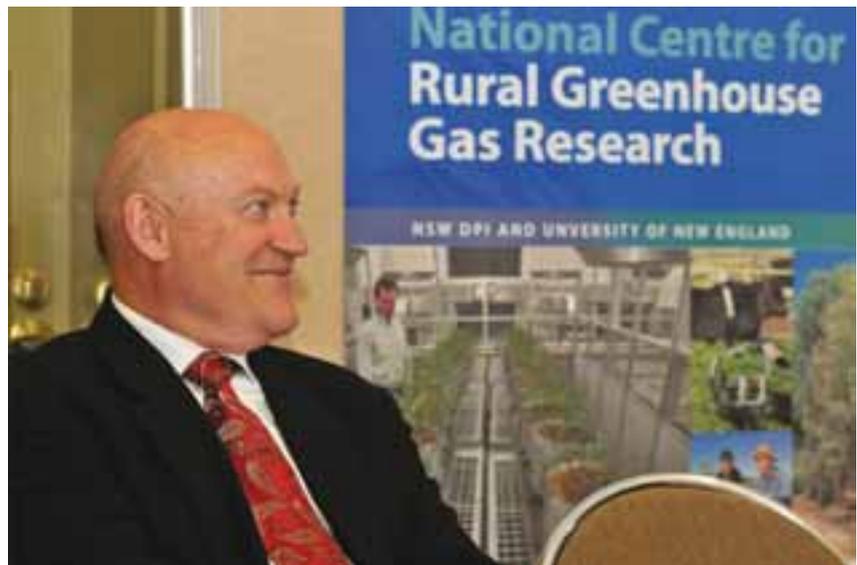
Early in 2009, UNE and Industry and Investment NSW, the joint venture partners in the Animal Genetics and Breeding Unit, extended their successful partnership for another 5 years. In 2009, AGBU scientists celebrated 25 years of BREEDPLAN development, its beef cattle genetic evaluation system which is commercialised worldwide by UNE's Agricultural Business Research Institute (ABRI). The utility of BREEDPLAN could be further enhanced by including commercially-available marker breeding values into the genetic evaluation system, allowing significant increases in accuracy of selection in young animals for some traits. This methodology will now be extended to other evaluation systems. The collection of structural soundness data on seedstock cattle by accredited assessors allowed the first trial estimated breeding values to be delivered to participating

herds in the Angus breed. It is expected that the system can soon be extended to other breeds. For the sheep genetic evaluation system, OVIS, we continued our drive to include new traits which the industry considers to be of high economic importance, in particular, breach and body wrinkles which are directly related to susceptibility of sheep to flystrike. Our on-going research in genetic improvement of pork production for the Australian pig industry has benefited from research collaborations with scientists in France, the Netherlands and the USA. The focus of research has been on genetic analyses of sow feed intake and sow body condition as well as the development of selection strategies for improved market value of the carcass.

#### **Institute for Rural Futures (IRF)**

In the IRF 2009 saw the completion of 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

*The National Centre for Rural Greenhouse Gas Research was launched by NSW Minister for Primary Industries Ian Macdonald in May. A joint venture between UNE and the NSW Department of Primary Industries (DPI), it will work to address the challenges that climate change presents to primary industries.*



rise and weather perturbations such as increased intensity storm and rainfall. Dr Ian Patrick continues to lead a series of projects in eastern Indonesia focusing on livestock biosecurity, community agri-business and resource governance. Further progress was also made in funded research projects on landholder attitudes to environmental management and misdemeanours and federalism and regionalism in governance.

**Primary Industries Innovation Centre (PIIC)/National Centre for Rural Greenhouse Gas Research (NCRGGR)**

A partnership between UNE and Industry & Investment, New South Wales (I&I NSW), PIIC has continued to move from strength to strength. In conjunction with the NCRGGR (also a partnership with I&I NSW), research into biochar figured prominently in research activities for 2009 as did research into soil carbon, nitrous oxide emissions, pyrolysis, greenhouse gas audits on farms and woody plant regeneration. The 3-year \$1.2M project into maize-soybean production and marketing in Cambodia also continued in 2009.



*Mr Chris Patton, Chief Development Officer*

## University Development

2009 has been a very active year for the Chief Development Officer's Division, with a primary focus on growth outcomes across all six units and the University overall.

The year saw a return to growth in terms of student EFTSL load at UNE, with particular success in attracting new applicants for the mid-year intake. The Division invested heavily in technology to support our Future Student strategy, and the benefits of this are showing in considerably higher-than-average interest in the University and, more immediately, our ability to service and support this interest from prospective students.

Headline achievements of the Division as we enter 2010 are:

- increased EFTSL load year on year, with further significant growth in applications as we enter 2010;
- the launch of a refreshed UNE brand following an extensive process of research and consultation;
- an increase in our marketing activities and development of new creative and messaging to support our brand;
- creation of dedicated marketing functions to support Schools and Colleges and streamlining of the internal course approvals process;
- securing additional market intelligence on growth areas to inform new course development internationally and domestically through to 2013;
- identification of three key university initiatives suitable for philanthropic support, namely the Centre for Agriculture and Sustainable Environment, a Chair in Rural Community Medicine, and post-graduate fellowships and lectureships.
- new Directors appointed to the UNE Foundation board along with an increase in donations and services over 2008;

- consolidation of all catering to Alliance providing the opportunity for economies of scale, more competitive pricing, and greater food service choice to residents;
- phase 1 of Mary White College nearing completion and design documents prepared for multi-million dollar Wright Village refurbishment, potentially for 2010 start;
- acceptance for UNE to cooperate with Open Universities Australia as a Provider and two courses identified for delivery commencing 2010; and
- support for our partners to commence operations in Sydney (TOP) and approval to operate in Victoria (ISBT).

#### ADVANCEMENT

The UNE Foundation amended the company constitution and appointed four new directors to the Board in May: Mr Geoff Gorrie, Mr Matthew Irwin, Professor Deborah Ralston and Mrs Margaret Roberts. UNE Council nominated Dr Laurie Piper as its representative.

Following a comprehensive scoping exercise across all schools and

faculties for strategic projects that could benefit from philanthropic funds, three priority areas were identified as the focus for Office of Advancement and UNE Foundation targeted fundraising in 2010 and beyond: the Centre for Agriculture and Sustainable Environment, a Chair in Rural Community Medicine, and post-graduate fellowships and lectureships.

More functions were held in 2009 than 2008 and in more locations, with events in Armidale, Brisbane, Maitland, Adelaide, Darwin, Melbourne and Sydney for alumni and donors to network. The Advancement Office supported Duval College's 50 year anniversary while St Alberts celebrated 40 years, and preparations are underway for Robb College's 50th anniversary in 2010.

'In Addition', a newsletter dedicated to alumni and supporters, was launched in May to over 52,000 addresses, and drew a favourable response. Our 2009 Tax Appeal attracted 86 new donors, and collected 10% more in donations than 2008 – remarkable in a financially-tumultuous year.

The Office of Advancement provides the administrative and records

support for donations to the UNE Foundation. As at 30 November, 2009, UNE saw an increase of 34% in donations and an increase of 3% in actual numbers of donors in comparison to 2008.

In May, a presentation ceremony for undergraduate and postgraduate scholarships was held, awarding \$2.7 million dollars in scholarships to 162 students at UNE. The generous support for these scholarships comes from individuals, industry, business, government and community groups. An additional \$1 million of new financial support has also been secured from the community by the Office of Advancement.

There are now over 4,500 alumni socialising on our membership website, <http://alumni.edu.au>. The site enables alumni to link with fellow graduates, provide mentorship and career and employment information, and access benefits such as discounted accommodation and travel.

NSW Parliament House was the venue for the presentation, in December, of UNE's Distinguished Alumni Awards. One award honoured Emeritus Professor John Roberts, who received his



*Duval College celebrated its 50th Anniversary in 2009.*

BSc in 1959 and was a Professor of Geology at UNSW. The other went to Mr Maxwell Hopper, who received his BA in 1954 and who played a major and pioneering role in the establishment of distance education at UNE as Assistant Director and then Acting Director of External Studies when UNE led Australia and the world in the development of modern post-war university distance education.

### **COLLEGES AND RESIDENCES**

Refurbishment of 50% of Mary White College's bed inventory commenced, with this major capital works upgrade to be completed in 2010. Planning also began on the capital works upgrade of Wright Village, potentially for 2010 also, depending on funding and further approvals. A coordinated, system-wide Furniture, Fittings and Equipment Audit was completed for all colleges in the UNE Residential System, with planned replacement of inventory scheduled over the next ten years.

A competitive contract was awarded to Alliance catering services for the food service delivery across the UNE Residential System with more meal plan options available for 2010 to better suit the

needs of current and prospective students.

While 2009 was a challenging year for occupancy within the colleges, market research has been completed to differentiate them, and plans for improvements to the college websites are due for completion in early 2010. Further investment to redress occupancy, including a UNE Residential System Marketing Officer and improved food service choices, is expected.

### **Duval College 50th Anniversary celebrations**

Duval College celebrated its 50th anniversary this year with the inaugural D2D Event (Duval to Duval) held in August, which saw members of Duval High School and Duval College, along with members of the University and local community, come together to walk from Mt Duval to Duval College. This was followed in September by a weekend of celebrations, with Alumni from around the country returning to the College to celebrate this important milestone.

### **ENGLISH LANGUAGE AND INTERNATIONAL SERVICES**

The English Language and International Services unit (ELIS) was a core contributor

to supporting the University's AUQA audit process, with the Academic Board endorsing the recommendations for good practice in English language proficiency, and principles and statements of intent for support of international students. ELIS continues to be active in assuring compliance to regulations including the ESOS Act, as UNE commenced operations with new teaching partners in 2009.

### **English Language Centre Section**

The core business of the English Language Centre (ELC) continues to be English for Academic Purposes (EAP), and during 2009 the redesigned EAP, IAP and GE courses were formally accredited. The Centre itself was re-accredited by the National ELT Accreditation Scheme and received a very favourable audit report.

Student numbers were 14.6% higher than in 2008 with an important ancillary activity, study tours, producing reliable income.

### **International English Language Testing System (IELTS) Section**

The UNE IELTS Office expanded its operations from 5 to 10 tests per year, and now services approximately 1,050 candidates

annually with commensurate lifts in income. Off-site testing to service remote areas of NSW has also been initiated for the NSW Institute of TAFE in Moree and Tamworth, with Dubbo to be added in 2010.

### **International**

344 international students commenced studies on-campus at Armidale in 2009, representing an increase of approximately 30% over the number in 2008. Total international students at UNE now are 1202, constituting 6.4% of total student enrolments. New commencing students came from 44 different countries, with the major contributors being China, Saudi Arabia, Thailand, India and Iraq. 163 new commencing international distance education students from 43 countries, in particular the USA, South Africa, the UK, Canada and Hong Kong, were also enrolled.

In 2009, UNE continued its re-entry to the AusAID scholarship program for overseas students and had 22 AusAID sponsored students enrolled from 13 countries.

On the basis of the applications submitted for the 2010 round of Endeavour Student Exchange

Funding through DEEWR, UNE received \$65,000 in grants. \$15,000 of these grants is for outgoing nursing exchange students to the University of Northern British Columbia, Canada, \$40,000 is for incoming and outgoing exchange students to both Hong Kong and China, and \$10,000 is for incoming exchange students from Naresuan University to study medicine.

Advanced standing relationships with targeted Chinese institutions were further developed in 2009, and these will lead to a significant increase in international student numbers for Armidale in the future. These new institutions included: Harbin Engineering University, Wuxi South Ocean College, Huaiyin Institute of Technology, Henan Agricultural University, Qingdao Technological University, Qindao College and Zhengzhou Xuaxin College.

In June, UNE was host to a visit by Consul-Generals from Argentina, Canada, China, Ghana, India, Indonesia, Japan, South Korea, the United States and Vietnam, and key opportunities for the University to contribute to these nations' interests are being actively pursued as a consequence.

In October, an International Health Management Conference was held in Pitsanalok, Thailand, in conjunction with Naresuan University, attracting over 400 participants. MOU's were signed with Chiang Mai University and Maejo University, and a number of other Thai universities were visited in 2009 to promote opportunities for PhD study at UNE for lecturers at these institutions who need to upgrade their qualifications. These included Mahasarakam University, Khon Kaen University, Rajamangala University Khon Kaen, Rajabhat Mahasarakam University, Rajabhat Udon Thani University, Rajabhat Ubon Ratchathani University and Prince of Songkla University Phuket Campus. UNE recently received publicity in Thai newspapers for its expertise in Agriculture and Health via the Australian Government's 2010 Study in Australia Initiative.

In Hong Kong, all current teaching programs with partners are in 'teach out' mode, and the Faculty of The Professions has signed a MOU with Hong Kong Shue Yan University for the delivery of the Bachelor of Laws degree by distance education.

Ten academics at the Bhutan Government's Royal Institute of Management (RIM) are undertaking a graduate program through UNE 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 Pro Vice-Chancellor and Dean of the Faculty of The Professions, Professor Victor Minichiello, has again been involved in a major leadership program for Vietnamese University and College Rectors in Hanoi. During this latest trip to Vietnam, Professor Minichiello signed an advanced standing agreement with Hanoi University of Business and Technology in the discipline of business administration. Professor Minichiello also finalised arrangements for a scholarship program with the Vietnam International Education Development (VIED) where UNE

will provide 10 scholarships and VIED 20 scholarships for on-campus study in a number of designated areas.

During 2009, courses were conducted on behalf of UNE in Sydney by the TOP Education Group and Infotech Professionals, trading as ISBT. UNE's application to the Victorian Registration and Qualifications Authority (VRQA) to operate in Victoria was also successful, with the first intake of students due in February, 2010.

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

### **MARKETING AND PUBLIC AFFAIRS (MPA)**

The University embarked on several major marketing projects in 2009, including a complete redevelopment of its brand imagery and the launch of a fresh, innovative student recruitment campaign.

New corporate imagery was based on extensive external research into consumer insights and a (brand) review completed

in 2008. The brand development and consultation process involved a broad range of stakeholders including prospective students, current students and staff, who participated in workshops, forums and surveys. 2,606 current students alone participated in a survey on the new UNE logo conducted by market research firm, AC Nielson.

Building on the consumer insights obtained during the brand review, UNE also undertook market research and developed the 2010-2012 marketing strategy and student recruitment campaign. This strategy will underpin all domestic marketing and student recruitment activity to facilitate growth in an increasingly competitive environment, and is a critical component to securing UNE's financial health.

The University's digital marketing capacity was significantly increased with the roll out of e-marketing and relationship management software as part of the Future Student Project. In addition, UNE successfully built on its digital marketing strategies, integrating social networking activity such as webchat, Facebook and Twitter with its enquiry handling processes.

*Underlining its commitment to sustainability as an institution, UNE sponsored the Sustainable Living Expo in September, making presentations to the community which showed its own progress in this area. The Chancellor, the Hon Dr Richard Torbay MP, is pictured making his address.*



Social networking initiatives personified by the avatar 'KateUNE' were recognised in the *Australian Financial Review* and at several industry conferences.

The Unit commenced a targeted approach to marketing with the introduction of both faculty marketing and residences marketing. Targeted course promotions for specific products such as the Bachelor of Zoology, Bachelor of Pharmacy, Bachelor of Exercise Physiology, Bachelor of Exercise Science and Bachelor of Sports Science were also successfully undertaken.

The Future Student Project saw the creation of a dedicated future student relationship management team. Piloted for the mid-year intake, the newly-formed team successfully handled a 246% increase in call volumes, as well as a 22% increase in student contacts through the customer relationship management system compared to the year's previous intake. The outcome for UNE was a 46% increase in **unduplicated** distance education applications and an 8% increase in **unduplicated** on-campus applications as at 3 December 2009.

MPA's School's Liaison Program not only continued to foster relationships with local schools and those in the wider region to build interest in on-campus undergraduate study but was successfully expanded to include a national boarding school program. The inaugural Vice-Chancellor's Rugby Competition also raised UNE's profile, reaching schools which previously did not have an ongoing relationship with the University.

Business development activities continued to focus on the professional development and distance education markets. Relationships which progressed in 2009 included those with the Northern Inland Academy of Sport, the Australian Agricultural Colleges, the RTA and a number of regional councils.

UNE increased the publication of its press releases by 30% through the introduction an electronic distribution system, Target. In addition, UNE showcased its green credentials at the Sustainable Living Expo, not only as a major sponsor but by sharing its expertise in research, teaching and learning and by demonstrating its own practices.

Corporate communications were also expanded with the introduction of a weekly executive electronic communication to staff, the UNE 'Voice'.

2010 will see the full roll-out of the new brand and student recruitment campaigns. UNE will also embark on a number of brand alignment projects including a complete redevelopment of the University's website. In addition, its e-marketing capacity will be expanded to include business development, schools liaison and social networking.

#### **PLANNING AND INSTITUTIONAL RESEARCH (PIR)**

As well as being responsible for the Higher Education Data Collection statistical returns to the Government, the PIR group provides analysis and reports which support the planning and management requirements of UNE's two Faculties and associated Schools, as well as its central administration. Besides monitoring student intake numbers, PIR produces forward projections of student load and income for the University budget process.



*A semester-long program which brings students from Chubu University in Japan to enhance both their competence in the use of the English language and their understanding of its cultural context took place for the fifth successive year.*

PIR is responsible for a number of web and paper-based surveys of both staff and students, and one of the major projects that engaged PIR staff during 2009 was the introduction of surveys associated with the new Course and Unit Monitoring procedures. As part of UNE's commitment to continuous improvement, Planning and Institutional Research surveyed UNE students, seeking their feedback on over 1,100 units offered both on-campus and through our partners. In Semester 1, 13,665 students were sent invitations to participate, with 12,294 in Semester 2. As students usually study more than one unit in a semester, the number of invitations was actually much higher: 29,301 in Semester 1 and 30,446 in Semester 2.

Average response rates of 44% for Semester 1 and 40% for Semester 2 showed a high level of interest and engagement in the process. This data has been fed back to individual lecturers and Heads of Schools to inform the Unit Monitoring process and ensure that students continue to receive a high quality of education at UNE.

UNE also takes a keen interest in students once they have

graduated, and PIR is responsible for administering the Australian Graduate Survey. This is a National survey in which UNE has scored very highly, achieving an 83.4% level of Overall Student Satisfaction – a 7% increase on the previous year and one of the highest ratings achieved by any university for this measure.

PIR also provides a service to members of the UNE community by constructing and managing specialised surveys for individual projects, including the review of the Virtual Learning Environment and the supporting case for the e-University project. Analysis of data over time is also used to inform School reviews.

The group has also been involved in the development of University-wide Key Performance Indicators. These will enable Council to monitor UNE's performance compared to a Regional Comparator Group.

Following the publication of the Bradley review of Higher Education, and the announcements made in the May Federal budget, PIR has been heavily involved with UNE's response to the goals set by the Commonwealth.

The new Compacts, which will commence in 2010, have involved intensive planning and strategy reviews, particularly in the area of Regional Engagement. Continued developments in this area will be one of the major focal points for the group in 2010.



*Mr Mike Quinlan, Chief Operating Officer (Acting)*

## Finance and Resources

### **FINANCIAL SERVICES DIRECTORATE**

During 2009, the Financial Services Directorate set about formalising its transition toward a more client-focused service entity, delivering a 3-year strategic plan to the Vice-Chancellor's Committee in May. With governance, guidance and oversight as the central themes, the strategic plan also provides for the development of forward-thinking solutions and mechanisms to monitor key operating capabilities. As part of revitalising its service delivery, the Directorate undertook an internal realignment of its service delivery units and implemented systems aimed at streamlining the processes of administration, financial reporting and resource utilisation across all facets of the University business. Development and ratification by Council of a travel policy, and the development of travel guidelines along with the introduction of a travel booking tool and an enhanced expense management tool for handling credit card and cash claim transactions, are examples of this.

The new budget methodology introduced in 2008 and an upgrade to the latest versions of Finance 1 has provided the Directorate with the platform for implementing the forecasting capability in the ensuing period. Complemented by Budget Guidelines for 2010-2012, more flexible financial arrangements available to cost centres and the Executive add an enhanced ability to identify funds for targeted initiatives. The Directorate also embarked on a more critical review of the day-to-day drivers of the University's business in an attempt to align resource allocation to specific outcomes and to produce reports which satisfy statutory reporting requirements and those of decision makers in Council and assist in the timely and relevant management of resources in the cost centres.

As was the case for 2009, the University can expect to be challenged by rising commodity and energy costs and currency fluctuations in the future. In response to this, a review of procurement practices has commenced aimed at developing mechanisms which maximize returns on operating

funds and protect the University from exposure to currency fluctuations.

### **FACILITIES MANAGEMENT SERVICES**

The University of New England Master Plan 2009-2015, developed in 2009, has set the vision for the University's infrastructure into the future. The strategic framework of the plan encompasses a number of thematic areas: gateway entry; built environment; sustainability and alternative energy; natural environment and wildlife; transport; accessibility and mobility; way finding; and services. The plan will facilitate a series of vibrant and distinctive academic, college and sports precincts. Major projects in 2009 included the refurbishment of several accommodation blocks in Mary White College, the construction of a new basketball court and gymnasium at Sport UNE and the commencement of the design documentation for the upgrade of the Northern Entrance to Campus, as well as continuing the renewal and rejuvenation of the University's infrastructure.

In 2009, a condition assessment audit, space audit and room

utilisation study were all undertaken by FMS. The FMS systems group has completed the surveying by GIS of the academic campus to produce an accurate map of buildings, roads and pathways that is electronically accessible by staff and students. Our detailing of services, including water, sewer and data, continues.

FMS staff participated in the Sustainable Living Expo held in Armidale during the year, of which UNE was the major sponsor. The Oorala Aboriginal Centre hosted an event on-campus that allowed FMS staff to provide guests with a behind-the-scenes look at the inner workings of a sustainable building. Sustainable practices managed by FMS have seen a decline in the volume of waste going off campus, and energy management practices continue to reduce the use of gas and electricity resulting in a decline in our green house gas emissions on campus.

### **INFORMATION TECHNOLOGY DIRECTORATE**

ITD again had a productive year in 2009.

Microsoft Exchange was delivered to about two thirds of University

staff and will continue to be rolled out in 2010, facilitating improved collaboration ability for all staff.

Application Management Services has been reorganised to better align with the UNE Strategic Plan. Development activities are now prioritised by key stakeholders, such as student administration, support groups for the 'Student Experience' Team and Faculty and TLC representatives for the 'Learning Systems' Team. Continued improvements have been delivered through the 'myUNE' student Web Portal. These activities are providing streamlined access to learning systems to provide an improved student experience.

The working relationship between ITD and the Schools has improved with members of the ITD Management Team attending School meetings regularly to listen to the concerns of academic staff, gather requests for system enhancements and provide information on IT-related activities and developments. The ITD newsletter, regular staff forums and 'road shows' also contributed to improved communication between ITD and its clients.

Establishment of the Program Office was a major initiative. This Office will enable consistent, standardised, transparent governance and service delivery for IT capital projects. Effective project execution and resource utilisation is achieved through the use of industry standards, best practices, consistent processes and procedures, regular monitoring, and reporting and auditing.

2009 also saw business intelligence and data warehouse functions operating as part of UNE's core business, recognising the strategic value they deliver to the University. Over 1,800 pages of detailed analysis were provided to support the implementation of the Academic Quality Management Policy at the end of July, a process that will be repeated twice-yearly in future. The BI Team continues to work closely with staff outside the Directorate on research reporting, federal student visa compliance and with Student Services on development of automated student risk detection and support systems.

The roll-out of the new network commenced, bringing much faster network connectivity (1 Gbit instead of the current 10 Mbit) to

each desktop and enabling the use of high-bandwidth tools such as desktop videoconferencing. Additionally, the wireless network will be available across campus in Q1/2010.

A new University Identity Management system and an upgrade to the Web content management system formed part of the program of continuous infrastructure improvement carried out during 2009.

These and other projects put ITD in a strong position for future UNE initiatives such as the e-University project. As the key lead in the Organisational Capacity Working Group, ITD contributed significantly to the planning and determination of the e-University Project.

This project will require ITD to be very agile and responsive in assisting the delivery of a stronger, more resilient service and support for all its clients. ITD is committed to playing a significant role in the transformation of our institution in 2010 and beyond. With continued investment in modernisation and the upgrading of UNE's technology infrastructure, we look forward to supporting our academic and

business colleagues in building a stronger and more successful UNE.

## **HUMAN RESOURCE SERVICES DIRECTORATE**

In 2009 HRS provided HR advice and support to managers and employees, and managed complex and sensitive matters across UNE with little disputation and with effective resolution of issues.

### **Workplace Relations**

Negotiations continued through 2009 for two new enterprise agreements. On 28 October 2009, Fair Work Australia approved the new UNE General Staff and ELC Teachers Collective Agreement 2009 – 2012, effective 4 November 2009. This was the first enterprise agreement made under the Fair Work Act 2009 in the higher education sector in Australia.

The Agreement provides for pay rises of 4% per annum for 4 years and other benefits. The Agreement provides for productivity improvements such as enhanced management of leave provisions.

The University continues to negotiate in good faith with the National Tertiary Education Union for a new academic staff agreement.

## HR Systems

Web Kiosk enhanced functionality continues to be rolled out, with the implementation of electronic timesheet functionality for casual academic and general staff successfully introduced in 2009. A significant project has been underway to enable long service leave to be made available through Web Kiosk in 2010, with other leave types such as sick leave to follow.

To ensure that the latest functionality is available at the earliest opportunity, Alesco upgrades have been implemented as soon as practicable following public release. The Alesco Human Resources Management Information System (HRMIS) was upgraded in May 2009, and preparation for the implementation of Alesco Version 12 is underway.

## Organisational Development

Organisational and professional development achievements included:

- Significantly increased participation in Performance Planning and Review from 13% in early 2008 to 71% by the end of 2009;
- implementation of priority recommendations (leadership

development and cross-unit communication) from the 2007 Voice Staff Opinion Survey;

- delivery of the Staff Leadership Program in collaboration with the School of Business, Economics and Public Policy once each semester for 52 staff (compared with 40 in 2008) with 50% female participation;
  - delivery of a separate Women and Leadership program for 34 female staff;
  - coordination of two General Support Staff Conferences providing professional development for 68 general staff (mostly HEO 4-7, 85% female) compared with 47 in 2008;
  - design of customised development solutions in response to identified training needs for individual work areas;
  - 426 online course enrolments (45% male, 55% female) in 2009 across 7 compliance courses, in line with a key target in the HR Development Plan to significantly increase compliance training for staff.
- There were 913 course attendances between January and November

2009 (71.5% female, 28.5% male participation), with numbers increased in leadership training. 40 academic staff (18 female, 22 male) gained approval for the University's Special Studies Program coordinated by HRS (compared with 20 in 2008). 39 general staff (28 female and 11 male) gained leave to complete approved study programs (compared with 32 in 2008).

## Occupational Health and Safety

No major incidents or emergencies occurred in 2009.

A number of significant proactive safety initiatives were launched. The 'Prevent Bullying' campaign launched on 1 May was followed by training workshops for University managers and employees. The focus of the campaign was to identify behaviours that can be interpreted as bullying and provide guidance for employees on complaint handling.

In mid-May the highly successful flu vaccination program was launched. Coinciding with the outbreak of the swine flu and public awareness of the benefits of preventative strategies, the response to the vaccination program exceeded all expectations.

The launch of UNE's 10,000 steps program was a resounding success, with nearly 40% of employees committing to improving their physical activity.

The OHS consultation system operated smoothly. Working groups carried out a large number of inspections, co-ordinated follow-up activities, solved OHS hazards and risks, and escalated major issues to the OHS Strategic Committee. An increase in preventative strategies was also assisted by greater compliance from employees in reporting incidents and occurrences.

Committee members and OHS staff were also involved in a number of audits, surveys and submissions during the year, such as the Australian Universities HR Benchmarking program, the Australian University OHS Benchmarking Survey, and feedback on the draft model OHS Act.

Emergency Warden training and a number of First Aid courses conducted throughout the year

have ensured that the University has adequate trained staff to respond to an emergency.



*Professor Margaret Sedgley,  
Pro Vice-Chancellor and Dean, Faculty of Arts and Sciences*

## Faculty of Arts and Sciences

2009 has, for the Faculty, been a year of intense activity in teaching and learning development. Our recently introduced courses, including Criminology and Psychology, continue to attract good student numbers, and we have a suite of new courses for 2010 – including Bachelors of Pharmacy, Exercise Physiology, Exercise Science, Sports Science and Zoology, a Master of Arts in Applied Linguistics with Honours, and Master of Urban and Regional Planning. All are showing positive interest so far with over 80 first preferences for the Bachelor of Zoology.

Trevor Brown assumed the position of Acting Academic Director in April, following the departure of Kerry Dunne, and Jennifer Clark took over from 1 December. Trevor has been very active in his role, culminating in the Teaching and Learning Seminar held on 19 August. For the first time, this was part of a broader T&L focus across UNE. The School Awards for Excellence in Learning and Teaching were presented at the T&L Showcase.

Significant numbers of FAS unit coordinators and contributors regularly have units rated as excellent by students, and we received six Inaugural Vice-Chancellor's Staff Awards in Teaching and Learning. Jackie Reid received the Vice-Chancellor's Award for Excellence in Learning and Teaching at the Sciences, Medicine and Health Graduation on 27 March and John Malouff won an Australian Learning and Teaching Council Citation for outstanding contributions to student learning. UNE's Bachelor of Engineering Technology degree also received a number of accolades at the Newcastle Division of the Engineers Australia Engineering Excellence Awards on 8th May, and Associate Professor Wendy Beck received UNE's first ALTC National Fellowship for teaching, valued at \$100,000.

Faculty Research Director Heiko Daniel and Shelley Harvey organised a research seminar in May. The seminar developed the cross-disciplinary themes launched at the 2008 event and included keynote presentations from Bob Martin on the Primary Industries Innovation Centre (PIIC)

*Arts New England, established during 2009, is a new research Centre which seeks to foster a spirit of free and creative inquiry in the arts within the New England community, as well as supporting a wide-range of research projects across the University. It was launched by distinguished international scholar Professor Helen Tiffin, who is pictured with Dr Jennifer McDonnell, Associate Professor Erica Fudge and Professor Jennie Shaw, the Head of the School of Arts.*



and National Centre for Rural Greenhouse Gas Research, and Ray Cooksey on External Funding Schemes for Centres of Excellence. Thematic presentations addressed Water Perspectives, Agricultural and Environmental Change, Rural Health, Frontiers and Boundaries, Security and Asia-Pacific Region.

We were pleased with our ARC successes in the recent round. Congratulations to Yihong Du, Ian Metcalfe, Mark Moore, Cathy Waters, Julius van der Werf, Brian Kinghorn, Mike Morwood, David Roberts, Drew Khlentzos and Peter Clarke. In addition to ARC, we enjoy considerable success in a range of grant funding arenas. The soil carbon group, including the Primary Industries Innovation Centre and the School of Environmental and Rural Science, won \$1 million in research funding from the Department of Agriculture, Fisheries and Forestry for climate change research. In addition, the group leveraged \$400,000 from the Grains Research and Development Corporation and \$150,000 from NSW Industries and Investment.

Two Cooperative Research Centres with which UNE is involved –

Poultry, and Spatial Information – were successful in receiving renewal funding. John Gibson has been successful in negotiating \$2.5 million from the Gates Foundation for work in Africa and Iain Young has forged closer links with the University of Sydney in progressing a joint EIF application from Stage I to Stage II.

We also launched a new research centre, Arts New England, on 8 July, while the launch of the National Centre for Rural Greenhouse Gas Research (and the announcement of the appointment of the Director, Professor Annette Cowie) took place on 25 May. Successful Faculty applications for Vice-Chancellor's Strategic Initiative funds in research for 2009 included the Centre of Applied Genetics in the School of Environmental and Rural Sciences, and the Spatio-Temporal Analysis Unit from the School of Science and Technology. Three Faculty staff also received Inaugural Vice-Chancellor's Staff Awards for Excellence in Research. Last but not least, John Ryan received the Honorary Degree of Doctor of Letters at the April Graduation for his literary contributions to UNE over 50 years. This is a

fitting tribute recognising loyalty and commitment via sustained scholarly output unmatched by any other academic at UNE.

### **SCHOOL OF ARTS**

Enrolments in the School were stable with slightly lower than expected undergraduate enrolments balanced by good numbers in the new Master of Applied Theatre Studies and a 10% increase overall in HDR enrolments.

While there is strong demand in English, Media and Writing in particular, the School continues to make significant contributions to the teaching, nationwide, of foreign languages through its leadership of the \$369,000 Regional Universities' Indonesian Language Initiative (RUILI) project and its blended programs. These deliver Indonesian to the University of Southern Queensland, Chinese, French, German and Italian to James Cook University, and German to the University of Newcastle; teaching of UNE's French units is set to expand in 2010 to the University of Tasmania.

The School also hosted visiting staff from China, France, Italy, Japan and Korea, as well as teaching

practicum students from Germany and Japan. For a fifth consecutive year, the Chinese Discipline was awarded Endeavour Australia Cheung Kong Scholarship funding for 4 exchange students. Staff and students in Languages, Music, Theatre Studies and English continued to maintain a high profile in community and outreach events.

In July, the School launched the Arts New England Centre for Research and Innovation in the Arts, and mentoring and peer review of research activities appears to have paid dividends in significantly increased research outcomes. In 2009, School staff produced 12 national conference papers, 27 international conference papers, 6 sole-authored books, 6 edited books, 14 refereed articles and 11 book chapters. Staff were invited to give 2 national and 3 international keynote lectures and convened 4 symposia and, with colleagues at the Universities of Sydney and Newcastle, organised the Minding Animals international conference. Associate Professor Hugh de Ferranti and Dr Anne Pender continued work on their current ARC projects, while three new ARC DP applications were submitted with one ARC DP

funded. In addition, Professor Adrian Kiernander received a 2010 LIEF grant for his role in the collaborative AusStage project. The high quality of research in the School has received further recognition, with Dr Cathy Waters' book, *Commodity Culture in Dickens's Household Words* (2008) awarded the international Robert Colby Prize, and Dr Shirley Walker's book, *The Ghost at the Wedding* (2009), sharing the national Asher Literary award. Dr Walker and PhD student Ms Helena Pastor won publishing awards for their book manuscripts and Dr Louise Noble was awarded a Folger Fellowship to undertake research in Washington DC. The School also accepted an invitation to join the prestigious Dickens Project consortium which includes, among its 30 members, eight University of California campuses as well as Princeton, Harvard, Stanford, Cornell, Yale, Columbia, the University of London and the University of Melbourne.

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

2009 was a very exciting period of growth for the School. Enrolments increased by 9% (+100 EFTSL)

relative to 2008. Psychology (+23%) and Sociology/Criminology (+15%) exhibited particularly strong growth, and the School's flagship courses (Master of Arts in Applied Linguistics, Bachelor of Urban and Regional Planning, Bachelor of Psychological Science, and Bachelor of Criminology) continued to attract very robust enrolments. Teaching initiatives, including a new Bachelor of Sustainability and a rejuvenated Bachelor of Criminology, are being developed for implementation in 2011.

BCSS research performance was also very strong, with ARC Discovery, Linkage, and LIEF grants awarded to members of the School. New appointments in Geography, Criminology, and Psychology substantially enhanced the School's research profile, with several appointees arriving with HDR students and considerable external research funding. The School currently has 40 Higher Degree Research (HDR) students. Nine new HDR students commenced in 2009 and six completed their degrees. Members of the School continue to publish books, chapters, journal articles and contracted reports at a high rate.

Associate Professor Graham Lloyd Jones presented ground-breaking research on the bioactive components of plants used in traditional Aboriginal medicine at the first International Evidence-based Complementary Medicine Conference held at UNE in March. He is pictured with PhD Student Nicholas Sadgrove (right).



The School has two active research centres: The Centre for Applied Research in the Social Sciences (CARSS) and the Language and Cognition Research Centre (LCRC). CARSS generated \$250k in research consultancies in 2009, including social plans for the Moree and the New England Strategic Alliance of Councils, and projects evaluating learning outcomes in indigenous preschool children, Centacare family relationship service programs, and options for economic growth in cotton communities. The primary focus of the LCRC was the Second Language Acquisition Twins Study, led by Professor Brian Byrne and Dr Liz Ellis. Part of an ongoing international collaboration between psychologists and linguistics, it aims to answer the question of whether some people have a genetic 'knack' for languages.

Overall, the School is well-positioned for the upcoming Excellence in Research in Australia (ERA) initiative.

BCSS established a new Marketing Committee in 2009 and substantially upgraded its web presence and marketing materials

to help ensure that the School's current growth trajectory continues into the future. Geography and Planning hosted a very successful Geography intensive school that attracted high school students and teachers from across NSW, and Linguistics successfully bid to host the New England regional round of the Computational and Linguistics Olympiad.

The School's staffing profile will continue to evolve in 2010 with new professorial appointments planned for Sociology/Criminology and Psychology, and a new Head of School who is expected to arrive early in the New Year.

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

The School of Environmental and Rural Science (ERS) is one of the largest Schools in Australia dealing with the science of Agriculture and the Environment.

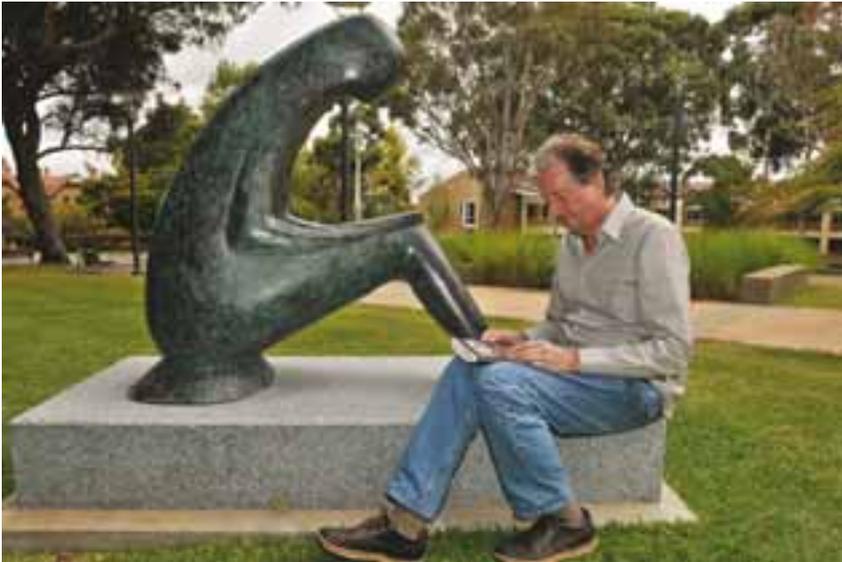
With substantially growing applications in the face of a national decline, and increased research income, ERS has focused its teaching and research activities on 'Saving the Planet, Feeding the World'. The School covers eight main discipline areas: Agronomy

& Soil Science, Animal Production, Genetics, Zoology, Botany, Earth Science, and Environmental Engineering. This diversity provides academic staff with an unrivalled skill-base that allows us to equip students for a world undergoing complex and significant climate variations.

In 2010 ERS will begin Australia's only degree in Zoology, closely followed by a new degree in Animal Science and a pre-Vet degree. Our Environmental Engineering and Earth Science degrees continue to see very strong growth.

Major new buildings will be opened in early 2010: a new state-of-the-art Soil Carbon facility, jointly funded by Investment and Industry NSW and a new glasshouse complex with large-scale teaching facilities for soil-plant interactions. Construction of the new Animal House complex also begins in early 2010, along with our new 3D visualisation facility housing state-of-the-art nano-x-ray tomography and SEM facilities.

We are proud of our links with industry and stakeholders: our aim is to do high quality and relevant research. ERS Staff have



Professor Michael Fox, whose new book, *The Remarkable Existentialists*, shows how major figures in this movement 'revived philosophy's original mission.'

been significantly involved in the success of the Poultry and Spatial Information CRC bids and we seek to provide job-ready graduates.

In fact, for every graduate in agriculture, there are presently 5-10 available jobs in a wide variety of positions: science, stewardship, finance etc. With this in mind, the School's new developments in teaching and research will allow us to produce the best graduates to deal with the (ever) increasingly complex issues of living on planet Earth.

### SCHOOL OF HUMANITIES

In 2009 the School of Humanities consolidated its research profile, its HDR culture and the dissemination of research to the wider community.

Humanities continued its longstanding traditions of excellence in research, producing several monographs including Elizabeth Noble's *The World of the Stonors*, Janis Wilton's *Different Sights: Immigrants in New England*, and the collection *Turning Points in Australian History*, co-edited by David Roberts.

A key initiative was the convening of a series of grant-writing

workshops developed by the School's leading research mentors and facilitated by Fiona Utley. A number of Humanities staff were awarded funding under the ARC's Discovery and Linkage grant schemes. June Ross was part of a successful Linkage application to investigate archaeology and art in the North Kimberley. Mark Moore received funding for five years to develop a 'unified theory of stone flaking', and David Roberts a three-year project on 'Liberty, Anti-transportation and the Empire of Morality'. Richard Scully was awarded a Humanities Travelling Fellowship from the Australian Academy of Humanities to undertake research at Kensington Central Library and the Punch archive at the British Library. Peter Grave and Lisa Kealhofer received Cotsen Fellowships at the School for Advanced Research in Santa Fe, New Mexico.

The School continued its various and regular contributions to radio programs broadcast on ABC New England (NW). Melanie Oppenheimer launched the ARC funded website, Land Fit for Heroes, in partnership with the State Records of NSW and the Department of Veterans Affairs.

2009 was a particularly successful year for Humanities postgraduates. Eleven HDR students graduated with PhDs. Jan Halcomb was awarded the coveted 2009 NSW History Fellowship, to enable the conversion of her thesis on early merchant families of Sydney into a full-length monograph. Jennifer Lawless was awarded a Churchill Fellowship to research the teaching of History in primary school in Vancouver, London and Edinburgh, and Ken Mulvaney's research on Indigenous rock art on the Burrup Peninsula continued to attract substantial international media attention.

A newly-established Postgraduate Research Support Grants scheme provided subsidies for seven HDR students to undertake fieldwork, conference travel and visiting fellowships at a wide variety of locations including Yale University, Prague, Nepal, Bangladesh, India and Pakistan.

### SCHOOL OF SCIENCE AND TECHNOLOGY

The School of Science and Technology is largely responsible for the Bachelor of Science (BSc), the Bachelor of Computer Science (BCompSci), and the Bachelor of

Biomedical Science (BBiomedSc) degrees, plus several combined degrees with the School of Law and the School of Education. The School also offers postgraduate degrees and diplomas in the Sciences and Computing/Information Technology. Staff in the School also make a significant contribution to the Bachelor of Nursing degree and the Joint Medical Programme, with the School of Health and the School of Rural Medicine respectively. The School has over forty academic staff with expertise in Human Biology, Physiology, Molecular and Cellular Biology, Chemistry, Physics, Computer Science, Mathematics and Statistics, who are supported by thirty research and general staff. In 2009 the School had over 660 equivalent full-time students and over thirty students studying for a higher degree (MSc or PhD) by research.

The School is recognised as having excellence in teaching and has accreditation for the BSc (Chemistry) with the Royal Australian Chemical Institute, the BSc (Physics) with the Australian Physics Institute, the Bachelor of Computer Science with the Australian Computer Society, the

Bachelor of Nursing with the Royal College of Nursing and the Bachelor of Medicine Joint Medical Program with the Australian Medical Council, in conjunction with the University of Newcastle.

The School has four research centres and one research group: the Centre for Bioactive Discovery in Health and Ageing, the Centre for Neuroscience and Animal Behaviour, the Centre for Molecular Microbiology, the Centre for Engineering Intelligent and Secure IT Solutions and the Precision Agriculture Research Group (PARG). 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, the Cotton Catchment Communities CRC and the Department of Agriculture, Fisheries and Forestry.

Academic and general staff across the School continue 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.

During 2009 the School has been looking forward and putting in place the infrastructure, planning and staffing to offer four new degrees from 2010: the Bachelor of Pharmacy, Bachelor of Sports Science, Bachelor of Exercise Science and Bachelor of Exercise Physiology, together with a new Forensic Science Major in the Bachelor of Science degree.



*Professor Victor Minichiello,  
Pro Vice-Chancellor and Dean, Faculty of The Professions*

## Faculty of The Professions

The Faculty of The Professions recorded another surplus budget in 2009 and exceeded its student target load. The year saw the recruitment of the first cohort of students into UNE's new undergraduate social work course, with NSW Minister for Regional Development, Phillip Costa, officially launching the four-year degree program. The medical course entered into its successful second year, with the result that the Joint Medical Program (a joint degree with the University of Newcastle) recorded the highest number of students recruited from rural areas in Australia.

The Faculty hosted several conferences, including the International Conference on Health Service Management conducted in collaboration with Naresuan University in Thailand (which attracted over 450 delegates from 16 countries); the International Symposium for Innovation in Rural Education, conducted in collaboration with Kongju National University in South Korea; the 37th Annual Conference of the Australian and New Zealand Comparative and International Education Society; and the 2nd Australasian Narrative Inquiry Conference. The Faculty launched 'The Phitsanulok Declaration', endorsed by the South-East Asia Regional Office of the World Health Organization, which emphasises the importance of leadership and health management as essential precursors to health systems working to achieve high quality health for all.

The Faculty continued to support its postgraduate research students and, in holding its Annual Postgraduate Research Conference, saw an attendance of 150 with 45 presentations by higher degree research students. The keynote address was delivered by the Chief Executive Officer of the Australian Research Council, Professor Margaret Sheil.

'QuickSmart', a program aimed to help school students to improve their basic skills in mathematics, continued to receive endorsement from both state and federal governments, school principals and teachers. A community engagement program called 'Let's Hang It', attracted 620 school entries from rural and regional schools in NSW and saw over 350

*Productive partnerships: UNE celebrated its highly-successful ten-year partnership with Wuxi South Ocean College (WSOC) in Jiangsu Province, China, with the launch of a joint WSOC & UNE Alumni Association by Wuxi's President Professor Xiaoxing Zhou (left) and UNE's Vice-Chancellor, Professor Alan Pettigrew, at a ceremony in China. The partnership has seen hundreds of students undertake business studies at both undergraduate and postgraduate levels at UNE.*



participants attend the opening exhibition at the New England Regional Art Museum to celebrate the art work of young students.

A colleague from the School of Law led a challenge on the validity of the Commonwealth's Tax Bonus Act in the High Court that attracted national and international attention. The School of Business, Economics and Public Policy continued to attract students from China and other countries in its business awards.

Finally, colleagues in the Faculty led a major project funded by the Commonwealth Government which engaged the Australian tertiary education sector in discussion and collaborative research on the practice of distance education, as well as a range of other research projects in the area of law and sustainability, local government and rural resurgence.

### **SCHOOL OF BUSINESS, ECONOMICS AND PUBLIC POLICY**

The School of Business, Economics and Public Policy (BEPP) continued to teach, research and provide professional service in its three Discipline areas: Accounting and

Finance; Economics (including Agricultural Economics, Economic History and Econometrics); and Management (including Marketing, Administrative Studies and Leadership).

The School also continued its 2008 major academic renewal project, 'Integrating and Distinguishing our Post-Graduate Awards', funded by a Faculty grant of \$90,000. This resulted in greater efficiencies and quality of offerings as courses and units were reviewed and improved.

Staff continued to engage in research of regional, national and international significance, demonstrating their success through high publication rates across a wide range of activities. The broad nature of the School was reflected by research in areas including accountancy, corporate governance, financial sector reform, economics, environmental policy analysis, international trade, economic history, local government, foreign investment, women in agriculture, invasive species, international management, higher education, marketing, customer satisfaction, innovation and leadership.

A small sample of the successes achieved in 2009 include:

- The implementation 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 implementation of the UNE-TOP Education Group partnership for the UNE International Academy (UNEIA) in which undergraduate and postgraduate accounting and business courses are delivered to international students, also in Sydney.
- Celebration of the 10th anniversary of our Wuxi partnership in China, in which students attend Wuxi South Ocean College and then complete their bachelor degree at UNE in Armidale.
- The graduation of 8 students with research higher degrees (including 6 doctorates).
- Staff contributing to high level forums such as the World Economic History Congress.



*NSW School students benefit from a day of mathematics-based activities sponsored by the UNE-based National Centre of Science, ICT and Mathematics Education for Rural and Regional Australia (SiMERR).*

- Another International Study Tour for Higher Education Managers conducted by the Centre for Higher Education Management and Policy (CHEMP), this year to the UK.
- Re-accreditation of our accountancy courses by CPA Australia and the Institute of Chartered Accountants in Australia (ICAA) and re-accreditation of our key human resource management courses by the Australian Human Resources Institute (AHRI).
- Completion of the LUCY Mentoring Program for final year female undergraduate students for a second year. In this Program students are matched up with senior professional women in the region in a mentoring relationship.

### **SCHOOL OF EDUCATION**

Key achievements in teaching included the Vice-Chancellor's Excellence in Learning and Teaching Award to two staff, with one also receiving an Australian Learning and Teaching Council citation. Another staff member was selected on an advisory

committee for the development of the Australian National Curriculum in English. All pre-service teacher education courses were reviewed and submitted to the New South Wales Institute of Teachers. The Grad. Dip. Ed and Master of Teaching (Secondary) as well as the 'combined' degrees for secondary teacher education have successfully completed the accreditation process with the other programs due to do so in early 2010. This year about twenty pre-service students undertook professional experience in schools in Korea and in India. The recently-introduced Bachelor of Special Education/Bachelor of Disability Studies is attracting increasing student numbers and the recently re-developed Master of Education (School Leadership) holds promise of attracting more postgraduate students, with an agreement signed to give advanced standing to those who have completed the NSW Department of Education and Training Graduate Certificate in School Leadership. One of our staff obtained a substantial grant from the Department of Education, Employment and Workplace Relations to conduct an Indigenous Teacher Education Experience Program, which attracted more

than 140 participants who gained preliminary experience of the nature of teacher education programs. Planning is also underway to develop fee-paying non-award short courses, principally in the area of professional development for practising teachers.

In Australian Research Council (ARC) grants, School of Education staff have been successful in collaboration with other institutions. This year we have one chief investigator on a new ARC Discovery Grant with the University of Melbourne, one on a new ARC Linkage Grant with Queensland Institute of Technology and James Cook University, one new ARC Linkage Grant with the University of Tasmania (administered through UNE) and one School of Education Chief Investigator on a new ARC Linkage Grant administered through the Faculty of Arts and Sciences at UNE. The National Centre for Science, ICT and Mathematics Education in Rural and Regional Australia (SiMERR) has introduced its highly successful QuickSmart numeracy and literacy programs in over 150 schools this year. The QuickSmart research team received the Vice-



*Student Todd Naylor and Dr Penny Paliadelis in UNE's simulation lab in the School of Health.*

Chancellor's Award for Excellence in Research. The National Centre also hosted the International Symposium for Innovation in Rural Education (ISFIRE). Through an AUSAID Australian Leadership Award Fellowship grant, 12 Fellows from Papua New Guinea (PNG) and Pacific Island States completed a course in Early Childhood Education leadership and action research. New professors in Early Childhood Education and in Learning and Teaching, and a substantive Head of School were appointed. An external review of the School was conducted late in the year with the report still to be received.

### **SCHOOL OF HEALTH**

This year saw the new Head of School, Professor Steve Campbell, take up his appointment. It has been a busy year with renewed energy and vision from all concerned. There have been many highlights but the most pleasing was the fruition of the development work in nursing and social work. For the first time in six years, the nursing course achieved increased student enrolments. The new social work course welcomed students, again above expectations. The success of both of these courses

is in part attributed to student-centred innovation in the design of the curriculum. Other disciplines are working on similar principles in renewing their offerings.

The School of Health's external review was held in Semester 1, and required a great deal of commitment from all of the staff in the School, both academic and administrative. The review required a self-review of the systems and attributes of the School and resulted in the review panel's endorsement of the plans and priorities. One significant feature was support of the joint research strategy with our sister School of Rural Medicine. The School of Health now has a clear plan for the future which has been supported by senior peers in the health field.

There have been other scholarly successes with three conferences. Two took place in Armidale, the first International Evidence-Based Complementary Medicine conference and the 2nd Australasian Narrative Inquiry Conference. The other took place in Phitsanulok, with the first International Health Service Management conference held with our partner, Naresuan University, in Thailand. The latter was attended

by 470 delegates and resulted in a Declaration which is likely to have an impact across the whole of the region.

Staff in the School have won university awards, as well as acquired university initiative funding; they also hold positions on influential state and national industry committees and bodies, some of which have been taken up this year. The School has over 60 HDR students, which is a very healthy profile for the sector. Staff have also continued to publish well despite high workloads, which is a testament to their dedication to their chosen discipline.

### **SCHOOL OF LAW**

The Law School can look back at another successful year.

Members of the School published nationally and internationally in their respective fields of expertise. Staff members presented papers at a number of national and international conferences. Our Ag-Law Centre is continuing to grow, and aspiring to become a centre of excellence with regional and international impact. Overall research output of the Law School is continuing to grow and the

School is set on an ambitious plan to try to position itself as one of Australia's top Law Schools after the 'big eight'.

Our courses and units continue to be well received. The School served a load of roughly 1000 EFTSL, amounting to almost 2000 students. This was done with about 24 staff members. This is only possible because of the special dedication of all staff members in the School.

One highlight in 2009 was the annual Sir Frank Kitto Law Lecture, presented this year by Professor Keith Ewing from Kings College, London. His lecture dealt with the very current issue of 'Torture, Human Rights and the Rule of Law'.

Another major event was the visit and public lecture given by the Consul-General of the Federal Republic of Germany, Mr Hans G Gnodtke, on the occasion of the 20th anniversary of the fall of the Berlin Wall on 9 November, 1989. His talk was entitled '20 Years After the Fall of the Berlin Wall – Implications for the German Political Landscape'.

Our Kirby Lecture Series featured a number of speakers with interesting topics. Professor Michael Jeffrey addressed the

all-important issue of carbon sequestration, John Mancy spoke about 'Animal Law: Why?', Professor Don Rothwell from the ANU addressed 'Capital Punishment and Diplomatic Protection: Australia's Experience in Responding to its Citizens in Peril', Associate Professor Angus Corbett of the University of Technology, Sydney, spoke on 'The Missing Dimension of Safety: The Liability of Statutory Authorities for Failing to Prevent Harm Associated with the use of Roads', Dr Jonathan Crowe, Senior Lecturer at the University of Queensland, addressed 'The Priority of Contextual Meaning: A Theory of Judicial Interpretation' and, last but not least, Professor Dr Dieter Dörr from the Johannes Gutenberg University in Mainz, Germany, introduced German media law and the conflict between free speech on the one hand and protection from defamation on the other.

Jürgen Bröhmer organized an international conference on comparative Australian-German constitutional law issues on the occasion of the 60th anniversary of the German Basic Law in May, 2009. The conference was held at the ANU and the proceedings will be published in 2010.

Our Professor, Eilis Magner, was not only re-elected as Chair of UNE's Academic Board but was also elected as Chair of the national committee of all Academic Board Chairs in Australia.

Unfortunately the Law School had to say farewell to Craig Collins who has taken up a new position at the Australian National University. However, we also appointed new academic staff and are proud to have Suzanne Donnellan, Paul Sattler and Paul Akon on our team as Associate Lecturers. Another three Associate Lecturers, Tristan Taylor, Michelle de Souza and Lei Yang, will hopefully arrive in Armidale in early 2010.

#### **SCHOOL OF RURAL MEDICINE**

This year has been characterised by growth in student numbers and staff, and an emphasis on developing quality in medical education. Feedback from our students continues to be very positive and an Australian Medical Council accreditation visit has provided positive verbal feedback.

I would like to thank all Joint Medical Program partners for their input during 2009: UNE, the University of Newcastle, Hunter

New England Area Health Service, North Sydney and Central Coast Area Health Service, our staff and students, together with local clinicians and community representatives.

Ongoing challenges include the need to build clinical training capacity. Ideally, all our students should have 1 full year in a rural area during the 4th and 5th clinical years with another year in urban regions. This requires capacity building in public hospitals and general practice settings in a rural area of workforce shortage and also provision of accommodation for our students when they are on placement in urban areas.

Recognising this, the School has committed to strategic investments with the establishment of the Tablelands Clinical School attached to the Armidale Referral Hospital, the appointment of a Clinical Dean, Dr Maree Puxty, and an Associate Professor of General Practice, Michelle Guppy. It has also committed to investment in academic positions in public health, Aboriginal health, mental health, emergency medicine, paediatrics and obstetrics. We have also recruited 18 part-time clinical

tutors to provide clinical skills and tutorials for students.

The School of Rural Medicine continues to provide postgraduate education, hosting the Inaugural Armidale Medical Conference in August, and offering postgraduate certificates in applied anatomy to surgery and radiology registrars. A research highlight was hosting the first International Conference on Health Services Management with Naresuan University, Thailand, marking 5 years of collaboration.

## 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. ABRI's services are provided to more than 65,000 clients across 15 countries.

In 2009 ABRI was engaged to provide genetic evaluation services in Brazil for the first time. Brazil has become a powerhouse in the world's beef industry, with 170 million cattle and the capacity to expand quickly.

ABRI also made presentations to the agribusiness community of Argentina at the Australian Embassy in Buenos Aires. This has led to ABRI winning new business in Argentina but, significantly, dialogue has commenced with a huge international organisation which has shown considerable

interest in UNE's distance education model.

In May, ABRI took over the certification of Australian breeding cattle as a subcontract to the International Livestock Resources and Information Centre (ILRIC). ABRI's Christian Duff visited Russia in October and made presentations to a cattle breeding seminar arranged by Austrade in Moscow.

In August the results of an independent national survey on university success with commercialisation was published. UNE ranked third nationally due mainly to ABRI's commercialisation but ABRI's Managing Director, Dr Arthur Rickards OAM, said this outcome has only been possible because of the very high quality of the UNE research that underpins the beef genetics products. UNE's Animal Science, the Animal Genetics and Breeding Unit and the Beef CRC all contributed to this outstanding result.

In October/November Dr Rickards made a series of presentations on ABRI's technology to a diverse

range of audiences in Southern Africa. It is anticipated that this will lead to ABRI building on its reputation for being a successful technology service provider in the region.

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. In 2009, a Government survey of Regional Conservatoriums identified NECTOM as having an outstanding business model. A campus has been established at Inverell (in addition to Armidale) and plans are on the drawing board to extend these services to a further ten towns throughout the North West of NSW.

### **INTERNATIONAL LIVESTOCK RESOURCES AND INFORMATION CENTRE (ILRIC)**

In 2009 ILRIC consolidated its core service to the beef breeding industry by focusing

on the provision of independent certification of beef breeding animals for live export based on the Australian Cattle Genetic Export Agency (ACGEA) standards. This includes inspection of each animal by an accredited inspector to ensure quality and allocation of a certificate for each eligible animal.

Approximately 3000 beef breeding heifers and bulls of Angus, Hereford and Limousin breeds have been exported live to Russia in 2009 under the ACGEA standards. Since the introduction of the standards in 2007 – which ILRIC developed and implemented with Department of Agriculture, Forestry and Fisheries (DAFF) funding – around 12,000 beef breeding cattle (primarily heifers) have been exported to Russia. The Russian government requires independent QA certificates for purebred pedigree breeding cattle imported into Russia.

2009 has also seen a restructure of the ILRIC business model, with the Agricultural Business Research Institute (ABRI) subcontracting staff to oversee ILRIC activities. Christian Duff has been appointed as Executive Officer while Kate Kennedy has maintained her role

as Administrative Assistant. Both are subcontracted to ILRIC on a part-time basis. In accordance with the restructure, many of ILRICs peripheral services and projects have been wound down, allowing the team to focus on the ACGEA certification process.

In October Christian Duff visited Russia on behalf of ILRIC, Livecorp, Meat & Livestock Australia (MLA) and the Australian Registered Cattle Breeders Association (ARCBA). While there he attended the 'Golden Autumn' Agricultural Fair, made two associated presentations at the International Conference (organised by the Russian Ministry of Agriculture) and an Australian Cattle Breeding Seminar (organised by Austrade), visited a property that had imported Australian Angus heifers in 2007, and attended the discharge of a recent shipment of beef heifers and bulls that had been certified by ILRIC. This tour was co-funded by ILRIC, Livecorp and MLA.

### **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 marine 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. Research and development highlights for 2009 included the following:

- Minister Albanese opened the Sustainable Regions Program-

funded 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 UNE Faculty of Arts and Sciences-funded Climate Change workshop in which research partners in NSW and facilitators from CSIRO were involved;
- The Northern Rivers CMA funded Associate Professor Steve Smith's continuing research on biodiversity and human impact on inshore reefs. A second project, researching threatened marine species and marine debris by Steven Dalton and Associate Professor Steve Smith, evaluated the contribution of marine volunteer-collected data for habitat mapping and marine conservation.
- Associate Professor Steve Smith also completed a research and education project on traditional harvesting by

Garby people at Arrawarra (see [www.arrawarraculture.com.au](http://www.arrawarraculture.com.au)).

- Dr Symon Dworjanyn's research examined responses of marine organisms to ocean warming and ocean acidification and sustainable aquaculture. Collaboration with the University of Sydney resulted in a publication in the proceedings of the Royal Society on sea urchins and ocean acidification.
- Collaboration with the NSW Department of Primary Industries and Fisheries Conservation Technology Unit (CTU) based at the NMSC has continued in 2009, with investigations into the factors that influence the survival of angled and released marine recreational species.
- The NMSC Director, Professor McIlgorm, produced a research report on the economic benefits and costs of controlling marine debris in the APEC region for the APEC Marine Resources Conservation Working Group

and the United Nations Environment Program (UNEP).

- Collaboration with the Australian Centre for International Agricultural Research will see the commencement in 2010 of a project on the seaweed industry in Indonesia led by Dr Dworjanyn.

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

The NMSC 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.

The NMSC opened a 14-tank seawater aquarium to display the marine life and corals from the Solitary Islands region to schools and public groups, with 10,000 visitors in 2009.

#### **The future of NMSC and the University of New England**

During 2009 the University of New England decided that due to repositioning of strategic priorities, it would divest its interest in the NMSC and SCU would be owner of

all of the facility in 2010. UNE is no longer offering marine programs, though UNE students wishing to pursue marine studies at NMSC can do so through cross-institutional registrations with SCU.

### **SERVICES UNE LTD**

Services UNE is a controlled entity of the University of New England, managing commercial activities and free space on campus for students and members of the university community. 2009 has proved to be a very successful year for the company, with a number of commercial centres returning profits for the first time ever or for more than five years. This enabled us to invest nearly all of our cash trading surpluses in capital and other one-off repairs, something that has been lacking for the previous five years. We have also continued to provide financial and in-kind support to the new postgraduate and undergraduate student bodies.

This could not have been achieved without the continued generous support of the University. Their contribution this year has included support to replace student fees together with special support grants of approximately \$177,000

for Tune!FM and Undergraduate office space. Our performance has also been matched by the continued support from students and staff in using the facilities and services we provide.

The company maintains its long-term vision of developing commercial space on-campus for income generation, whilst continuing to maintain quality products and service through our trading outlets.

Some of the highlights from the year included:

- the near completion of the Tune!FM radio station redevelopment;
- completion of the new premises for the United Campus Bookshop;
- commencement of new office space for Services UNE Ltd administration and the new undergraduate committee, UNEG;
- continued success of the Wednesday night social activities at The 'Stro;
- maintaining quality retail outlets like Sleek Hair Studio, Campus Essentials, Graduation and the Booloominbah Collection;

- continued delivery of advocacy, employment, accommodation, tax help, the Breather, and financial support for new student committees;
- the continued delivery of high quality community radio and mentoring of over 70 volunteers at Tune!FM;
- continued improvements at the Belgrave Cinema resulting in improved financial performance and customer satisfaction.

Our aim for 2010 is to maintain our approach to high quality service so that any surplus cash can be reinvested into improvements that can be enjoyed by all students and staff that attend the University.

### **SPORT UNE**

Sport UNE continues to provide first-class sporting facilities not only for the University's students, but for the people of Armidale and the New England region.

2009 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 Voluntary Student Unionism (VSU) transition funding

*The inaugural Vice-Chancellor's Rugby Competition brought teams from St Joseph's College, Knox Grammar and St Patrick's College in Sydney, Farrer Memorial Agricultural High School in Tamworth and The Armidale School, and a North West representative team together in a competition which showcased UNE's world-class sporting facilities. It is hoped to expand the event into a national, 20-team competition which would attract teams from all Australian States and Territories, and even from New Zealand, South Africa and the UK.*



with the aim of developing Sport UNE's facilities into one of the best sports, aquatic and fitness centres in regional Australia.

On 5 September 2009, at the New England Rugby Union Grand Finals in front of a crowd of 2500 people, Chancellor Dr Richard Torbay and Vice-Chancellor Professor Alan Pettigrew opened the Bellevue Sports Grandstand. This great facility was jointly funded by UNE and the Federal Government. The new complex includes two team change rooms, a referee's change room and amenities, a first-aid room, a clubhouse, bar and kiosk, disabled access and public toilets.

Construction has commenced on Stage 1 (\$5.5 Million) of the SportUNE Indoor Sport & Recreation Centre. This stage will see the construction of new facilities including a multi-purpose hall, gym, administration offices and customer service area. These facilities will not only be welcome by our students and academic staff but the community.

SportUNE has been working closely with the UNE Faculty of Arts and Sciences in the establishment of

new courses. The new programs in Sports Science, Exercise Science and Exercise Physiology will be based at SportUNE using existing & new facilities currently underway. UNE will be investing \$8.5 million into infrastructure which will be linked to its current sporting facilities.

SportUNE has continued a strong tradition of providing high quality facilities and programs for our community. We currently have almost 1000 community members of SportUNE and have hosted a number of events for the community in 2009, notably:

- Northern NSW Soccer Camp
- Sports Trainers Camp
- Clubs NSW Academy Games
- Armidale Careers Expo
- Midnight Basketball
- UNE Golf Day
- Campus to City Canter
- World Vintage Cricket Festival
- Armidale 'Get Active Week'
- Over 35's Armidale Veteran Soccer Carnival

SportUNE's new constitution was endorsed by the UNE Council in March 2009. This has meant a change to the corporate

governance structure of SportUNE from an unincorporated association to a company limited by guarantee. The new Board consists of Mr Kevin Dupe (Chair), Mrs Norma Abeyasekera (Deputy Chair), Mr David Munday, Mr Mike Quinlan (V-C's Rep), Dr Jack Hobbs, Ms Kay Hemsall (UNE Council Rep), Dr Claire Parker and Mr David Schmude (Executive Director, SportUNE).

#### **UNE PARTNERSHIPS PTY LTD**

A controlled entity of the University, UNE Partnerships is a Registered Training Organisation offering 44 qualifications ranging from Certificate III to Advanced Diploma within the Australian Qualifications Framework. It has 27 staff and is located in the Old Teachers' College, Armidale.

Our vision is to become a leading education and training solutions provider in Australia. Our purpose is to improve individual performance and organisational capability.

In 2009 UNE Partnerships had a challenging year due to the global financial crisis and the downturn in business in the Australian economy. A number of our corporate clients



*Jeff Barrett from Walcha Central School with Christopher Parker and Rod Blaker from Oxley High School were at UNE as part of a teacher professional development event in September to introduce science teachers to primary industry and research.*

stopped training in response to the unique business environment. Our focus during the year has been on cost control and maximising business opportunities.

In the third quarter of the year, UNE Partnerships was successful in its tender to the NSW Department of Education and Training for the Productivity Places Program. The fully funded training places for existing workers and job seekers were an excellent source of income this year and will also be in 2010.

The business development division worked hard during the year to target opportunities and was successful with a number of tenders and proposals.

The project and practice management programs continue to be the major contributors to income this year.

Our achievements in 2009 are measured against our vision and the objectives we have pursued:

- A successful marketing trip was completed by the Managing Director to the Middle East and Turkey from 28 October – 13 November 2009. The Austrade Study in Australia trade mission provided

an opportunity to meet prospective students, local institutional and government representatives and to explore areas of potential business and cooperation. A memorandum of understanding was signed with the Beykoz Vocational School of Logistics (Istanbul, Turkey).

- A paper was delivered by the Business Development Director at the International Health Services Delivery Management conference in Thailand in October. The paper focused on building innovative partnerships to develop health managers.
- Successful requests for tenders as preferred provider for the South Australian Department of Justice, Australian Public Service Commission and Australian Taxation Office.
- Education and training solutions were designed, developed and delivered for a range of corporate and government clients. Our top ten clients include NSW Department of Education, John Holland Group, Energex, Department of Defence, Energy

Australia, Sandvik Mining and Construction, St Vincents and Mater Health Sydney, Royal Australasian College of Surgeons, Housing NSW, Tiwest.

- High quality learning resources were designed and developed for our students and clients.
- Two new practice management qualifications at Certificate IV and Diploma level were added to our scope of registration. The new courses are being developed for delivery in 2010 by our design and development unit.
- UNE Partnerships actively participated in the e-University project in the second half of 2009.

Through a lot of hard work this year we have met the business challenges of 2009 and positioned UNE Partnerships for the future.

# Diversity, Access and Equity

## EMPLOYMENT EQUITY REPORT

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 Human Resource Development Plan 2007–2010 and the Equal Employment Opportunity 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 ...'*

### UNE Staff Equity Profile

The University of New England is situated in Armidale, in northern NSW, approximately halfway between Brisbane and Sydney. UNE is one of the largest employers in the New England—North West, in 2009 employing around 1,219 staff of whom 504 are academic staff and 715 general staff.

Equity group representation at UNE has varied during the reporting period. The numbers of women across the University have remained steady, or improved, with the important exception of women at senior academic levels. The representation of Aboriginal people in academic employment at the University has declined, while those employed as General Staff has held steady. People with disability remain under-represented across UNE staff compared to the NSW Benchmark, though the representation has held steady across five years.

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

EEO Group	Benchmark or target	% of Total Staff				
		2005	2006	2007	2008	2009
Women	50%	40%	40%	40%	40%	42%
Aboriginal people & Torres Strait Islanders	2%	1%	1%	1%	1%	0.5%
People whose first language was not English	19%	17%	18%	19%	20%	21%
People with a disability	12%	8%	8%	8%	8%	8%
People with a disability requiring work-related adjustment	7%	2%	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**

EEO Group	Benchmark or target	% of Total Staff				
		2005	2006	2007	2008	2009
Women	50%	58%	59%	60%	61%	61%
Aboriginal people & Torres Strait Islanders	2%	2%	2%	2%	2%	2%
People whose first language was not English	19%	4%	4%	5%	5%	3%
People with a disability	12%	7%	7%	6%	6%	7%
People with a disability requiring work-related adjustment	7%	2%	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	2008
Women	100	79	80	80	79	80
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a
People whose first language was not English	100	98	97	94	93	96
People with a disability	100	98	103	102	93	93
People with a disability requiring work-related adjustment	100	n/a	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	2009
Women	100	84	82	84	85	86
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a
People whose first language was not English	100	106	94	92	94	107
People with a disability	100	96	92	91	94	93
People with a disability requiring work-related adjustment	100	n/a	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.

The University's regional location 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.

Universities are encouraged to adopt benchmarks which take into account the population pools from which they could reasonably expect to draw their general and academic staff. According to the 2006 Census QuickStats, the population of the Armidale-Dumaresq Local Government Area, in which UNE is situated, currently has between 4% and 5% of people who identify as being from linguistic and ethnically diverse backgrounds, substantially less than the NSW state benchmark of 19%. This is particularly pertinent in the consideration of general staff who are more likely to be drawn from the local area, whereas academic staff are likely

to be drawn from national and international pools.

The 2006 Census QuickStats figures indicate that the Armidale-Dumaresq region has a 5.4% Indigenous Australian population, considered by local Aboriginal Elders to be a very conservative figure, which is not currently reflected in the staff profile. Numbers of staff with disability and staff with disability requiring work-related adjustments are also below the NSW state benchmark.

Academic and General Staff Selection Policies require, *inter alia*, that 'selection must be based on merit in relation to the selection criteria. Merit appointments are made in accordance with relevant University policies (eg *Equal Employment Opportunity Policy Statement*) and on the basis of an assessment of the suitability of applicants'. Selection panels are required to be of appropriate gender mix as per the *Gender Representation on Decision-Making and Advisory Committees Policy*, with at least two members having undertaken 'Selecting the Best' recruitment training. 'Selecting the Best' includes a strong equity component.

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 at full pay plus 26 weeks unpaid, or 52 weeks half pay, or any combination mutually agreed); and *Carers' Responsibilities Discrimination Guidelines*. Information about these policies is available through specific links on the University's Employment Equity & Diversity website.

Staff responses to the University's 2009 annual survey on work practices show widespread accommodation of flexible hours requests from staff to cover a variety of circumstances. For example: return to part-time/flexible work arrangements after pregnancy; flexible work arrangements to take account of responsibilities for infants, school age children, and elderly relatives; extended hours to allow flexi days to accommodate such commitments as non-custodial parents' child access visits, or other responsibilities or commitments

staff have, plus special working-from-home arrangements for more out-of-the-ordinary circumstances.

### **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 Statement*. This policy statement underpins not only the University's employment equity and diversity principles but also ensures that 'all of its management and educational policies and practices reflect and respect the social and cultural diversity contained within the University and the community it serves'. 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 progress in improving the participation rates and career development of women gained recognition from the Federal Government again in 2009 due to its demonstrated compliance with the *Equal Opportunity for Women in the Workplace Act 1999*. To achieve compliance with the

Act, the University was required to demonstrate how it promotes merit in employment; promotes equal employment opportunity and the elimination of discrimination; and encourages consultation between employers and employees on these issues, particularly as they relate to women.

During 2009 the program begun in 2008 to create Schools and Directorates' Equity Committees (eleven in all) was completed in accordance with the University's EEO Management Plan objectives. The membership of these committees is represented on the Vice-Chancellor's EEO Advisory Committee, the key committee for making recommendations regarding equal opportunity at UNE. Just as these representatives bring issues from their areas for discussion at the EEO Advisory Committee, information from the Committee meetings is disseminated by them back to the School and Directorates Equity Committees and School Management Committees.

The University has identified key employment areas needing attention, in particular the employment rates and career

development of Indigenous Australians, persons with disability and senior academic women. The preliminary planning of 2008 has shown outcomes during 2009 as follows:

- *Indigenous employment progress.* The University has re-established and advertised for an Aboriginal and Torres Strait Islander Employment Officer, due to commence in February 2010. This position has been funded by the University as a demonstration of its commitment to promoting Aboriginal and Torres Strait Islander participation at the University.
- *Central funding for disability progress.* In 2009 the University established central funding to assist cost centres to provide workplace adjustment for staff with disability. During 2009 the policy and procedures governing the fund were established and ratified and the fund began operation in late 2009. The fund is administered by Employment Equity & Diversity, and staff and managers are able to confidentially discuss the needs

of staff with disability with the Manager, Employment Equity & Diversity.

- *UNE Women's Leadership Shadowing Program and Recommendations*. As a result of a decline in the numbers of women in senior academic positions, Employment Equity and Diversity and the Organisational Development Unit at the University of New England have formulated a series of strategies for a Women's Development Strategy to be implemented in 2010 (see below).

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 ongoing educational programs which keep 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.

- As a first point of contact, a diverse team of Equal

Opportunity Advisers provides confidential advice, information and assistance on all aspects of equal opportunity, including harassment and discrimination.

- *Creating Dignity & Respect in the Workplace*, and *Prevent Bullying at UNE* programs and workshops which were initiated in 2008 and launched during 2009 assist in the promotion of the culture and values that create and support a workplace at UNE that is free from any form of discrimination or harassment, including 'bullying'. Workshops are well attended and feedback from participants indicates their thought-provoking and educative value.
- *EO Online: fair play*, the interactive web-based training program subscribed to by the University provides a means for staff to access equity training within the time constraints of their work unit and ensures consistency in the training provided. During 2009 Heads of School and supervisors

incorporated EO Online: fair play into annual staff Performance Planning and Review development goals. It is also a mandatory component of all staff induction programs. Completion records show that senior management and Heads of School are participating in this training along with their staff. Some 44% percent of current staff have completed the program.

- As a result of the University's discrimination and harassment policies and its ongoing awareness training programs, the 2007 staff Voice Project climate survey (which had a 63% response rate) indicates that 90% of respondents agreed or strongly agreed that 'Sexual harassment is discouraged'. This was the highest scoring item of the survey.
- Confidential statistical reporting of the incidence, nature and resolution pathways and timelines of staff complaints are reported to the University Council on a bi-monthly basis.

- The University of New England has just completed the Workplace Agreement negotiations for General Staff. The new workplace agreement has enhanced clauses that provide clear pathways for staff to address grievances, including bullying, harassment and discrimination.

### Planning the Future

In addition to the ongoing recruitment, training and development programs outlined above, during 2010 the University intends to focus on three core EEO strategies. These include the development of an Aboriginal and Torres Strait Islander Employment Strategy, development of a Disability Action Plan to provide access and opportunities for people with disabilities, and a career development strategy for women.

- *Aboriginal and Torres Strait Islander participation at UNE:*
  - *Indigenous Employment Strategy.* In 2010 the University will be undertaking the development and implementation of an Aboriginal and Torres Strait

Islander Employment Strategy. This strategy will be developed through a partnership between the Oorala Aboriginal Centre, the Aboriginal and Torres Strait Islander Employment Officer, and the Manager, Employment Equity & Diversity/Human Resource Services.

- *Aboriginal and Torres Strait Islander Access & Participation Committee.* The University will re-establish the Aboriginal and Torres Strait Islander Access and Participation Committee, due to re-convene in February, 2010. This committee has a majority of Aboriginal and Torres Strait Islander members, drawn from the University staff and students, and including significant representation from the local Aboriginal community. Through this committee, Aboriginal stakeholders will be able to take carriage of the ATSI Employment Strategy at the University

and enable the Aboriginal communities at the University, in Armidale and throughout the Northwest, to play a direct role in the development of employment opportunities, career development and academic pathways for Aboriginal and Torres Strait Islander people.

- *Staff with Disability.* With the establishment of a centralised fund for workplace adjustment, Employment Equity & Diversity will undertake a program of education and information throughout the University. Specifically, EE&D will train administrative staff and academic managers in the provision of workplace adjustment, and the conduct of the centralised fund.
  - *Disability Advisory Committee.* During 2010 an advisory committee will be established comprising of Staff Equity representatives, staff members with disability, and Employment Equity & Diversity staff, to oversee the

development and implementation of a Disability Action Plan for staff. In particular, the Disability Advisory Committee will be available to establish strategies to promote the participation of people with disabilities in employment at the University, including community engagement strategies. The Disability Advisory Committee will be incorporated into the University's Equal Opportunity Committee structure, in order to communicate issues to, and receive information from, senior and executive management forums.

- *Women's Development Strategy.* In response to concerns raised in 2009 regarding the decline of women in senior academic positions, Employment Equity & Diversity and the Organisational Development Unit will in 2010 implement the UNE Women's Development Strategy. This will include:

- Academic Female Shadowing Program – opportunity for Academic Level E & D women to gain exposure to the roles and responsibilities of senior and executive management.
- General Staff Women's Career Development – a career development strategy for General staff women, including creating and encouraging opportunities for internships, secondments, higher duties and management training.
- Pathways to Promotions for Academic Staff – information and mentoring around developing a promotion application.
- Women and Leadership program – program for all University women to develop leadership capacities and networks.
- UNE Women's Association – forum for seeking advice from women at the University regarding obstacles to advancement, workplace flexibility and career opportunities.

The Women's Development Program will be launched on 8 March 2010, on International Women's Day and will be sponsored by the Vice Chancellor and the Deputy Vice Chancellor.

## MULTICULTURAL POLICIES & SERVICES PROGRAM REPORT

The University of New England has a strong commitment to the provision of inclusive work and study practices and, as a community, values principles of diversity.

This report is compiled annually to chart the University's progress and responsibilities under the *Community Relations Commission and Principles of Multiculturalism Act 2000*. It is compiled from Heads of cost centre reports that detail the University's mainstreamed activities relating to its *Cultural Diversity Priorities Statement*. The *Priorities Statement* expands the University's objectives and strategies relating to cultural diversity as outlined in the *UNE Strategic Plan 2007–2010: Achieving Regional and Global Impact*, and its sub-plans the *HR Development Plan 2007–2010* and *EEO Management Plan 2007–2010*.

The University of New England is located in Armidale, a regional centre in the New England Northwest that has a demographic which has not, to date, included significant populations of those persons from ethnic, cultural or

ethno-religious minorities to which the Principles of Multiculturalism apply (some 5% as identified in the 2006 Census). This limits the University's ability to employ general staff from a minority cultural background, these staff traditionally being drawn from the local population, and also means that enrolments of students from a minority cultural background need to be drawn from further afield. However, the University has been successful in attracting staff and students from all over the world and, as such, enriches cultural diversity in Armidale to a degree not possible in other regional communities.

### Staff Profile

The University's ongoing staff EEO data survey, with a response rate of 87.6 percent, indicates that 107 members of academic staff (25%) and 38 members of general staff (6%) identify as being from cultural backgrounds (other than Aboriginal or Torres Strait Islander) which are considered racial, ethnic or ethno-religious minorities in Australia. Ninety-one academic staff (21%) and 19 general staff (3%) indicate their first language spoken as a child was other than English. The NSW government benchmark used

for multicultural groups in the workplace is for people whose 'first language was not English' and is currently 19%.

### Student Profile

Of the 18,411 external and internal students enrolled through the University of New England's Armidale campus in 2009, 3,679 (20%) were born overseas and 4,814 (26%) speak a language other than English at home. Ninety-nine different languages other than English are spoken at home across this cohort.

Of the 3,786 students studying on-campus 813 (21%) were born overseas and 856 (23%) speak a language other than English at home. Fifty-six different languages other than English are spoken at home by this population. Of these, the 272 speakers of Chinese languages form the largest group (32%).

### Across the campus

Responses to the 2009 annual surveys from Heads of cost centres and their managers and supervisors across campus include details of ongoing mainstreamed initiatives, events, and core teaching and learning practices by which the University establishes an

environment of a culturally-aware and inclusive University community.

Cultural and linguistic sensitivity in course design and delivery, and the use of reference material and additional readings from a culturally-diverse range is incorporated where possible across all courses. UNE's Dixon Library and the Heritage Centre collect and make available primary and secondary source materials in all languages relevant to the population and interests of the University and the regional community. For example, courses such as 'Islamic Studies' and 'Language and the Law' (Humanities); 'Race Relations in the Classroom', 'Facilitating Cross-Cultural Communication', 'Immigrants and Society: An Introduction'(Education); and Discipline of Music units which contain extensive readings, assignments and workshop tasks which ensure that students engage with the music of other cultures, including that of migrant groups to Australia, have a multicultural focus aimed at creating an awareness and understanding of the impact of cultural difference. These are only a sample of numerous course units offered by the Schools at

the University that seek to build cross-cultural awareness and understanding specific to Australia's multicultural experience.

More than 25% of students, domestic and International, enrolled through UNE's Armidale campus speak a language other than English at home. Awareness of the difficulties which they may encounter is factored into the support services available to both distance education and on-campus students. For example:

- Dixon Library staff design and deliver library literacy sessions for specific cultural groups, and, through its International Student Liaison Officer, delivers tailored services to individual students. Staff from English Language and International Services work closely with the Dixon Library International Student Liaison Officer to ensure appropriate design and delivery, and ongoing evaluation, of targeted support strategies for students whose first language is not English.
- The Academic Skills Office in the Teaching and Learning Centre provides a wide range of workshops and courses on academic and research skills

which are available to staff and students from culturally-diverse backgrounds. In addition, the Academic Skills Office website provides a range of online tools to assist students, in particular, to familiarise themselves with Australian University culture and standards. One-to-one consultative sessions are available in person, by phone or online, and can be requested when needed.

- Research Services also offers research grant writing and related assistance to staff and Higher Degree Research Students from culturally-diverse backgrounds.
- Individual Schools monitor students, including their cohort of International students, who may be struggling and can refer those needing assistance to the Academic Skills Office for targeted workshops and individual consultations.
- Further, more informal, support is available through the Schools and residences, and through student networks and clubs.

In 2009, the University awarded four Endeavour International Postgraduate Research Scholarships (Commonwealth

funded) combined with four stipend scholarships funded by UNE, plus some further 36 stipend and/or fees scholarships, funded variously by UNE and the Faculties, to students from Bangladesh, Bhutan, Chile, Ethiopia, Ghana, India, Indonesia, Iran, Ireland, Israel, Kenya, Malaysia, Nepal, Nigeria, Pakistan, Sierra Leone, Sri Lanka, Thailand, Uganda, and Vietnam.

Staff working closely with International students, such as postgraduate studies supervisors, staff in Research Services, Library help-desk staff, and English Language and International Services staff receive in-house cultural diversity training in order to assist them in understanding cultural differences, and assist them to develop effective cross-cultural communication strategies, to ensure delivery of quality services within a framework of inclusiveness, support and collegiality.

In 2009 the UNE Residential System colleges have continued strategies to encourage an appreciation and respect for the cultural differences amongst the members of their residences. Services provided by the colleges include:

- Cultural diversity awareness training for student residential leaders appropriate to their interactions with students from culturally-diverse backgrounds within the residential environment, to ensure the maintenance of a culturally-inclusive environment within the University College system.
- Access to culturally-appropriate food and food preparation, for example, halal or vegetarian food, when required.
- Ensuring appropriate provision can be made for religious and other significant cultural observations, for example, observance of Ramadan, or the appropriate allocation of rooms and amenities for Muslim women.
- Translation of the Residential System Rules into other languages in order to promote ready access for students to the rules and regulations of residential life. Currently these rules are provided in Mandarin as well as English.
- Where appropriate, ensuring that students whose first language is not English have support, including an interpreter, at meetings to

resolve difficulties a student may be having within the residences.

Formal dinners and other social occasions are held which encourage residents to share their cultural backgrounds.

Where students whose first language is not English wish to make a complaint they are able to do so via the Service Quality Unit, whose processes and procedures are compliant with the National Code arrangements. Where additional support is required to access the complaints process, the University can assist the student to gain access to an interpreter. In addition, Employment Equity and Diversity coordinates a network of Equal Opportunity Advisers who are trained in cross-cultural communication and which includes advisers from culturally-diverse backgrounds, who can provide personal support as well as advice. The University maintains a Counselling Service, free of charge, from which International students, or students whose first language is not English, can receive psychological counselling and support. In addition, where International students need to

access grievance procedures, the International Services Office can provide advice and support and, if required, advocacy. All these services are available to all UNE students, whether on-campus or studying in distance education mode.

The University maintains a network of Equity Committees that includes the Vice Chancellor's Equal Employment Opportunity Advisory Committee, the Student Access and Equity Committee, ten School Equity Committees, and a Directorates Equity Committee. All staff and students at the University have access to information about, and members of, these committees and are free to refer matters to the relevant committee. These committees also monitor the provision of cross-cultural communications training, cultural diversity training, and awareness of culturally-inclusive practices within the University, making recommendations where required. The University Equity Committees have responsibility for ensuring the University maintains a culturally-inclusive workplace.

The English Language and International Services Centre is a specialist area of the University

which provides English language support programs for International students prior to enrolment in UNE award-bearing courses, pastoral support to all UNE International students, monitoring of legislative compliance relating to provision of education courses to International students, and IELTS testing for anyone within or outside the University needing this certification. In supporting UNE's and its own International students, the English Language Centre

- collaborates with the Armidale-Dumaresq Council in hosting the annual 'Mayor's Welcome to Armidale' ceremony for new International students held in the Town Hall, and also with the 'Vice-Chancellor's Welcome' held at UNE;
- organises student orientation sessions, which include, *inter alia*, information on dealing with homesickness, student safety and emergency contacts, a driver education presentation by the Armidale Road Safety Officer, and talks by Armidale police officers covering topics ranging from drinking, driving, domestic violence and personal safety;

- teams Chinese-speaking students with Australian students learning Chinese for lunch time chats in both languages;
- provides Australian 'buddies' for Japanese students in the annual five month Chubu University program who offer support, advice, and talking companions during their stay;
- liaises with the Armidale International Association to provide excursions to explore the Australian bush, tradition and culture — including visits to the Aboriginal Cultural Centre & Keeping Place in Armidale, and to the Mount Yarrowick Nature Reserve to learn about the Aboriginal rock art site protected within the reserve; and
- organises Homestays for students to introduce them to living and studying in Australia.

The English Language Centre staff and students are involved in a variety of friendship programs, peer mentoring, cross cultural networks and cultural events within the University and Armidale community.

International Marketing and Pathways (IMP) at UNE provides

International students with information regarding the admissions process to the University. This information includes specific advice regarding recognition of overseas-based qualifications, prior learning and arrangements for advance standing. IMP undertakes a number of information sessions in key countries every year at which the same information is made available. International students can also access information about UNE from the website, by email, in person, or by phone. IMP information packages also contain information about living and working in Australia and specifically about living in Armidale.

The University's on-campus *Yarm Gwanga* ('Place for Children') Childcare Centre accommodates a large number of staff and students' children with English as a second language. The Centre supports these families through a variety of resources such as:

- Family information written in home languages
- Dual language children's books
- Multicultural play resources
- Multicultural teaching resources

*Yarm Gwanga* 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.

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

The University and Armidale community as a whole enthusiastically support the many multicultural events celebrating national days, music and dance festivals, film nights and visits from overseas entertainers and dignitaries.

In 2009 cultural celebrations included a North Indian Classical Music concert, Japanese Cultural Day events of music, dance and other activities, the annual Indonesian Night, a weekend celebration of Italian culture, and the Saudi Students Association celebration of their National Day.

In June, the Chancellor, The Honourable Richard Torbay MP, hosted a combined visit from the Consuls-General and other consular officials of Argentina, Canada,

China, Ghana, Indonesia, Japan, Korea, the United States and Vietnam. A highlight of the visit was an informal afternoon tea at which staff and students from these countries were able to meet and chat with their country's visiting dignitaries.

The University also supports, promotes and participates in community events such as Harmony Day, Ramadan Feasting Day, Mosque Management Committee fund-raising events, Armidale International Association functions, and cultural activities associated with the annual Armidale Autumn Festival.

On the national day for each country represented at the University, that country's flag is flown from *Booloominbah*, the National Trust-listed 1880s homestead which houses the University's senior executive management and governance offices on central campus.

#### **Future Activities**

Events and services detailed in this report are ongoing. They are under continual evaluation and review, to ensure that services and programs are targeted, appropriate and responsive to staff and student

needs. The celebrations, services and practices are integrated into the University's business and yearly schedules, or are key components of the University as a work and learning environment. The University is a major asset for the local community in that it attracts staff and students from all over the world to live and work in Armidale, enriching cultural life in the town in ways not possible for most rural and regional communities. Programs and developments include the following:

- Development of a new *Multicultural Policies and Services Program* framework in line with the changes announced by the Community Relations Commission for a Multicultural NSW in August/September 2009. This framework will move on to consultation and endorsement during 2010, specifically through the formation of a consultative committee comprised of English Language and International Services, Employment Equity & Diversity, Student Access and Equity, Teaching & Learning Centre and staff and student representatives to assist with

the consultations around a new framework for Multicultural Policies and Services. This framework, while addressing the Community Relations Commission multicultural planning guidelines, will build upon the successful services and practices currently in place and also assist in

- streamlined reporting procedures, including monitoring the provision of multicultural services and programs;
- reviewing the Equity Committee structure to ensure appropriate review and implementation of multicultural services and programs;
- development of communications strategies to inform the University community of multicultural services and programs; and
- monitoring of regional demographics, particularly the presence of refugee and resettlement communities, in order to forward plan appropriate community engagement and multicultural services and programs.

- Speaking and listening in the multicultural university.

At UNE conversations and other forms of spoken communication between people of English-speaking and non-English speaking background (ESB and NESB) are a daily occurrence. The Teaching & Learning Centre is starting a series of projects aiming to foster effective spoken communication between ESB and NESB participants. A survey to find out what is already working well and where there is room for improvement is scheduled to commence by the end of 2009. Results from the survey will be used in 2010 to develop workshops, materials and strategies to build on those aspects that are already working well and bring about improvement where this is needed.

- In 2010 Heads of School are introducing or expanding on initiatives such as
  - An interview process for admission into specific types of degree courses. This was trialled in 2009 and was found to benefit disadvantaged students who, for example, had been unable to complete their Higher School Certificate

or equivalent, including some whose first language was not English. The trial is to continue into 2010 and will then be assessed as to whether it has potential to be applied to other courses.

- Expansion of the UNE Enabling Course to include two additional units. These additional units introduce students to the formal study of education. They link closely with first year professional experience in the first semester. The emphasis of this unit is on the process of learning, teaching of learners, and learners' development. There is a focus on the development of practical skills associated with teaching and planning to teach, and on demonstrating professional competence through an e-Portfolio.
- Continuation and further development of a social integration program introduced in 2009. This program for Higher Degree Research students and others from culturally

diverse backgrounds includes social functions aimed at building relationships between International students and their School.

- Continuation of translation services in languages other than English such as Mandarin, Italian, French, German, Japanese, and Indonesian to members of the University and the outside community. This service is available for such purposes as grant, scholarship, and collaboration projects, translation of student documents, translation of business documents etc.
- The English Language & International Services team is in the process of developing plans for 2010 to
  - Introduce an International Student week/festival to promote cultural diversity and cross-cultural understanding on campus.
  - Establish an 'English Corner' within the UNE eatery – a place for domestic and

international students to meet while eating.

'Chinese Corner' chats, already established, will continue and be used as an introduction of the 'English Corner' concept to the wider student body.

- Establish a loose-knit umbrella group to coordinate all those in the local community interested in assisting International students in many and varied ways. This is seen as a two-way opportunity, giving assistance to International students and their families as well as raising the local community's awareness of the different nationalities and cultures that come to Armidale and, in some cases, remain.

## Supplementary Information

### AUDIT AND RISK UNIT

The Audit & Risk Unit plays a key role in governance at UNE as part of the University Secretary and Legal Counsel Directorate. The Audit & Risk Unit comprises a Director, an Internal Audit Officer and a Risk and Compliance Coordinator.

The Unit liaises with senior executive and internal departments to identify potential risks to the University and monitor risk treatment plans. It also liaises with external auditors to complete the Audit and Risk Unit Operational Plan for programmed and un-programmed audits as approved by the Audit & Risk Committee of Council. The Unit reports regularly to this Committee on matters relating to audit and risk at UNE.

A full review of the University's risk management process was completed in 2009. This resulted in the process being streamlined to include governance, risk and compliance in a single process monitored by self-assessments and desktop audits. A team of risk co-ordinators from every area of the University have a key role in conducting the self-assessment process and in inculcating a culture of awareness of risk management and compliance at UNE. This process is governed by the new International Standard for Risk Management, ISO 3100:2009, and the AS 3806:2006 Compliance Programs.

The year also saw the approval of two new policies to supplement the Risk Management Policy, the Fraud and Corruption Prevention Policy and the Compliance Policy. The introduction of these Policies and their associated frameworks enables UNE to meet its statutory governance obligations.

### 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 of 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;
- 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;

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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

- 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.

### Internal Review

No internal reviews were conducted in 2009.

## FREEDOM OF INFORMATION

### Statement of Affairs as of December 31, 2009

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 2009 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 this *Annual Report*.

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 the University of New England *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 *Handbook* may be accessed at <http://www.une.edu.au/studentcentre/handbook/>

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 below.

### 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 <sup>1</sup>	\$30 per hour after first 20 hours <sup>1</sup>
All other requests	\$30 <sup>1</sup>	\$30 per hour <sup>1</sup>
Internal review <sup>3</sup>	\$20 <sup>1,2</sup>	Nil
Amendment of records	Nil <sup>2</sup>	Nil

- 1 Subject to 50% reduction for financial hardship and public interest reasons.
- 2 Refunds may apply as a result of successful internal reviews and applications for amendment of records.
- 3 No application fees may be charged for internal reviews in relation to amendment of records.

## 6. Statistical Reports 2008-2009

### SECTION A

#### New FOI Applications

How many FOI applications were received, discontinued or completed?	No. of FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
A1 New	0	1	8	12	8	13
A2 Brought forward	0	0	0	1	0	0
<b>A3 Total to be processed</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>13</b>	<b>8</b>	<b>14</b>
A4 Completed	0	1	7	11	7	12
A5 Discontinued	0	0	0	1	0	1
<b>A6 Total processed</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>12</b>
A7 Unfinished (carried forward)	0	0	0	1	0	1

### SECTION B

#### Discontinued applications

Why were FOI applications discontinued?	No. of Discontinued FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
B1 Request transferred out to other agency (s.20)	0	0	0	0	0	0
B2 Applicant withdrew request	0	0	0	1	0	1
B3 Applicant failed to pay advance deposit (s.22)	0	0	0	0	0	0
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	0	0	0
<b>B5 Total discontinued</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

### SECTION C

#### Completed applications

What happened to completed FOI applications?	No. of Completed FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
C1 Granted or otherwise available in full	0	0	4	1	4	1
C2 Granted or otherwise available in part	0	1	2	9	2	10
C3 Refused	0	0	0	1	1	1
C4 No documents held	0	0	0	0	0	0
<b>C5 Total completed</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>12</b>

## SECTION D

### Applications granted or otherwise available in full

What were the documents made available to the applicant?	No. of FOI Applications (granted or otherwise available in full)					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
<b>All documents requested were:</b>						
D1 Provided to the applicant	0	1	4	1	4	2
D2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
<b>D8 Total granted or otherwise available in full</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>2</b>

## SECTION E

### Applications granted/available in part

What were the documents made available to the applicant?	No. of FOI Applications (granted or otherwise available in part)					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
<b>All documents requested were:</b>						
E1 Provided to the applicant	0	1	2	9	2	10
E2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1-E6 above	0	0	0	0	0	0
<b>E8 Total granted or otherwise available in part</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>10</b>

## SECTION F

### Refused FOI applications

Why was access to the documents refused?	No. of Refused FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
F1 Exempt	0	0	0	0	0	0
F2 Deemed Refused	0	0	0	0	0	0
<b>F3 Total refused</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SECTION G

### Exempt Documents

Why were the documents classified as exempt? (Identify one reason only)	No. of FOI Applications (Refused or access granted or otherwise)					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
<b>Restricted documents:</b>						
G1 Cabinet documents (Clause 1)	0	0	0	0	0	0
G2 Executive Council documents (Clause 2)	0	0	0	0	0	0
G3 Documents affecting law enforcement and public safety (Clause 4)	0	0	0	0	0	0
G4 Documents affecting counter terrorism measures (Clause 4A)	0	0	0	0	0	0
<b>Documents requiring consultation:</b>						
G5 Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (Clause 6)	0	1	0	9	0	10
G7 Documents affecting business affairs (Clause 7)	0	0	0	0	0	0
G8 Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
<b>Documents otherwise exempt:</b>						
G9 Schedule 2 exempt agency	0	0	0	0	0	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (Clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (Clause 11)	0	0	0	0	0	0
G16 Documents subject to contempt (Clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
G18 Exempt documents under interstate FOI Legislation (Clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (Clause 10)	0	0	0	0	0	0
G20 Documents containing confidential material (Clause 13)	0	0	0	0	0	0
G21 Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0
G22 Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
G24 Documents concerning operations of agencies (Clause 16)	0	0	0	0	0	0
G25 Internal working documents (Clause 9)	0	0	0	0	0	0
G26 Other exemptions (eg Clauses 20, 22A and 26)	0	0	0	0	0	0
<b>G27 Total applications including exempt documents</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>10</b>

## SECTION H

### Ministerial Certificates (S.59)

How many Ministerial Certificates were issued?	No. of Ministerial Certificates	
	2008	2009
H1 Ministerial certificates issued	0	0

## SECTION I

### Formal consultations

How many formal consultations were conducted?	No. of Consultations	
	2008	2009
I1 Number of applications requiring formal consultation	1	0
I2 Number of persons formally consulted	1	0

## SECTION J

### Amendment of personal records

How many applications for amendment of personal records were agreed or refused?	No. of Applications for Amendment of Personal Records	
	2008	2009
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	0
<b>J4 Total</b>	<b>0</b>	<b>0</b>

## SECTION K

### Notation of personal records

How many applications for notation of personal records were made (s.46)?	No. of Applications for Notation	
	2008	2009
K1 Agreed in full	0	0
K2 Agreed in part	0	0
K3 Refused	0	0
<b>K4 Total</b>	<b>0</b>	<b>0</b>

## SECTION L

### Fees and costs

What fees were assessed and received for FOI applications processed (excluding applications transferred out)?	Assessed Costs		Assessed Costs	
	2008	2009	2008	2009
L1 All completed applications	\$284	\$380	\$284	\$380

## SECTION M

### Fee Discounts

How many fee waivers or discounts were allowed and why?	No. of FOI Applications (where fees were waived or discounted)					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
M1 Processing fees waived in full	0	0	0	0	0	0
M2 Public interest discount	0	0	0	0	0	0
M3 Financial hardship discounts - pensioner or child	0	0	0	0	0	0
M2 Financial hardship discounts - non-profit organisation	0	0	0	0	0	0
<b>M5 Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SECTION N

### Fee refunds

How many fee refunds were granted as a result of significant correction of personal records?	No. of Refunds	
	2008	2009
N1 Number of fee refunds granted as a result of significant correction of personal records?	0	1

## SECTION O

### Days taken to complete request

How long did it take to process completed applications? (Note: calendar days)	No. of Completed FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
O1 0-21 days - statutory determination period	0	1	7	11	7	12
O2 22-35 days extended statutory determination period for consultation or retrieval of archived records (S.59B)	0	0	0	0	0	0
O3 Over 21 days - deemed refusal where no extended determination period applies	0	0	0	0	0	0
O4 Over 35 days - deemed refusal where extended determination period applies	0	0	0	0	0	0
<b>O5 Total</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>12</b>

## SECTION P

### Processing Time: Hours

How long did it take to process completed applications?	No. of Completed FOI Applications					
	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
P1 0-10 hours	0	1	7	11	7	12
P2 11-20 hours	0	0	0	0	0	0
P3 21-40 hours	0	0	0	0	0	0
P2 Over 40 hours	0	0	0	0	0	0
<b>P5 Total</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>12</b>

## SECTION Q

### Number of Reviews

How many reviews were finalised?	No. of Completed Reviews	
	2008	2009
Q1 Internal reviews	1	1
Q2 Ombudsman reviews	1	0
Q3 ADT reviews	0	1

## SECTION R

### Results of Internal Reviews

Grounds on which the internal review was requested	No. of Internal Reviews					
	Personal		Other		Total	
	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied
R1 Access refused	0	0	1	0	1	0
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	0	0	0	0	0
R4 Unreasonable charges	0	0	0	0	0	0
R5 Failure to consult with third parties	0	0	0	0	0	0
R6 Third parties views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	0	0	0	0	0
<b>R8 Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

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

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.

### GUARANTEE OF SERVICE

The section in this Annual Report entitled 'Quality Teaching and Learning and Student Support' 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.

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.

### 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

### ENVIRONMENTAL MANAGEMENT PLAN

The University's Environmental Management Plan is supported by the UNE Environment 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 principles in order to achieve optimal environmental performance in the built environment.

The 'Energy Saving Action Plan' submitted by the University to the NSW Department of Environment, Climate Change and Water continues to bring about beneficial change by improving energy use efficiency, which in turn reduces the University's greenhouse emissions.

The University is also considering a proposal from Greening Australia to acquire the carbon title to one of the University's rural research properties. This would allow for the regeneration on the property of native tree species while allowing ongoing research in carbon absorption in native forest and pasture.

#### **UNIVERSITY LAND SALES**

There were no sales of any university-controlled land in 2009.

# Statistics

## STUDENTS IN 2009\*

	Armidale		Other Centres	Total
	External	Internal		
<b>Course Type</b>				
Higher Degree Research	390	297	3	690
Postgraduate Coursework	4,635	226	221	5,082
Undergraduate	8,630	3,088	99	11,817
Non-award and other	598	18	-	616
<b>Funding Source</b>				
Research Training Scheme	350	189	2	541
Commonwealth supported	11,658	2,894	8	14,560
Domestic Fee	1,783	5	14	1,802
International Fee	360	539	299	1,198
Other	102	2	-	104
<b>Attendance</b>				
Full-time	2,910	3,131	285	6,326
Part-time	11,343	498	38	11,879
<b>Students who commenced an award course</b>				
	4,982	1,444	225	6,651
<b>Gender</b>				
Female	9,376	2,023	152	11,551
Male	4,877	1,606	171	6,654
<b>Residency Status</b>				
Domestic Resident	13,893	3,090	24	17,007
International Student	360	539	299	1,198
<b>Source of Students (home address at enrolment)</b>				
New England and NW NSW	1,3339	1,236	0	2,575
NSW North Coast	1,287	659	1	1,947
Sydney	3,196	231	5	3,432
Remainder of NSW	3,657	733	8	4,398
Southern Queensland	766	71	1	838
Brisbane	657	25	2	684
Remainder of Queensland	329	33	1	363
Other States and Territories	2,346	84	6	2,436
Overseas (Domestic)	319	20	0	339
Overseas (International)	357	537	299	1,193
<b>Age Profile</b>				
Under 21	367	1,164	3	1,534
21-24	1,668	1,600	134	3,402
25 and Over	12,218	865	186	13,269
<b>Total Students at 31 December, 2009</b>	<b>14,253</b>	<b>3,629</b>	<b>323</b>	<b>18,205</b>
Total Students at 31 December, 2008	14,334	3,260	337	17,931

\* reporting year January 1, 2009 to December 31, 2009

## LOAD BY SCHOOL AND DISCIPLINE AT 31 DECEMBER 2009

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
<b>Faculty of Arts and Sciences</b>				
<b>Arts</b>				
Chinese	25.8	4.9	0.2	30.9
Communication	212.9	15.9	2.3	231.0
English	100.5	21.9	6.8	129.2
French	80.8	6.6	2.8	90.2
German	36.4	2.0	0.6	38.9
Indonesian	22.0	1.4	0.6	24.0
Italian	41.5	1.3	-	42.8
Japanese	34.8	3.0	-	37.8
Music	54.4	0.6	7.9	62.9
Theatre Studies	38.6	5.8	1.7	46.1
Non-discipline load	0.6	0.1	-	0.8
<b>School Total</b>	<b>648.1</b>	<b>63.4</b>	<b>23.0</b>	<b>734.5</b>
<b>Behavioural, Cognitive and Social Sciences</b>				
Geography and Planning	229.8	69.1	5.8	304.7
Linguistics	71.5	74.9	8.0	154.4
Psychology	371.3	77.1	8.6	457.0
Sociology	234.5	10.5	4.0	249.0
Non-discipline load	1.4	0.3	-	1.6
<b>School Total</b>	<b>908.4</b>	<b>231.8</b>	<b>26.4</b>	<b>1,166.6</b>
<b>Environmental and Rural Science</b>				
Agronomy and Soil Science	67.3	15.5	18.0	100.8
Animal Science	66.1	11.3	26.6	104.1
Botany	54.1	4.8	6.5	65.4
Earth Sciences	48.3	2.1	0.4	50.8
Ecosystems Management	71.9	27.1	19.3	118.3
Environmental Engineering	45.3	9.8	4.7	59.7
Genetics	24.6	1.8	4.9	31.2
Marine Science and Management	13.3	3.0	0.2	16.5
Zoology	41.2	1.2	10.7	53.1
Non-discipline load	0.3	-	-	0.3
<b>School Total</b>	<b>432.3</b>	<b>76.6</b>	<b>91.2</b>	<b>600.1</b>
<b>Humanities</b>				
Archaeology and Palaeoanthropology	87.1	14.1	3.7	105.0
Classics and Ancient History	102.6	12.6	5.2	120.5
History	196.1	49.0	13.1	258.3
Humanities	11.9	11.4	0.3	23.6
Indigenous Studies	36.6	1.6	0.3	38.6
Peace Studies	33.6	7.9	9.8	51.3
Philosophy	58.2	7.3	6.5	72.0
Political and International Studies	99.8	17.1	4.9	121.7
Religion	31.8	7.0	1.2	39.9
Non-discipline load	0.4	0.3	-	0.6
<b>School Total</b>	<b>658.1</b>	<b>128.3</b>	<b>45.1</b>	<b>831.4</b>
<b>Science and Technology</b>				
Chemistry	92.3	7.8	5.7	105.8
Computer Science	122.5	53.9	2.4	178.8
Human Biology and Physiology	121.4	2.9	11.3	135.6
Mathematics	107.3	9.1	0.9	117.3
Molecular and Cellular Biology	55.8	1.4	4.1	61.3
Physics and Electronics	37.6	1.5	3.9	43.0
Statistics	47.1	2.6	1.8	51.5
Non-discipline load	0.3	-	-	0.3
<b>School Total</b>	<b>584.2</b>	<b>79.2</b>	<b>30.1</b>	<b>693.6</b>
<b>Faculty Total</b>	<b>3,231.1</b>	<b>579.3</b>	<b>215.7</b>	<b>4,026.1</b>

Note: Data in this table are rounded.

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
<b>Faculty of The Professions</b>				
<b>Business, Economics and Public Policy</b>				
Accounting and Finance	270.3	198.1	5.8	474.2
Agricultural Economics	-	-	3.2	3.2
Economics	358.2	93.3	16.4	467.9
Management	287.6	262.3	10.3	560.1
Public Sector Policy and Administration	-	-	7.5	7.5
Non-discipline load	1.1	-	-	1.1
<b>School Total</b>	<b>917.1</b>	<b>553.7</b>	<b>43.2</b>	<b>1,514.1</b>
<b>Education</b>				
Contextual Studies	155.8	68.3	15.1	239.1
Early Childhood	208.1	0.5	6.0	214.6
Humanities Education	304.8	160.5	14.1	479.4
Learning and Teaching	198.3	123.8	16.3	338.3
School Experience Practicum	107.3	0.1	-	107.4
Science Education	324.6	75.4	7.4	407.4
<b>School Total</b>	<b>1,298.8</b>	<b>428.5</b>	<b>58.9</b>	<b>1,786.2</b>
<b>Health</b>				
Complementary and Allied Health	5.9	14.9	3.9	24.6
Counselling and Social Work	32.0	41.5	6.1	79.6
Health Management and Gerontology	54.3	30.3	15.1	99.6
Nursing	244.8	53.5	10.2	308.4
<b>School Total</b>	<b>336.9</b>	<b>140.1</b>	<b>35.3</b>	<b>512.3</b>
<b>Law</b>				
Law	846.9	156.0	7.9	1,010.8
<b>Rural Medicine</b>				
Medicine	117.9	-	2.1	119.9
<b>Faculty Total</b>	<b>3,517.5</b>	<b>1,278.3</b>	<b>147.5</b>	<b>4,943.3</b>
<b>Load outside faculties</b>				
Oorala Aboriginal Centre	11.3	-	0.2	11.5
Teaching and Learning Centre	78.3	1.0	-	79.3
<b>Total</b>	<b>89.5</b>	<b>1.0</b>	<b>0.2</b>	<b>90.7</b>
<b>Load by funding source</b>				
Commonwealth funded	6,447.4	1,018.9	270.0	7,736.3
Domestic fee	28.3	524.0	-	552.3
International fee	342.9	315.8	93.4	752.1
Non-award and other	19.6	-	-	19.6
<b>Total load at 31 December, 2009</b>	<b>6,838.1</b>	<b>1,858.6</b>	<b>363.4</b>	<b>9,060.2</b>
<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>

Note: Data in this table are rounded.

## STAFF AT 31 MARCH 2009

### Staff in faculties and centres

	Female	Male	Total
Professor (E)	9	45	54
Associate Professor (D)	18	54	72
Senior Lecturer (C)	45	64	109
Lecturer (B)	106	94	200
Tutor (A)	24	23	47
<b>Total academic in faculties and centres</b>	<b>202</b>	<b>280</b>	<b>482</b>
Senior administrative/technical	12	23	35
Administrative/technical	107	44	151
<b>Total in faculties and centres</b>	<b>321</b>	<b>347</b>	<b>668</b>

### Staff in management, administration and support sections

	Female	Male	Total
Executive and Deans	2	4	6
Senior Managers	4	7	11
Academic	8	4	12
Management/Senior administrative and technical	63	63	126
Administrative and technical	255	140	395
<b>Total</b>	<b>332</b>	<b>218</b>	<b>550</b>
<b>UNE Total at 31 March, 2009</b>	<b>653</b>	<b>565</b>	<b>1,218</b>
<b>UNE Total at 31 March, 2008</b>	<b>613</b>	<b>577</b>	<b>1,190</b>

## FINANCIAL SUMMARY FOR THE YEAR ENDING 31 DECEMBER 2009

	2009	2008
	\$m	\$m
<b>Total revenue (excluding controlled entities)</b>	203.2	199.5
<b>Australian Government grants</b>		
Commonwealth grant scheme	62.5	60.6
Research block funding	12.6	13.5
Learning and teaching performance fund	1.0	1.6
Capital development pool	5.5	0.6
Scholarships	4.4	3.8
Voluntary student unionism	0.2	2.2
Other capital funding (BURF 2008 & TLCF 2009)	7.9	7.3
Research program grants	12.0	12.2
Other operating income	5.0	8.5
<b>Subtotal Australian Government grants</b>	<b>111.1</b>	<b>110.3</b>
<b>Australian Government grants as a percentage of total revenue</b>	54.7%	55.3%
<b>Other income</b>		
HECS and contributions by students	42.2	40.8
Domestic student tuition fees	8.0	7.5
International student fees	10.4	9.8
External income for research purposes	3.6	4.3
Consultancies	0.7	0.8
<b>Subtotal other income</b>	<b>64.9</b>	<b>63.2</b>
<b>All other sources<sup>o</sup></b>	27.2	26.0

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