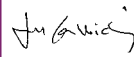


University of New England
Armidale NSW 2351
April 2007

The Honourable John Della Bosca, MLC
NSW Minister for Education and Training
Parliament House
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, 2006.


Mr J Cassidy
Chancellor


Professor Alan Pettigrew
Vice-Chancellor and CEO



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Statistics at a glance

Total number of students (persons) at UNE (1/1/2006 - 31/12/2006)

Domestic students	16,466
International students	1,388
Total	17,854

Students commencing an award course

Graduates	6,010
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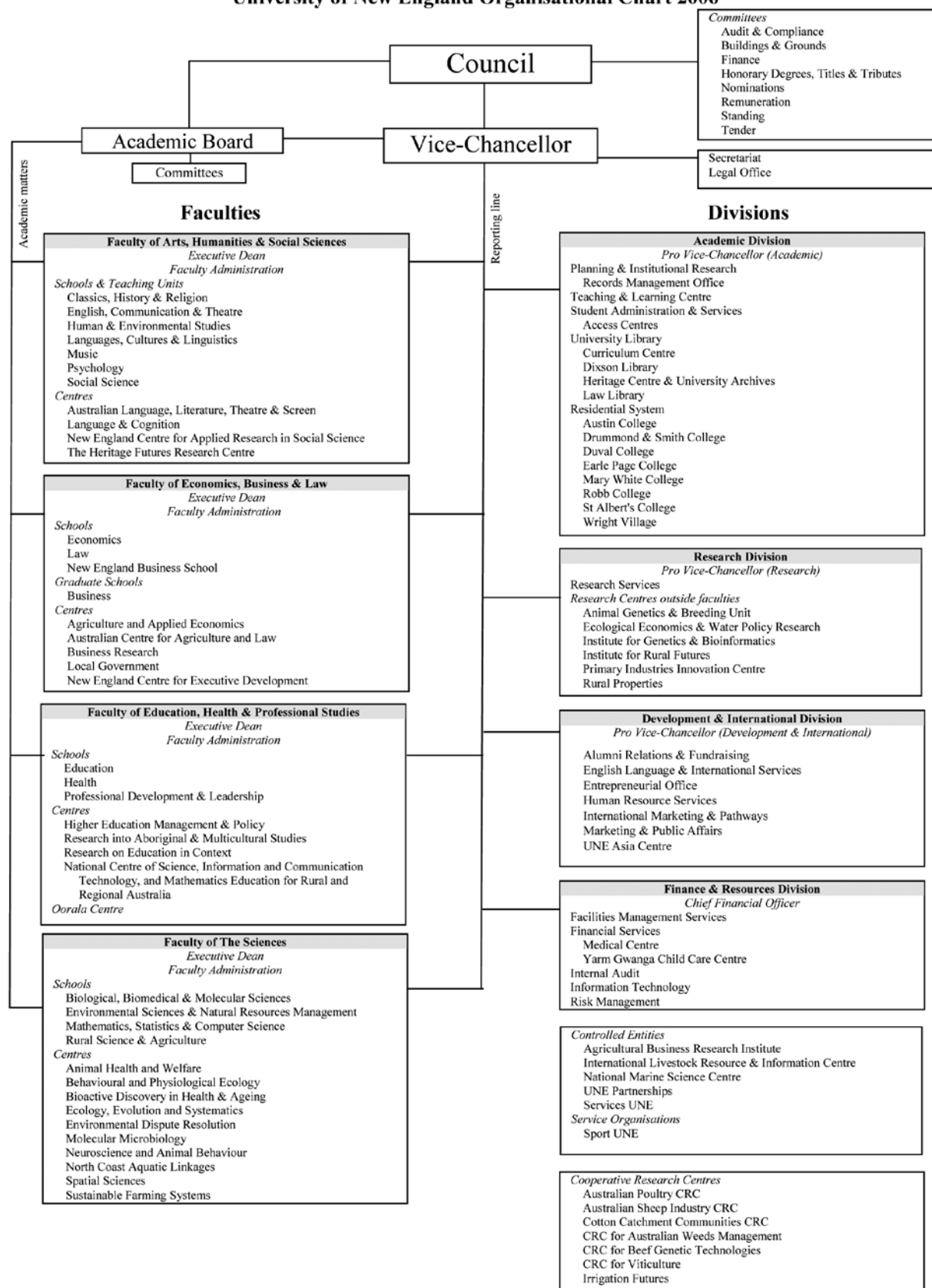
Staff

Academic staff	492
Administrative and support staff	799
Total	1,291

Total revenue \$m

Consolidated	191.0
UNE parent entity	176.4

University of New England Organisational Chart 2006





Professor Alan Pettigrew
Vice-Chancellor and CEO

Vice-Chancellor's Report

The University of New England has a proud history of learning, scholarship and research. Since its founding in 1938, UNE has produced some 75,000 graduates, many of whom have achieved great distinction in their fields of endeavour. It has been a great honour to take up the position as Vice-Chancellor of the University this year. My wife Ann and I have been warmly welcomed into the University and Armidale communities and look forward very much to an interesting and productive time here.

2006 has been a year of opportunity and progress for UNE. The University's high standing in research, teaching and learning has been demonstrated again through external recognition. Highlights include an increase of about 30 per cent in research funds allocated through competitive grants; the awarding of the maximum 10 Carrick Citations for Outstanding Contributions to Student Learning; the maximum rating (five stars) for all three primary categories of students' "educational experience" in *The Good Universities Guide* for 2007; and the continuing headquartering of three prominent, agriculturally-based Cooperative Research Centres (CRCs) in Armidale.

Looking forward, it is important that we continue to build on the University's vitality and distinction to ensure that it flourishes in a rapidly changing higher education sector both within Australia and globally. We must work to ensure that the University focuses on its strengths, harnessing opportunities to develop its points of difference and distinction.

A RESEARCH-BASED, TEACHING AND LEARNING UNIVERSITY

The vision of UNE is to be a strong research-based, teaching and learning university delivering outcomes in areas of strength to individuals and society.

Our strength in research continues to grow. UNE's core role in the Beef Genetic Technologies, Sheep Industry and Australian Poultry Industries CRCs and our partnership involvement in the Irrigation Futures and the Cotton Catchment Communities CRCs confirms the University as a centre of excellence in agricultural

research. The location of the Australian Centre for Agriculture and Law at UNE provides another perspective in this important area.

Individuals and teams from many parts of UNE have had great success in 2006 with research, research commercialisation, and the advancement of learning and understanding in a range of areas. Just a few of the highlights that demonstrate the diversity of quality work being undertaken by UNE researchers include:

The work done by Professors Mike Morwood and Peter Brown in what must surely be one of the most exciting and momentous scientific discoveries made in the last 100 years – the discovery of the extinct human species *Homo floresiensis* (“the Hobbit”) on the Indonesian island of Flores – has continued to attract international attention. The team’s work is at the leading edge of research about the origins of humanity.

The commercialisation of *Microlaena stipoides* or weeping grass. The research team, led by Associate Professor Wal Whalley, has worked for many years with a commercial partner, Native Seeds, to develop new commercial grass varieties with many potential applications.

The National Centre of Science, Information Communications Technology and Mathematics Education for Rural and Regional Australia (SiMERR) this year released the results of the largest education survey concerning rural and regional issues ever carried out in Australia. The national survey was in response to the observation that students in rural and regional schools have not reached the same levels of achievement in science, mathematics, and information and communication technology subjects as their city counterparts. The survey’s findings now inform decision-makers on these issues across the nation.

Three Carrick Institute grants were awarded in 2006 to teams led by:

- Professor Stephen Colbran in the School of Law for the development of the Australian Law Postgraduate Network, designed to enhance cross-institutional postgraduate supervision among participating law schools.
- Associate Professor Kerry Dunne for online curriculum development for UNE’s multi-institutional programs in German
- Associate Professor Wendy Beck for a project to benchmark archaeology degrees at Australian universities

In July 2006 the Prime Minister announced that UNE and the University of Newcastle’s bid to establish a joint medical program had been successful. Conceived to help address the shortage of medical practitioners in regional areas, the Australian Government will support a total of 160 places, with 60 students to be enrolled at UNE. Course delivery is planned to commence in 2008 and will emphasise rural and regional medicine.

Distance education continues to be a major component of UNE’s academic offerings. The recommendations of the 2005 Distance Education Review are now being acted upon with a view to taking our offerings in this important area to a new level. In particular, UNE recognises the significant opportunities provided by new and innovative technologies and is moving rapidly to take advantage of these.

An initial grant of \$2 million from the Commonwealth Government has enabled work to begin on the Learning Commons Project. This involves a partial refurbishment of Dixon Library to provide students who are on-campus (including distance students attending residential schools) with a variety of services from a single location. Services include book borrowing, academic skills, counselling and careers advice,

UNE received the maximum rating (five stars) for all three primary categories of students' "educational experience" in *The Good Universities Guide* for 2007. UNE has held this maximum rating in this category for seven of the past eight years.



and information technology. It will also provide a range of formal and informal learning spaces making use of the latest technology. Importantly, the project will enable these services to be represented in upgraded, and better integrated, electronic form to meet the needs of all students at all times, irrespective of location.

ACHIEVING REGIONAL AND GLOBAL IMPACT

2006 has seen significant change and renewal at UNE. This began early in the year with the realignment and strengthening of the roles and responsibilities of senior executive staff to ensure excellence in outcomes.

A focus has been the development of the University's *Strategic Plan for 2007-2010*. Considerable effort has been expended to ensure the process for developing the plan has been transparent, consultative and inclusive. In June, a discussion paper was released to the University community, including staff, students, council members, alumni and community representatives. Subsequently, more than 400 staff attended extensive consultation sessions, and more than 100 written submissions were received. It has been rewarding to find the University community so prepared to engage in

the process of strategic development, and I would like to take this opportunity to thank all those who have made a contribution to the process.

The Strategic Plan identifies five priorities for action over the period 2007-2010:

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

These are important goals, and considerable effort, thought and activity will be required to achieve them. A number of subsidiary operational plans are currently being developed in the same open and consultative spirit as the Strategic Plan, and I look forward to their finalisation and implementation through 2007.

UNE's recent success in attracting increased research funding through the National Competitive Grants process is testament to the quality of individuals and teams across the faculties, institutes and research centres. In an increasingly competitive environment, however, it is

important that UNE continues to look at its structures and personnel to ensure the best possible research outcomes. The Research Management Plan 2007-2010 is being designed to ensure that we adopt best practice in these areas.

Significant work has been done on the Academic Renewal Project throughout 2006. The project is designed to rationalise the units offered at UNE and to ensure that the mix of courses is carefully attuned to student demand and the University's emerging strategic priorities. Concurrently, important work is being done to simplify and standardise course structures and rules. It is intended that new course offerings will be available for the first time in the 2008 academic year.

INTERNATIONAL PARTNERSHIPS

Higher education and knowledge transfer are becoming increasingly global activities. Technological advances and the increasing mobility of populations have contributed to the need for universities to be pro-active in ensuring that programs in teaching and research are relevant and contribute to global advances. These are essential elements of a UNE degree and the foundation of our reputation as a world class university.

UNE's partnerships with higher education institutions in other parts of the world continue to grow. A central strategy for international development at UNE is the establishment of relationships with reputable foreign institutions. 2006 has seen visits to Armidale by delegations from China, Indonesia, Mexico, Japan, Thailand and Taiwan, and the welcoming to UNE of seven UNESCO-sponsored Iraqi fellows. Along with other senior staff, I have visited China, Bhutan, Vietnam, India and Hong Kong.

From these exchanges opportunities for interaction in teaching and research have emerged, and exploration of potential linkages between UNE and other institutions is proceeding.

Overseas students are a small but very important component of UNE's student cohort and we continue to work to ensure they are well-supported in their studies and that their number continues to grow.

UNE is hosting increasingly successful offshore graduation and alumni events, and I was delighted to attend recent events in Hanoi, Ho Chi Minh City and Hong Kong.

A number of conferences and meetings have been held at UNE that have attracted delegates from around

the world. For example, influential educationists from universities in Germany, Sweden, Finland, Singapore, Hong Kong, Taiwan, Japan, the UK and the US came to UNE in September to discuss approaches to literacy education that embrace new communication technologies. The Centre for Rural Crime hosted experts from the US and the UK at a conference considering some of the "myths" about rural living. Mathematicians from the US, Switzerland, Germany, France, Italy, Poland, England, China, Japan and Hong Kong gathered at UNE for a week-long conference funded by the Australian Mathematical Sciences Institute, UNE and the University of Sydney.

It is important to recognise the contribution many of our academic staff make to our international profile. Examples this year included Professor John Pigram, who received the 2006 Distinguished Service Award of the International Water Resources Association; Professor Acram Taji, who was awarded the International Association for Plant Tissue Culture and Biotechnology's Award of Excellence; and Dr Terry Lyons, who was elected to Chair the International Organisation for Science and Technology Education.

Ms Sophie Nicholls, a postgraduate student of Aboriginal languages and university medallist, was awarded a prestigious Fulbright Postgraduate Award that has taken her to the Universities of New Mexico and California.

UNE ON DISPLAY

In 2006, UNE showcased its unique living and learning environment for numerous significant state and federal figures. A number of ministers visited the Armidale campus, including the Hon. Julie Bishop MP, Minister for Education, Science and Training; the Hon. John Anderson MP, Member for Gwydir; the Hon. John Hatzistergos, NSW Minister for Health; and the Hon. Joe Tripodi, NSW Minister for Energy. The Shadow Minister for Health, Julia Gillard MP, delivered an address at Earle Page College, and the Commonwealth Ombudsman, Professor John McMillan, presented the annual Sir Frank Kitto Lecture in July. The Speaker and Clerk of the House of Representatives were central participants in a conference that looked at the role of the Australian Parliament held at UNE in May.

The University held an Open Day in September, and we were delighted to host more than 1200 visitors from throughout NSW and as far afield as



In December, the Hon. Julie Bishop, MP, recognised UNE for its outstanding performance in learning and teaching at an event in Canberra.

southern Queensland. Other initiatives, such as the HSC Study Day conducted by the Faculty of Economics, Business and Law for Year 12 students studying in those disciplines, also attracted hundreds of visitors to the UNE campus.

The "Science in the Bush" program showcased the science faculty for school students from the region, and the Rural Science 50th anniversary celebrations in September provided an opportunity for more than 240 attendees to focus on current and future industry needs.

UNE continues its active involvement with the local community. Among other activities this year, discussions have proceeded with Armidale Dumaresq Council and the New England Regional Art Museum (NERAM) as to the role UNE

might play in relation to NERAM and the nationally significant Hinton Collection.

Important discussions have also been held with the New England Conservatorium of Music (NECOM) with a view to enhancing the relationship between the two organisations in the interests of quality music education.

Finally, as we look forward with optimism to the next phase of UNE's development, I would like to take this opportunity to pay tribute to Kathleen Letters, the last surviving person associated with the foundation of the University of New England in 1938, who died in July 2006.

Her late husband, Frank Letters, was the foundation lecturer in Classics at

the New England University College, and later became a professor. Mrs Letters was an acclaimed musician, artist, local historian and writer. She made an enormous contribution to the development of music in Armidale and, in 1983, UNE awarded her an honorary Master's degree in Music.

The vision of people such as Professor and Mrs Letters, their contemporaries and successors, has provided UNE with a strong historic basis on which to build. As Australia's oldest regional university, we look forward to continuing to provide a unique living and learning experience, to building on our reputation as a university with strong values and commitment, and to achieving regional and global impact.

Booloominbah at the time of the University of New England's founding in 1938.



Governance

MANNER OF ESTABLISHMENT AND PURPOSE OF UNE

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

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

The Act establishes an Academic Board, which provides guidance and advice to the Council on academic matters. Academic administration of the University is conducted through four faculties—Arts, Humanities and Social Sciences; Economics, Business and Law; Education, Health and Professional Studies; and The Sciences.

BUSINESS AND SERVICE HOURS

The standard business and service hours at 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 slightly.

Principal Officers of the University (as at 31 December, 2006)	
Chancellor	
Mr John M Cassidy, BSc(CivilEng) (N'castle(NSW)), FIE (Aust)	
Deputy Chancellor	
Mr James R F Harris	
Vice-Chancellor	
Professor Alan Pettigrew, BSc(Hons), PhD(Syd)	
Chief Financial Officer	
Mr Adrian Robinson, BComm (Natal), MBA (EBS), CPA, FCMA	
Executive Director (Business and Administration) to June 30, 2006	
Mr Graeme Dennehy, BE(Hons), DipTech(Civil) (NSWIT), MIE(Aust), CPEng, SFCDA, DipCD	
Pro Vice-Chancellor (Academic)	
Professor David Rich, MA, PhD (Camb)	
Pro Vice-Chancellor (Development and International)	
Professor Robin Pollard BSc(Hons) (Cant), MBA (Monash), PhD (Cant)	
Pro Vice-Chancellor (Research)	
Professor Peter G Flood, MSc (NE), PhD (Qld), MAusIMM, IEM (Harvard)	
Academic Board	
Chair:	Professor Majella Franzmann, BA(Hons), PhD (Qld), DipTeach (Brisbane CAE), FAHA
Deputy Chairs:	Professor Eilis S Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SID (Tor), Solicitor
	Professor V Lynn Meek, BA(Hons) (Drew), PhD (Camb)



UNE Council chamber in Booloominbah

Council

Council Meeting Attendance

In 2006 there were seven Council meetings. Attendance was as follows:

	Possible	Actual
J Cassidy	7	7
J Harris	7	7
A Pettigrew	7	7
M Franzmann	7	7
H Beyersdorf	7	6
D Cottle	4	4
J Crew, OAM	4	4
K Ford	4	2
F Giuseppi	7	4
K Hemsall	3	3
J Hickson	3	3
WL Lange	3	2
J Madison	3	3
P Mathew	4	4
A Maurer	7	5
J McLelland	7	6
J Oppenheimer	4	4
L Piper	3	3
J Redman	3	3
P Schubert	4	4
R Torbay, MP	7	5
L Wells	3	3
S Williams	7	7
EOD Wright, AM	4	4

MEMBERS OF COUNCIL

(as at 31 December, 2006)

The Chancellor

Mr John M Cassidy

Official Members

Professor Alan Pettigrew, Vice-Chancellor

Professor Majella Franzmann, Chair of Academic Board

Members Appointed by the Minister

Ms Fiona Giuseppi

Mr James Harris, Deputy Chancellor

Ms Jill Hickson

Ms Jan McClelland

Mr Richard Torbay, MP

Vacancy

Members Elected by Academic Staff

Associate Professor Herman Beyersdorf

Associate Professor Jeannie Madison

Members Elected by the Graduates

Dr Laurie Piper

Mr Scott Williams

Member Elected by Non-Academic Staff

Ms Kay Hemsall

Member Elected by the Postgraduate Students

Rev Judy Redman

Member Elected by the Undergraduate Students

Mr Leslie Wells

Additional External Members

Ms Ann Maurer

The Hon. William Lloyd Lange

SIGNIFICANT COMMITTEES OF THE UNIVERSITY OF NEW ENGLAND COUNCIL

(as at 31 December, 2006)

Standing Committee

Mr J Cassidy (*Chair*)

Mr J Harris

Professor A Pettigrew

Professor M Franzmann

Dr L Piper

Rev J Redman

Mr S Williams

Terms of Reference

The Committee shall have the authority to:

- appoint selection committees for the Pro Vice-Chancellors, Executive Director (Business and Administration), Deans and Professors and receive and approve recommendations from those selection committees;
- deal with any matter brought to it by the Vice-Chancellor or the Chair of the Finance Committee, Chair of the Buildings and Grounds Committee or Chair of the Audit and Compliance Committee 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; and

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

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

Audit and Compliance Committee

Mr J Cassidy (*Chancellor*)

The Hon. W L Lange

Mr J Harris (*Chair*)

Mrs A Maurer

Professor A Pettigrew

Mr S Williams

Ms F Giuseppi

Vacancy

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 audit, governance, the

environment, employment practice and anti-discrimination.

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

- the audit plans of the internal and external auditors, including the degree of coordination between the two parties;
- 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 audit, environment, employment practice and anti-discrimination;
- any matters which have or could have a material affect 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; and
- risk management.

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

Buildings and Grounds Committee

Mr J Cassidy (Chancellor)
Dr L Piper (Chair)
Mr J Harris
Ms K Hemsall
Professor A Pettigrew
Ms J Hickson
Professor M Franzmann

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, and
- the Buildings and Grounds Operational Plan.

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

- the establishment of proposals and design standards for building works and information technology infrastructure;
- the life cycle costing of buildings;
- the formulation of those contracts that require the approval of the Tender Committee, for building

and civil engineering works, including information technology infrastructure; and

- the management of building and civil engineering contracts, including the tender process, post tender activities and contract administration.

The Committee shall make recommendations to Council on:

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

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

Finance Committee

Mr J Cassidy (Chancellor)
Associate Professor H Beyersdorf
Mr J Harris
Ms F Giuseppi
Professor A Pettigrew
Ms A Maurer
Professor M Franzmann
Mr S Williams (Chair)

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 the 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 \$100,000;
- benchmarking of UNE performance against other universities;
- the University's management of borrowing activities; and
- the University's management of superannuation.

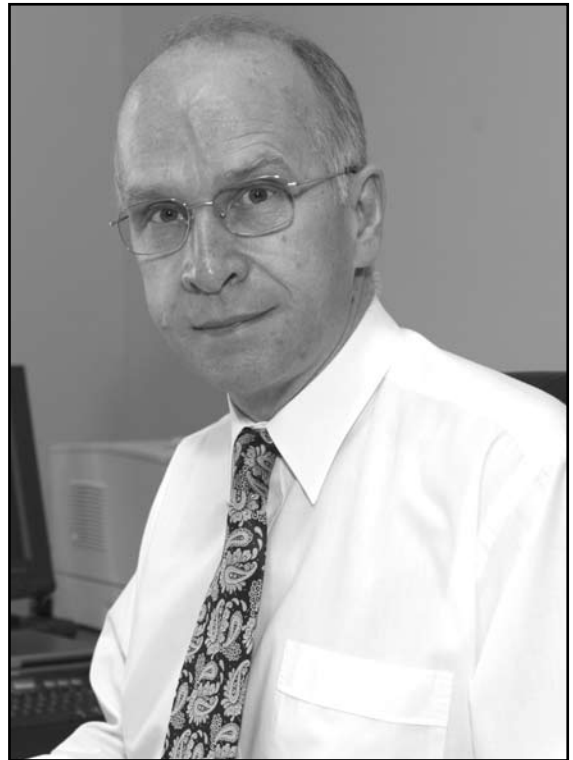
The Committee shall make recommendations to Council on:

- all proposed borrowing and financial obligations
- approval of annual budgets and forward budgets.

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

GOVERNANCE HIGHLIGHTS

- Council members welcomed the new Vice-Chancellor to the position and his first meeting on 27 February 2006.
- At its meeting on 14 August 2006, Council farewelled long serving Councillors, Mr Edward Wright, AM (12 years), Mrs Jennifer Crew, OAM (8 years), Mrs J Oppenheimer, OAM (6 years), Mr Peter Mathew (4 years) and other members, Professor David Cottle, Ms K Ford and Mr P Schubert.
- An induction program was held on 28 September 2006 with Mr Chris Peters, of Corporate Directors' Association, for incoming Council members.
- At its meeting on 6 October 2006, Council welcomed new Council members, Ms Jill Hickson, The Hon. William Lloyd Lange, Dr Laurie Piper, Ms Kay Hempsall, Associate Professor Jeannie Madison, Rev Judy Redman and Mr Leslie Wells to their first meeting.
- At its meeting on 6 November 2006, the Council approved the UNE Budget 2007-2009.
- At its meeting on 6 December 2006, the Council approved the University of New England *Strategic Plan 2007-2010* and the Vice-Chancellor's recommendations for improvement of UNE's Organisational Structure.



Professor David Rich
Pro Vice-Chancellor (Academic)

Quality Teaching and Learning

The University achieved notable success in 2006 by winning the maximum 10 Carrick Citations for Outstanding Contributions to Student Learning, awarded by the new Commonwealth-funded Carrick Institute for Learning and Teaching in Higher Education. Only one other university achieved the full 10 Citations. Citation winners came from academic, general and adjunct staff, from all faculties and from academic support directorates.

In a highly competitive national field, UNE staff members also secured three major teaching development grants from the Carrick Institute, totalling \$520,000.

UNE maintained its commitment to continuous improvement in teaching, learning and student support via a number of major projects. Following an extensive review of UNE's approach to distance education in the second half of 2005, a new project was launched in 2006 to implement recommendations of the review, under the leadership of the Pro Vice-Chancellor (Academic). With special funding of \$1.3 million in 2006, a number of initiatives were undertaken to assist academic staff in upgrading their distance education units, strengthen the technical infrastructure supporting teaching and learning, improve learning materials and convert them to electronic form, improve copyright management, provide enhanced market research about new course opportunities and to fund innovative teaching and learning projects in the faculties. It is anticipated that the project will continue for another two years.

A priority during 2006 was the Academic Renewal Project (which was launched in 2005 as the Academic Program Management Renewal Project). The overall goal is to improve the academic excellence, relevance to student and stakeholders, and the

cost-effectiveness of UNE's coursework programs. Immediate aims include improving the policy and administrative framework supporting the University's academic programs, reducing the costs of academic administration (eg by enabling automation of key processes such as enrolment) and avoiding an unnecessary proliferation of units and hence excessive teaching loads. DEST provided \$434,341 from its Workplace Productivity Program to support the first stage of this work.

The focus of academic renewal in 2006 was undergraduate programs, with a concerted effort across all faculties to review the mix of courses, reduce the number of units where appropriate and to simplify course rules. This work will continue in 2007, resulting in substantial changes in the undergraduate coursework profile for 2008. Also in 2007, attention will turn to a thorough assessment and reconstruction of the postgraduate coursework program.

During the last quarter of the year, work began on the University's Teaching and Learning Plan 2007-2010, to align with the new UNE Strategic Plan.

Reviews and reassessments of a variety of policy and operational areas were

undertaken or commenced during the year including: Alcohol Policy; Student Discipline Policy; Sexual Harassment; Residential Schools; Student Appeals; Advanced Standing; Academic Quality Assurance; Evaluations of Units; and the New England Award.

As a result of the realignment of executive portfolios during the year, Student Administration and Services, and Planning and Institutional Research, were brought under the Academic Division, joining the University Library, the Teaching and Learning Centre, and the residences. As the first step in improving the University's strategic alignment and operational focus on student needs, the student equity and disability support functions were transferred from Human Resource Services into Student Administration and Services.

UNIVERSITY LIBRARY, HERITAGE CENTRE AND UNIVERSITY ARCHIVES

In 2006, the University Library used DEST Capital Development Pool funding to improve its facilities. Both Dixon Library and the Law Library purchased new furniture, increased the number and quality of computers for students and provided desks for collaborative student use. The changes were informed by

feedback from the Rodski survey carried out in 2005, and resulted in increased student use in both locations.

The front entrance of Dixon Library was also redesigned and reconstructed. The exterior of the building was cleaned and painted, improving the integration of the building with the redeveloped Central Courtyard.

Library staff received a Carrick Citation award of \$10,000 for "the creation of internationally recognized online tutorials on information literacy which enhance students' study, research and life-long learning". The library was also successful in obtaining a UNE Teaching Development Grant for \$19,255 for the redevelopment of eSKILLS Plus, the online information literacy tool for higher degree students. It is also contributing to three other Teaching Development Grant projects involving mathematics education, first-year nursing and French teaching.

A review of the Curriculum Centre was initiated by the Executive Dean of the Faculty of Education, Health and Professional Studies in late 2005, with the result that planning occurred for a move of the collection to Dixon in late

In 2006, UNE won the maximum 10 Carrick Citations for Outstanding Contributions to Student Learning (winners pictured here) and secured three major teaching development grants from the Carrick Institute, totalling \$520,000.



2006. The integrity of the collection will be maintained with students benefiting from the collection's co-location with the broader education collection in Dixon.

Responding to the recommendations of the 2005 Distance Education Review, the library increased its commitment to electronic resources, particularly investigating the use of e-books through a subscription to EBook Library, and identifying the availability of full-text books available through Google Scholar primarily to support Classics, History and Religion.

The library represented the University in the RUBRIC project led by USQ. This has the stated purpose of developing an institutional electronic repository with the capacity to support UNE's involvement in the Australasian Digital Theses program and assist with reporting for the Research Quality Framework (RQF). The project manager evaluated a range of software solutions, with the intention of recommending a preferred platform by the end of 2006.

During 2006, responsibility for the UNE Art Collection was transferred from Facilities Management Services to the Heritage Centre. A manager for the UNE Art Collection was appointed in

November with a brief to undertake an audit of the collection, followed by the development of policies for the management, curation and possible expansion of the collection.

TEACHING AND LEARNING CENTRE

The Teaching and Learning Centre (TLC) was restructured into two operational units (plus a small, central administration group): the Academic Unit, encompassing all staff development, student learning support (including the Academic Skills Office), videoconferencing, and evaluation; and the Learning Resources Unit, which manages the preparation, storage, reproduction and distribution of learning resources for the University as whole. Dr Belinda Tynan was recruited to head the Academic Unit, while Rupert Collister leads the Learning Resources Unit.

In the Academic Unit, the new Carrick Institute's awards and grants have been a focus of attention. TLC staff provided direct support for UNE's applications, with a very good measure of success. Funding for internal teaching and learning grants has meant that TLC is supporting a large number of projects across all areas of the University and has built strong networks

with academics interested in improving their teaching practice.

The Graduate Certificate in Higher Education has strong enrolments, is centrally supported for all interested teaching staff, and has been the subject of a joint program development with Heriot-Watt University in the UK to refresh both the content and delivery mode of the program. Negotiations are underway to teach a joint program with other Australian universities.

The Academic Unit has established special interest groups in podcasting research and academic leadership, and is leading other staff groups in the implementation of Web 2.0 with the use of shared open source software, wikis, blogs, google groups and shared documents. The videoconferencing system at UNE is now state of the art, one of only two university sites in Australia to be completely digital. Usage rose 50 per cent, with 40 sites across the University. Videoconferencing is expected to play a crucial role in the new rural medical school, to open in 2008.

Student learning support from the Academic Skills Office continued to be enhanced, with the extension of the successful tUNEin peer-mentoring



On 24 August a new UNE Access Centre was opened at Glen Innes. Present at the opening were (from left) Richard Torbay MP, Professor Alan Pettigrew, Frances Kelly and Professor David Rich.

program to include distance students, and the implementation of Peer Academic Student Support (PASS). The Vice-Chancellor's Student Leadership program and the New England Award had strong student take-up and continued to evolve. A wide range of student support programs, seminars and workshops were offered, including some by video link to UNE Access Centres around northern NSW.

Staff in the Academic Skills Office secured two Carrick Citations, one for the ASO's overall learning support initiatives and the other for the Faculty Mentor Program. UNE also received a number of grants to undertake developmental work. ASO established a new service point in Dixon Library to improve its accessibility.

TLC and UNE Partnerships have built a closer working relationship with the joint development of a flexible, work-based, modularised program to deliver training opportunities in urban and regional planning, both "stand-alone" and as part of a new masters degree. A flexible delivery mode precursor to the Master of Business Administration was also developed, along with the joint delivery of in-house training for large organisations.

Learning Resources have achieved significant process enhancements and productivity improvements during 2006. Handling of learning materials is progressively becoming fully digital. Materials for all units can be managed from an academic's desk via the Web, with upload, tracking, workgroup/workflow management, and journaling functions now available through a resources submission webform. Materials are converted to HTML for maximum flexibility, allowing for print, CD or Web-based delivery, and the inclusion of a wide range of file formats for supplementary resources. Students can nominate their desired format and access their resources electronically through the student portal immediately upon enrolment.

The University has committed to having all units provided in this format, as well as common templates providing consistent look and navigation tools.

Also this year, TLC has become the secretariat for the Open and Distance Learning Association of Australia.

STUDENT ADMINISTRATION AND SERVICES

2006 has been a year of consolidation and improvement in quality and

range of services provided by Student Administration and Services. The year has also seen the start of a new chapter in its development with the creation of an identified student services group to bring together campus services related to personal and pastoral welfare of students.

The recommendations of the 2005 (Baumber) review of the creation of the Student Centre have all been implemented or are in the process of being implemented and, with the new technologies being more integrated, 2006 has seen a significant improvement in the quality of customer service. The Student Portal now allows students some self-management of their personal records and also permits monitoring of their own enrolment and results at any time and from anywhere in the world. In October 2005, online enrolment was successfully tested for students in selected courses and in February 2006 all commencing students were enrolled online. As part of the planned transition to greater student self-management, all on-campus students re-enrolled online in October 2006 and from 2007 it is planned that the large bulk of students will be enrolling and administering their candidature online. To date, these changes have been positively met by students.

The commitment to improving service standards has continued with the creation, in cooperation with the Information Technology Directorate, of the UNE Service Quality Unit. This unit receives complaints and compliments. Complaints related to Student Administration are investigated and resolved while those related to other campus agencies are referred onwards but remain monitored. The unit proved to be highly successful in addressing students' frustrations and concerns. The feedback from the case analyses is fed directly back to SAS operational managers, and case summaries are regularly provided to the UNE senior executive.

The enhancement of the information systems has progressed rapidly so that comprehensive management data is now available to operations managers and the senior executive on how the business is performing. The Enrolment Steering Group, established in late 2005, meets regularly to review the data and is able to review admissions levels and standards and likely enrolment levels on the basis of current and accurate management data, including performance-matching from previous years.

The UNE Access Centres continued to progress, although the Boggabilla Centre closed in 2006 due to lack of local demand. In contrast, the Tamworth Centre will become a significant focus in 2007 in the support of the new Commonwealth and State-funded Rural Medicine program being jointly developed with the University of Newcastle, which will be closely related to the Tamworth Regional Base Hospital.

PLANNING AND INSTITUTIONAL RESEARCH

Records management procedures for student records were improved significantly with the conversion from paper-based student records to electronic records. From the first semester 2006 intake of students, all student administrative records were captured and recorded electronically, resulting in considerable efficiency gains and improved administrative processes, as well as better record keeping.

PIR continues to provide strategic, operational and data support for strategic planning, reviews, quality assurance and student load management. With a rapidly increasing level of institutional change, workloads rose markedly during the year. With funding from the Distance

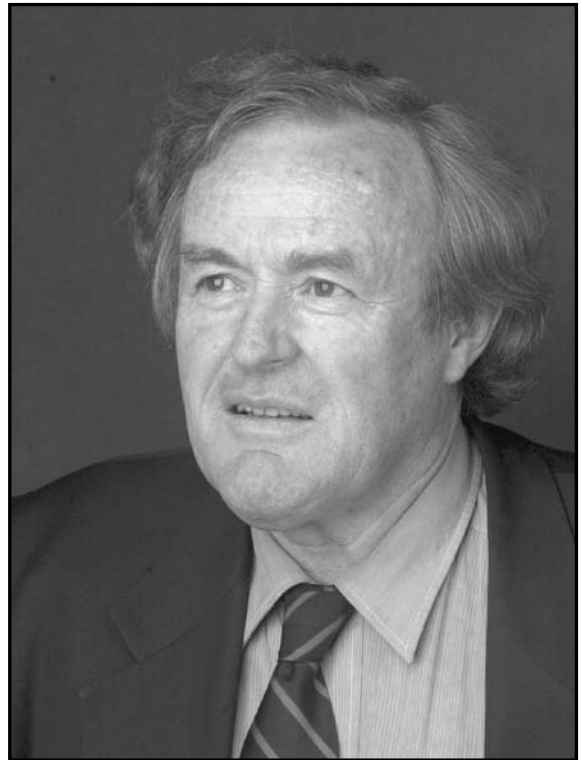
Education Project, PIR was able to improve its capacity to undertake market research and monitor developments by competing universities.

RESIDENTIAL SYSTEM

Work continued on the master plan for the future management and development of the residential buildings. Preparation of the plan and expenditure on important compliance work were significantly delayed because of uncertainties about the requirements of Armidale Dumaresq Council. By the end of the year, Residential System and Facilities Management staff were working with an external business consultant to finalise plans in key areas.

The University began work on a program of asbestos removal and accommodation upgrade in Mary White College costing \$3.9 million at 2006 prices.

Following an intensive planning effort during 2005, a variety of operational improvements were implemented during 2006 and others will continue in 2007. Several initiatives to cut costs and share services across the residences were effected and others are planned.



Professor Peter Flood
Pro Vice-Chancellor (Research and Development)

Research Excellence

In 2006, UNE researchers made discoveries and advances in a wide range of fields. Some of the research highlights of the year included further revelations about the cognitive abilities of *Homo floresiensis*, the discovery of the world's largest collection of prehistoric human footprints in western NSW, and the naming of a UNE academic as one of the world's most highly cited researchers.

In early 2006, UNE researchers uncovered new evidence of toolmaking by early hominids on the Indonesian island of Flores. The find appears to put paid to claims *Homo floresiensis*, the diminutive species of hominid discovered on Flores in 2003, lacked the brain power to produce sophisticated stone tools. The discovery was the result of extensive collaboration between Indonesian and Australian scientists. The excavation at Mata Menge was planned and directed by Dr Fachroel Aziz of the Geological Research and Development Centre, Bandung, in association with UNE's Professor Mike Morwood.

Dr Richard Robins, an Adjunct Associate Professor in the School of Human and Environmental Sciences at UNE, was one of three authors of a paper describing the discovery of hundreds of human footprints, roughly 20,000 years old, in Mungo National Park in western NSW. The footprints are the oldest to be found in Australia, and the largest collection of their type in the world.

Representatives from Australia's leading agriculture and livestock research centres attended a think-tank in New England to discuss the future of research and development for Australia's rural industries. Armidale hosted CEOs from Cooperative

Research Centres (CRCs) from across Australia for their annual workshop on 29 November. CRCs for poultry, beef, sheep, cotton and weeds are located in Armidale and for the first time the workshop was hosted outside a capital city.

Dr Karin Meyer, a Principal Scientist in the Animal Genetics and Breeding Unit (AGBU) at UNE, has joined the ranks of the world's most highly cited researchers. The Institute for Scientific Information (ISI) has added her to its international list of "Highly Cited Researchers", which spans all scientific disciplines.

PUBLICATIONS

UNE reported 1096 publications to DEST for the 2005/2006 submission year, which was up by 37 per cent on the 2004/2005 submission.

HIGHER DEGREE RESEARCH STUDENTS

In 2006, there were 40 new Research Assistantships including two Equity Scholarships, four Endeavour International Postgraduate Scholarships (IPRS), 22 Australian Postgraduate Awards (APAs), 11 UNE Research Assistantships, and one UNE Research International Assistantship.

PhD enrolments were down slightly on the previous year. There were 120 new

PhDs, bringing the current PhD student enrolment to 604. PhD Graduating students in 2006 totalled 82, comprising 19 from the Faculty of Arts, Humanities and Social Sciences; eight from the Faculty of Economics, Business and Law; 19 from the Faculty of Education, Health and Professional Studies; and 34 from the Faculty of The Sciences. These graduate numbers are consistent with the average for the past five years. Research masters degree numbers were up on the previous year. Currently there are 222 students enrolled in research masters degrees, including 63 new enrolments in 2006, with 27 graduations in 2006.

During the last 12 months, the University has placed strong emphasis on developing a richer and more effective research training culture for higher degree research (HDR) students via a number of new initiatives, including the following:

- Confirmation of Candidature policy
- Development of a student log system
- Online tutorials.

ETHICS

The Human Research Ethics Committee approved 166 applications. The Animal

Ethics Committee, meanwhile, approved 182 applications.

RESEARCH GRANTS

A total of 218 national competitive grant applications were lodged, comprising 50 from the Faculty of Arts, Humanities and Social Sciences, 14 from the Faculty of Economics, Business and Law, 27 from the Faculty of Education, Health and Professional Studies, 94 from the Faculty of The Sciences, and 33 from UNE Research Centres.

For 2007, UNE staff have been successful in gaining nine ARC Discovery grants, two ARC Linkage grants and one ARC Postdoctoral Award. UNE ranked in the middle of 41 Australian universities for the amount of funds allocated for research. The success rate was just below the national average of 20 per cent, but up about 30 per cent over UNE's success rate over the previous three years.

COOPERATIVE RESEARCH CENTRES

UNE researchers in the Faculty of The Sciences continue their collaboration in the Sheep, Beef, Weeds, Cotton, Poultry and Irrigation Futures CRCs. The CRC Viticulture ceased operations in June 2006, concluding several successful projects.

Re-bids for the Sheep CRC and Spatial Information CRC were successful. Bids for an Invasive Plants CRC and a Dairy CRC were not successful.

ANIMAL GENETICS AND BREEDING UNIT

The Animal Genetics and Breeding Unit (AGBU), a joint venture between UNE and the NSW Department of Primary Industries, is involved in genetics R&D for the Australian livestock industry. In 2006, Australian Pork Limited (APL) initiated a major review of AGBU's past R&D projects and, based on very favorable outcomes, provided a new five-year contract to research ways to improve the genetics of Australian pig nucleus herds. In October, a successful pig genetics workshop was held, where representatives of 90 per cent of the Australian pig nucleus herds discussed results from AGBU's research and the APL review.

Research for the further expansion of Sheep Genetics Australia's (SGA) operation concentrated on timely, uninterrupted delivery of results; improvements to the models for reproductive traits; and customisable selection indices. Estimated Breeding

Values are now calculated for more than 2.6 million animals and 37 traits every fortnight.

CENTRE FOR ECOLOGICAL ECONOMICS AND WATER POLICY RESEARCH (CEEWPR)

Researchers are working on the development of a "marketing identity" for the Waterfall Way Walking Track, a New England to the Pacific Coast Sustainable Tourism Strategy. The CEEWPR also participated in the CRCIF Leadership Programme, the Leadership in CRCIF Change Project, the CRCIF Synthesis Paper, and the South West Natural Resource Management Salinity Project.

Other projects currently under development are the "Design and Implementation of Integrated Water Resources Management" project for a specific catchment area in Ghana, tied in with the Global Water Partnership, and the International Transdisciplinary Journal initiative.

INSTITUTE FOR RURAL FUTURES (IRF)

During 2006, staff and collaborators were involved in 29 research projects valued at more than \$2 million. These include: determining landholders' interest in participating in environmental

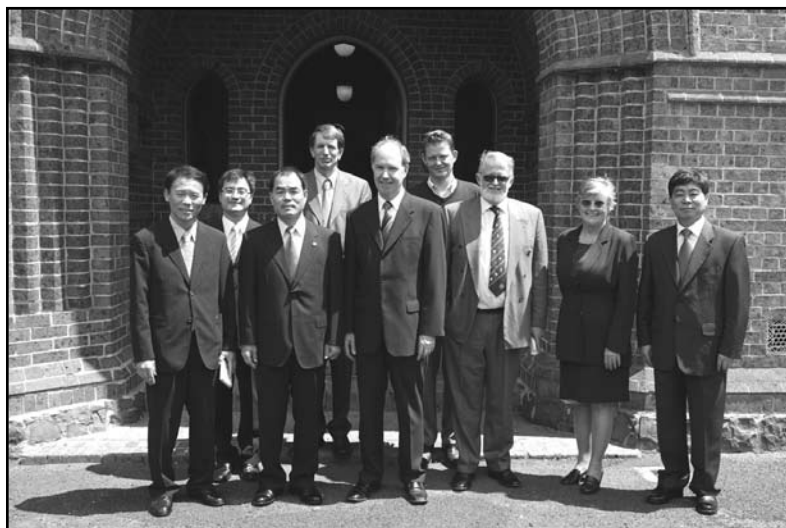
offset markets; the sociology of weed management and sheep parasite management; understanding sustainable regional institutions, drought policy and natural resources management; how the creative arts might influence environmental attitudes; the institutional economics of water management; and alternative landscape futures for designing more sustainable regions such as high growth "sea change" areas. Knowledge built from several projects has triggered additional research in rural regions overseas, such as Indonesia, Canada, the US and Europe.

An international conference on rural crime was held at UNE in late November 2006 that attracted international delegates from Britain, Ireland, India, the US and New Zealand.

THE INSTITUTE FOR GENETICS AND BIOINFORMATICS

Professor John Gibson led the bid for the CRC for Sheep Industry Innovation. The proposed CRC would have 19 partner organisations and a budget of \$111 million. The genetics program will be led by Dr Julius van der Werf. UNE will also host a node of the information nucleus on its research farms. A parallel proposal was funded

UNE's Vice-Chancellor and Pro Vice-Chancellor (Research) signed a memorandum of understanding and a research contract with representatives of the Korean Rural Development Administration when they visited UNE in December.



by the NSW government (subject to funding of the CRC) to create a senior position in innovation to adoption strategies, designed to improve the efficiency of targeting research and delivering outcomes to industry. The CRC headquarters will be on the UNE campus, creating strong synergies with the Beef CRC and Poultry CRC, which are also headquartered at UNE.

Also in 2006, the UNE and NSW DPI joint facility in molecular genetics was enhanced with additional equipment, and two new appointments joined the laboratory (a UNE appointment in almond molecular genetics and a NSW DPI appointment in livestock molecular genetics). A new collaboration was agreed with the Research Development Administration, Korea, and an RDA scientist will join the laboratory in 2007. A successful mission to Inner Mongolia led to an agreement to establish a PhD training and research program to support development of genetic evaluation and genetic improvement programs for sheep in Inner Mongolia.

The research and development strategy for livestock genetic diversity and utilisation developed for the Consultative Group for International

Agriculture Research (CGIAR) by Professor John Gibson was approved for implementation across its 13 institutes by the CGIAR Science Council.

NATIONAL MARINE SCIENCE CENTRE (NMSC)

One of the main NMSC projects in 2006 was the documentation of marine and estuarine resources within the Northern Rivers management area (Port Macquarie to Tweed Heads). This work, funded by the Northern Rivers Catchment Management Authority, involved underwater mapping of the inshore region (with the NSW Department of Conservation) and the assessment of reef health.

APPOINTMENTS

Professor Peter Gregg (UNE Agronomy) was appointed to the position of Chief Scientist to the Cotton Catchment Communities CRC to oversee the scientific outcomes of the CRC.

Dr Paul Martin, Director of the Australian Centre for Agriculture and Law, joined the NSW E10 Ethanol Taskforce who will report back to the Premier in August 2007 on the proposed ethanol mandate in NSW.

Professor Victor Minichiello, Executive Dean of the Faculty of Education, Health and Professional Studies, was nominated by the AVCC for appointment to the National Health and Medical Research Council in the area of Health Care Training from July 1, 2006.

PATENTS

A number of UNE researchers made discoveries with commercial potential in 2006. As a result, four new patents were lodged this year.

In addition, the CRC for Cattle and Beef Quality lodged several provisional patents for DNA tests associated with carcass and beef quality attributes and efficiency of feed utilisation. The use of single nucleotide polymorphisms in predicting genetic values of untested young animals with high accuracy resulted in a provisional patent application by the Dairy CRC, based on work by AGBU.



Professor Robin Pollard
Pro Vice-Chancellor (Development and International)

International Activities and Domestic Partnerships

Considerable work was undertaken in 2006 to strengthen and develop UNE's international profile. To develop relationships with overseas institutions, UNE sent delegations of senior executives to Bhutan, China, Hong Kong, India and Vietnam, and hosted official visits from universities in China, Indonesia, Iraq, Mexico, Saudi Arabia, Taiwan and Thailand. Intensive, focussed recruitment activities are improving international student numbers. Work continued on developing articulation pathways with reputable foreign institutions. These efforts have the complementary objectives of improving international engagement and relevance, increasing international student enrolments at the Armidale campus, and developing the University's international research profile.

AUSAID

UNE successfully re-entered the competitive AusAID scholarship market, with three APS Scholars arriving in July 2006 from Indonesia. Some eight ADS students from Indonesia, Vietnam and Papua New Guinea are expected to enrol in January 2007.

CHEUNG KONG SCHOLARSHIPS

UNE was successful in applying for funding under the Endeavour Cheung Kong Student Exchange Program for the 2007 round. This program is funded by the Australian Government via DEST and by the Cheung Kong Group through Powercor Australia Ltd. A total of \$30,000 was granted for bi-directional student exchange with Shaanxi Normal University and Nankai University, China.

BHUTAN

The Vice-Chancellor and Pro Vice-Chancellor (Development and International) joined Associate Professor Tom Maxwell in Bhutan on September 20-21. UNE has, for some 14 years, assisted the Bhutanese Ministry of Education in multi-grade teacher training and has hosted some 120 students in Armidale for part or all of their studies. As a consequence, an impressive number of UNE alumni are now senior Bhutanese government officials. The objectives of the University of New England's visit included:

- Review the local understanding and impressions of long-standing UNE activity through the Ministry of Education
- Explore the nature of any on-going relationship
- Engage with the Vice-Chancellor of the Royal University of Bhutan and assess the potential value of any interaction with that university
- Assess the opportunity for any expansion of UNE's activities in Bhutan.

Discussions centred on the need to consolidate UNE's activities in Bhutan and, in particular, to systemise and regularise them into a long-

term coherent program that is well documented and understood on both sides, and that is based on a comprehensive partnership model with multiple disciplines and involving teaching and research. This would include an expanded role for UNE, including distance delivery mixed with short-term visits, articulation of students to UNE awards, and a research-oriented approach to future visits by UNE staff with outcomes published in international journals. Interest in this approach came from a number of quarters, including several ministries apart from the Ministry of Education and the Royal University of Bhutan. Much work lies ahead.

UNE hosted visits to the University by the Minister of Education, his Excellency Lyonpo Thinley Gyamtsho, Royal Government of Bhutan.

CHINA

A central strategy for international development at UNE is the establishment of relationships with reputable Chinese institutions. The relationships involve exchange of staff for periods of up to six months, possibilities for research collaboration including external funding, and mutual recognition of each others' courses to

enable student mobility. Academic credit assessments, in which UNE recognises a few awards of a foreign institution, are incorporated in a formal agreement and lead to student transfers to Armidale. There is no financial relationship between the parties, and students do not become UNE students until they transfer to Armidale.

UNE's Vice-Chancellor and Pro Vice-Chancellor (Development and International) visited UNE partners and prospective partners in China during the year.

Existing pathways partners are Harbin Engineering University, Wuxi South Ocean College, and North China University of Water Conservancy and Electric Power. The Vice-President and two colleagues from the latter institution visited UNE on September 12-13. UNE entered into a pathway partnership with this institution in 2005, and the visit provided a useful occasion to plan future developments. Similarly, senior staff from Harbin Engineering University and Sichuan Agricultural University visited UNE during the year.

In 2006 the University approved credit assessments for the following: Huaiyin Institute of Technology (HYIT) (Bachelor of Business, Bachelor of Agriculture

and Bachelor of Computer Science); Zhongnan University of Economics and Law (Bachelor of Business and Bachelor of Economics); Fujian Agricultural and Forestry University (Bachelor of Environmental Science, Bachelor of Agriculture, Bachelor of Business and Bachelor of Science Molecular Biotechnology); Xian International University (Bachelor of Business, Bachelor of Economics and Bachelor of Computer Science); and Sichuan Agricultural University (Bachelor of Agribusiness, Bachelor of Agricultural and Resource Economics, and Bachelor of Agricultural Science).

The Vice-President and five colleagues from HYIT visited UNE on August 15-16. A pathway agreement was signed that provides arrangements for students who have studied at HYIT for several years to articulate into specified UNE degrees.

HONG KONG

A graduation ceremony was held in Hong Kong in November 2006. Most of the graduates studied their UNE course through one of the University's Hong Kong current partners, namely Shue Yan College, the Chinese University of Hong Kong, and the City University of Hong Kong. The relevant courses are provided by the Faculty of Arts, Humanities

and Social Sciences and the Faculty of Education, Health and Professional Studies.

The graduation event also provided an opportunity to discuss strategic and operational matters with the partners, and a number of new initiatives were identified with on-going negotiations.

INDIA

The Vice-Chancellor and Pro Vice-Chancellor (Development and International) visited two institutions in India: G B Pant University of Agriculture and Technology and Manipal Academy of Higher Education. This visit was in response to an earlier visit by Professor Pollard establishing contacting with G B Pant University of Agriculture and Technology.

Pant is a regional university in northern India, credited with the agricultural revolution in India. UNE signed an MoU with Pant in May 2006, and the purpose of the VC's visit was to:

- Explore potential linkages and demonstrate commitment, in the context of Australian Government funding for links between Australian and Indian universities.
- Refine potential areas of interaction, and to assess strengths

as far as possible in the time available.

- Meet with the Vice-Chancellor and senior officials to establish personal contact.

Meetings were held with the Vice-Chancellor and Deans. Visits to facilities were made, enabling assessment of infrastructure and capabilities. The UNE-Pant relationship will be mostly based on collaborative research, including research training and enrolment in UNE research awards, and in the areas of agriculture, agribusiness, biotechnology, animal science, horticulture and organic agriculture. Later areas for development may include the natural environment and early childhood development.

The overall priority is research collaboration involving HDR students and publications in international journals for mutual benefit and augmenting the reputation of both institutions.

During the year the Australian Government announced criteria and guidelines for an Australia-India Strategic Research Fund, with \$6 million initially allocated towards biotechnology, and science and technology. Application for

In May 2006, UNE welcomed seven UNESCO-sponsored Iraqi fellows (pictured here with their UNE mentors) to its Armidale campus, to participate in a three-month professional development program.



funding several UNE-Pant research collaborations was made to the fund.

A two-day visit to Manipal Academy of Higher Education was made to:

- Determine whether an initiative of two years ago in nursing should be pursued.
- Examine regional health and medical training activities.
- Assess research and gauge opportunities for collaboration.

A tour of the university and its facilities was made. Meetings were held with the Pro Vice-Chancellor, Dean of the Medical College, Dean of the College of Nursing, and the Director, Life Sciences Centre.

It was concluded that rural health in India is quite unlike rural health in Australia, so that few synergies in this area are available. There is, however, a potential for collaboration in other areas, including upgrade training for nurses and nursing staff, and for IT staff and students. Life sciences is the most promising area for development and should include staff and student exchange and collaboration in research.

While in India Professor Pollard also:

- Participated in a meeting of Indian Vice-Chancellors at which access

and equity in higher education was the subject; and

- Visited UNE's student recruitment agents to assess how well this part of the international strategy is working.

In the past eight months a total of 98 agents have been contracted, of which nine are in India. (Others: 18 Australia, 17 China, 12 Thailand.) Although this development appears to be proceeding well, there is an apparent need to improve the specification of UNE courses so that prospective students might be better informed and of the need to create and develop areas of competitive advantage.

INDONESIA

UNE hosted a visit from the Consortium of Eastern Indonesia State Universities, led by its President, Professor Lucky Sondakh, Rector of Sam Ratulangi University, Manado, North Sulawesi. Lucky and his wife, who travelled with him, are both UNE alumni. The purpose of the visit was to establish collaboration between UNE and the consortium or its member universities.

IRAQ

A group of seven senior Iraqi researchers spent three months at UNE

in a UNESCO-funded development project and were hosted in various faculties and research centres. The visitors were warmly welcomed to the university. They praised UNE for its friendly reception, high-grade facilities and attractive environment. An article about the program appeared in *The Australian* newspaper.

MEXICO

UNE hosted a week-long visit by Dr Félix González Cossio, Secretary General, Colegio De Postgraduados, Chapingo, Mexico. Dr González participated in a number of board and committee meetings. His visit was part of a "shadowing program" between Australian and Latin American universities, designed to show senior staff the nature of foreign institutions. UNE may reciprocate this visit in 2007, particularly since Latin America has been identified by DEST and other organisations as a promising area for collaborative arrangements for Australian universities.

SAUDI ARABIA

The Saudi Arabian Cultural Attaché visited UNE. His government sponsors the tuition fees of some six higher degree by research students at

UNE's English Language Centre hosted five study tours in 2006, from Japan, China, Korea and Taiwan. Pictured here are students from Chubu University in Japan.



UNE. Feedback, on the basis of the experiences of current students, was highly positive.

THAILAND

A relationship with Narasuen University is under development, which is expected to lead to a number of higher degree by research enrolments.

UNE participated in an AVCC Shadowing Program for senior administrators from Thai universities. As part of this program, Associate Professor Pranee Sungratavatt, Vice-President for Academic Affairs, Sukhothai Thammathirat Open University, spent a week at UNE in October. Her interest was in the systemisation of responsibilities delegation to administrative staff at all levels. The STOU has more than 100,000 students studying by open learning.

VIETNAM

The Vice-Chancellor and other staff visited Vietnam in November 2006 to attend the graduation of UNE students in the Master of Educational Administration. This course is delivered in collaboration with the Vietnam National University. The event also enabled two UNE alumni functions.

Talks were held with the Hanoi University of Management and Technology, the Economics University of Ho Chi Minh City, the National Institute of Educational Management, and the National Institute of Management to explore other forms of collaboration between UNE and these institutions. UNE is now in a position to expand its presence in Vietnam. Work will continue during 2007 to further develop these relationships.

UNE ASIA CENTRE (UNEAC)

In 2006, three projects for "shop-fronting" Asian studies at UNE were prioritised: the publicising through UNEAC's central Web-page of teaching programs and research projects on Asia; the creation of a database of UNE expertise on Asia; and enlarging the program of visiting research fellows. Significant progress has been made on all three initiatives.

Research and publications

The Asia Centre continued to showcase and sponsor research on Asia through its public seminar series, with six papers being delivered in 2006; its annual public lecture, with Emeritus Professor Malcolm Falkus presenting on the topic

of Islam and terror in Asia; Fr David Holdcroft of the Jesuit Refugee Service (Australia) presenting a lecture on displaced persons in Southeast Asia; and its refereed journal *UNEAC Asia Papers*.

A book arising out of the Master Classes organised for the Crawford Fund was also published: *Research Management in Agriculture: a Manual for the Twenty-First Century*.

Asia Centre research teams continued to be at the forefront of a number of scholarly investigative projects attracting national and international recognition.

A project continued that addresses the national research priority of "Safeguarding Australia" with respect to migration, people trafficking and border control. The following outcomes resulted:

- A joint UNEAC/Asia Pacific Migration Research Forum workshop on migration issues was held at UNE in March, funded by the International Centre of Excellence for Asia Pacific Studies (ICEAPS).

- A joint UNEAC/Academy of the Social Sciences/UNESCO workshop on “Migration Challenges in the Asia-Pacific in the 21st Century” was held on November 28-29. The first of four annual workshops, it brought expert commentators on migration and security.
- A five-year ARC Discovery Grant was awarded to Professor Amarjit Kaur (UNEAC Committee).
- The 14th Malaysia and Singapore Society Colloquium was hosted by UNEAC on November 29-30.

Research linkages

UNEAC Research Fellowships brought the following scholars to UNE: Associate Professor Kiranjit Kaur (Malaysia), Professor John Kent (London School of Economics), and Dr Urmila Goel (Frankfurt).

PhD students

Two UNEAC students – from Japan and Thailand - completed PhDs in 2006.

RECRUITMENT ACTIVITIES

An important strategy is to markedly increase the number of international students at the University. A major change in organisational arrangements was made in this area in 2005, involving

a new support staff profile. Work was intensive during 2006, and included:

- Drafting a new International Plan 2007-2010 to guide international activity and development over the next four years. This plan includes detailed strategies and outcomes.
- Participating in faculty course reviews to improve the attractiveness of UNE courses to international students.
- Undertaking a detailed pricing analysis to inform international tuition fee setting and market positioning.
- Improving the quality of course promotional materials (electronic and print).
- Conducting recruitment activities in key markets including India, China, Thailand, Indonesia, Vietnam and Sri Lanka.
- Developing UNE's network of recruitment agents.
- Informing and training UNE agents in Armidale from Indonesia, India, Vietnam, Thailand, Zimbabwe and China.
- Setting benchmarks for customer service in relation to international student recruitment and services.

- Facilitating the successful transfer of students from pathway programs, in particular from Wuxi South Ocean College and Harbin Engineering University. In 2006, UNE had 90 students enrolled from these two institutions.
- Building UNE's outward exchange program, with an appropriate matching of incoming and outgoing students.

ENGLISH LANGUAGE CENTRE

The core activity of the English Language Centre (ELC) continued to be delivery of the English for Academic Purposes (EAP) program. This program is designed to improve the English language proficiency of a variety of people, including prospective award course students seeking to enter UNE at undergraduate and postgraduate levels, visiting scholars, and people wishing to enhance their English language proficiency for employment purposes in their home country. The program was updated and redesigned during the year for implementation in 2007.

The year saw an increase in General English (GE) class numbers, attracting partners of international postgraduate students, local migrants wishing to take advantage of the government's English

Language tuition under the Australian Migrant Education Scheme (AMES), and visitors wishing to improve their English language skills whilst travelling in Australia.

A five-week Introductory Academic Programme (IAP) was delivered for the first time in several years, targeting students who had attained the required level of English proficiency but who need to be introduced to the language and cultural skills necessary for successful study at UNE. This programme was offered twice, prior to commencement of Semesters One and Two.

Five study tour programmes varying in duration from two weeks to five months were hosted for groups from Japan, China, Korea and Taiwan. The study tour aspect of the ELC operation is successful and developing well, with a marked increase in the number of recent enquiries.

Subsequent to a staffing review, an experienced serving Language Instructor was appointed as Deputy Director of Studies, focusing on the day-

to-day operations of the ELC and thus freeing the Director to address higher level issues.

INTERNATIONAL SERVICES

On-campus services for international students are prescribed by a stringent legislative framework, applicable to all international students enrolled at UNE at the Armidale campus and at the campuses of UNE's partner institutions elsewhere in Australia. The International Services section of EL&IS carries responsibility for compliance with this legislation.

In 2006, International Services were reviewed and systematised, with particular attention being given to legal compliance and reporting issues within the unit and throughout the University. Substantial changes have been made to the National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students, which take effect on 1 July 2007. Considerable work was undertaken in preparation for these changes.

Constructive relationships were established or re-established with the Armidale and the greater University communities, resulting in enhanced services becoming available to students in terms of arrival, orientation, accommodation, acculturation, recreation, part-time employment, counselling, academic and language support.

International English Language Testing System (IELTS) testing sessions were held in February, April, June, July, September, and December. All sessions were filled to maximum capacity. Due to changes in immigration legislation, demand for test places increased during the year, and the December test session was the largest ever held at UNE, with 50 candidates from across the country. An IELTS Examiner Training exercise took place in August, resulting in sufficient new examiners being accredited to deal with the increase in demand.

Adrian Robinson
Chief Financial Officer



Finance and Resources

This year has seen significant changes and several new initiatives take place within the Finance and Resources Division. The most far-reaching of these were the introduction of the new budget process and the implementation of a Strategic Cost Measurement project.

The UNE budget process was re-engineered to introduce forward-looking strategies to encourage positive return activities and research. The budget strategy addresses, among other things, the necessity of providing funds for strategic initiatives and contingencies, establishing sufficient cash reserves to underpin future capital and infrastructure requirements, and reining in the legacy of a significant backlog of deferred capital maintenance. The budget is transparent, driven by output-dependant formulae and spans a three-year timeframe.

The Strategic Cost Measurement Project was implemented to satisfy the identified need for enhanced cost information and understanding across the University. Strategic cost measurement provides a methodology for understanding the costs of activities and for providing

feedback and insights into cost behaviour and drivers. The exercise will include meaningful benchmarking of administrative and support services across the sector, will support informed management and pricing decisions based upon reliable data, will facilitate planning and will inform the most effective use of resources. Upon completion, the exercise will provide a sound framework for continuous improvement.

The Financial Services Directorate has seen a change in focus during 2006, becoming more customer-focused and service oriented. The Financial Services Directorate has assumed additional responsibilities for the administration and accounting services for both SportUNE and ServicesUNE as a result of the introduction of VSU.

Risk Management and Internal Audit have been identified as requiring a higher and more strategic profile and additional resources. A new structure is in the process of being developed that will be overseen by a Director of Risk and Audit, with a view to improving the effectiveness of both Risk Management and Internal Audit.

Information Technology continues to offer an outstanding level of support to the University, with several major projects implemented during 2006. Included in these were the Enterprise Data Warehouse and the Academic Database. The Director, Peter Edwards, has taken up the offer of a new position at Central Queensland University from the beginning of 2007, and his contribution to UNE in his six years here is greatly appreciated.

Facilities Management maintained and enhanced University infrastructure to the highest level. 2006 saw the construction of the Oorala Centre, a general-purpose teaching and video-conferencing building with a focus on Indigenous education.

The introduction of VSU in late 2005 has had serious financial implications for student organisations, and both ServicesUNE and SportUNE have had to re-structure and realign their services and focus in order to continue providing services at a high level while working within a substantially reduced revenue structure and tighter budget constraints. Both organisations have succeeded admirably in this aim.

Faculty Reports

FACULTY OF ARTS, HUMANITIES AND SOCIAL SCIENCES

The Faculty of Arts, Humanities and Social Sciences, a foundation faculty of UNE, operates in the most competitive part of the higher education sector, with every Australian public university and half of the private providers granting awards in the various discipline areas in which UNE teaches. Lessening demand across the sector coupled with increased student costs pushed down new commencing enrolments for 2006 over 2005. However, enrolments in postgraduate and honours awards have remained steady, and 145 students graduated with either a doctorate or a masters degree at the 2006 ceremonies.

Teaching

The Faculty's students fall into two main categories: internals, mainly school leavers who study full-time; and externals, often mature-aged and studying part-time. The challenge for the Faculty's teachers is that these two groups expect significantly different learning experiences. Student satisfaction results, Carrick teaching awards and independent ratings all suggest that this challenge has been successfully met.

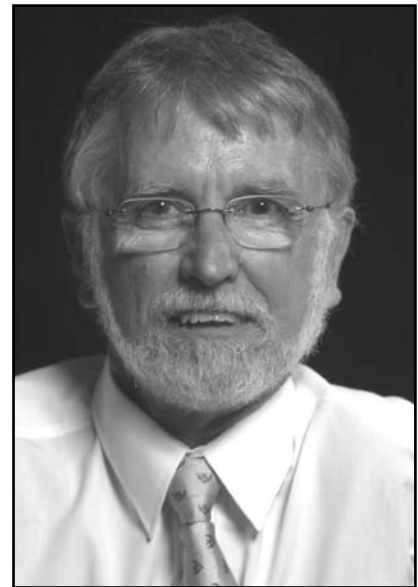
The teaching of foreign languages across Australia is under enormous pressure. The Faculty's response has been to develop a collaborative model for delivery across universities. This project, piloted in 2005, became a mainstream mode of delivery in 2006, with the involvement of three more disciplines, with more to come in 2007. The Bachelor of Arts Online Project has been completed, with more than 80 units in this degree having their online delivery systematically upgraded and modernised.

The majority of UNE staff hold PhDs (UNE is in the top bracket for Australian universities in this regard). Faculty support is provided to colleagues to assist those still working towards a PhD. This year four staff members gained doctorates.

Research

In addition to their responsibilities in teaching thousands of students each year, academics in the Faculty of Arts, Humanities and Social Sciences are also engaged

Professor Michael Macklin
Executive Dean, Faculty of Arts, Humanities and Social Sciences



in extensive research. The advances in knowledge they make benefit not only the wider community, but also the students they teach, since students gain immeasurably by being taught by scholars working at the cutting edge of their discipline. The Faculty's academics continue to gain ARC and Carrick grants to assist them in their research. The various research centres in the Faculty have also been active in gaining external support. For example, the Centre for Applied Research in Social Sciences has attracted approximately \$319,000 from external sources. The research projects have been funded by a mix of national, state and regional government agencies, and will have considerable impact on policy development. In total, external funding for Faculty academics approached \$2 million in research support from various funding agencies; local, state and federal government units; and private philanthropic sources.

A good example of how research builds momentum is the School of Human and Environmental Studies, where 40 per cent of its academic staff participate in ARC grants, while other academics gained grants from other external bodies. In addition, academics from the School worked on major research

consultancies funded by such diverse organisations as the Department of Immigration, Multicultural and Indigenous Affairs; Woodside Petroleum; the Australian Coal Association; Beltana Highwall Mining; the Cotton, Irrigation Futures, and Poultry CRCs; Land and Water Australia; and the Australian Centre for Agriculture and Law.

Several academics participated in prestigious international events. Professor Peter Brown completed his second invited lecture tour of US university campuses, while Associate Professor Tony Sorensen, Professor Mike Morwood and Professor Ian Davidson, among others, presented invited papers in the Netherlands, Gibraltar, Trieste, and South Africa. Professor Jim Walmsley assumed the Presidency of the Institute of Australian Geographers, and Associate Professor Robert Baker continued as Chair of an International Geographical Union Commission. Despite all this activity, the Faculty maintained a high level of publication, in such internationally renowned journals as *Nature* and *Science*, with continuing international attention on the developing science on *Homo floresiensis*, the new human species discovered by UNE academics in 2003.

A number of important lectures were given during the year.

- The Gordon Athol Anderson Memorial Lecture was delivered by Professor Reinhard Strohm of the University of Oxford (his lecture was titled "Late-Medieval Sacred Songs: Tradition, Memory and History").
- George Negus gave the prestigious Sir Robert Madgwick Lecture.
- Professor Iain Davidson's tenth Maurice Kelly Lecture was entitled "Getting Power From Old Bones: Some Mediterranean Museums And Their Importance".

2006 also saw a number of the Faculty's academics receive prestigious awards.

- The Australasian Society awarded Dr Anna Silvas the inaugural Early Career Award for Classical Studies.
- Dr John Scott from the School of Social Sciences was awarded the Vice-Chancellor's Excellence in Teaching Award.
- Dr Jennifer Clark, Dr Nick Reid, Dr Donna Lee Brien and Ms Winifred Belmont all received Australian University Teaching Citations for Outstanding Contributions to Student Learning.

About 300 people attended when journalist George Negus gave the 18th Sir Robert Madgwick Lecture at the Faculty of Arts, Humanities and Social Sciences at UNE in December 2006.



- Professor Michael Bittman was elected a Fellow of the Academy of Social Sciences in Australia.
- Lorina Barker was awarded the inaugural Minoru Hokari Memorial Scholarship at ANU.
- Dr Anne Pender was awarded an Australian Bicentennial Fellowship to King's College London.
- Emeritus Professor Graham Maddox was named a Visiting Fellow at the Centre of Theological Inquiry at Princeton University.
- Dr Jim Maher was appointed to the Education Reference Group of the Constitution Education Fund.
- Associate Professor Robert Baker and Associate Professor Tony Sorensen were appointed to a national panel on Australia's Regional Futures, sponsored by ARCNSISS.
- Professor Peter Forrest presented invited papers at prestigious international conferences on ontology and mereology at Montreal and Rutgers.

Partnerships

Other important developments in the Faculty in 2006 included the provision for the first time of federally funded

places in clinical psychology, a significant milestone for the School of Psychology. This boosts the postgraduate education and training of our students and marks a critical move to accelerate the provision of psychology services in the local region, and in regional Australia more generally.

Considerable curriculum development has taken place across the Faculty. For example, a major development in the School of English, Communications and Theatre was the launch of a suite of programs in writing from the undergraduate major to a graduate certificate and coursework masters. This school also undertook a significant extension of the WorkReady internships scheme to enable its students to gain extensive hands-on experience in media and community publications. A continual review of units saw many abolished and others introduced to better meet new requirements. For example, the School of Social Science launched a new unit in Crime in Rural Communities that attracted more than 100 students.

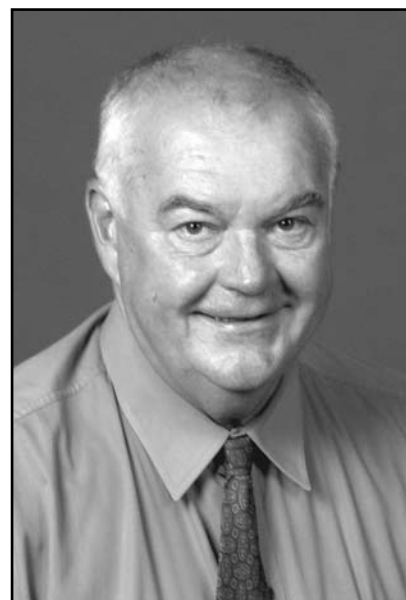
Engagement with the academic community is always an important part of the life of the Faculty. The Faculty hosted "Writing Out", a program of

seminars and workshops encouraging dialogue between researchers, publishers and editors, in a national series sponsored by the Humanities Writing Project and funded by the Australian Research Council. Other forms of linkage are via national conferences. In this regard, UNE Music hosted the 2006 National Conference of the Musicological Society of Australia. The event attracted more than 100 delegates to discuss the theme of the conference ("Music as Local Tradition and Regional Practice"), which provided a fruitful framework for interdisciplinary dialogue and this again resonated with the University of New England's new strategic planning approach. Members of the School of Social Science, under the leadership of Dr Peter Corrigan, undertook the editing of the *Journal of Sociology*, the major Australian voice for sociology.

FACULTY OF ECONOMICS, BUSINESS AND LAW

Important business in the Faculty during 2006 included implementing changes to our course offerings consistent with recommendations from external review committees, the establishment of research centres to facilitate greater research productivity, bedding

Professor Roley Piggott
Executive Dean, Faculty of Economics, Business and Law



down pathway agreements with two institutions in China and hosting a major international conference. There were also some significant individual achievements that have brought credit to the Faculty.

Teaching

By the close of 2005, the Faculty had completed a full cycle of reviews of its awards, with every award having been subject to an assessment of its quality by an external review panel during the previous five years. This included reviews by professional accrediting bodies. During 2006, the Faculty worked to ensure that recommendations from these reviews were actioned.

The School of Law introduced podcasting of lectures throughout the undergraduate teaching program. A survey and focus group study was conducted to evaluate the effects of podcasting on student learning and study habits. The results were published by Professor Stephen Colbran (Head, School of Law) and Dr Belinda Tynan (Teaching and Learning Centre) at the ASCILITE Conference 2006. The survey results have also been presented by Apple Computer Australia at a series of podcasting and new technology seminars throughout Australia.

Professor Colbran has also designed the ReMarks Feedback Management System to tackle the issues of quality, timeliness, records management and reporting of feedback to students. The patented software is being developed in association with several major Australian universities and is expected to make a major contribution towards improving administrative processes associated with student learning.

During 2006, an external review of business and management teaching within the Faculty was undertaken. Such a review was considered necessary to assist the Faculty in positioning itself within the highly competitive market, both domestically and internationally, for business and management training.

During 2006, the Faculty's Research Committee worked with staff in defining a new research strategy that would remain robust under the forthcoming Research Quality Framework. Five goals were set for the faculty:

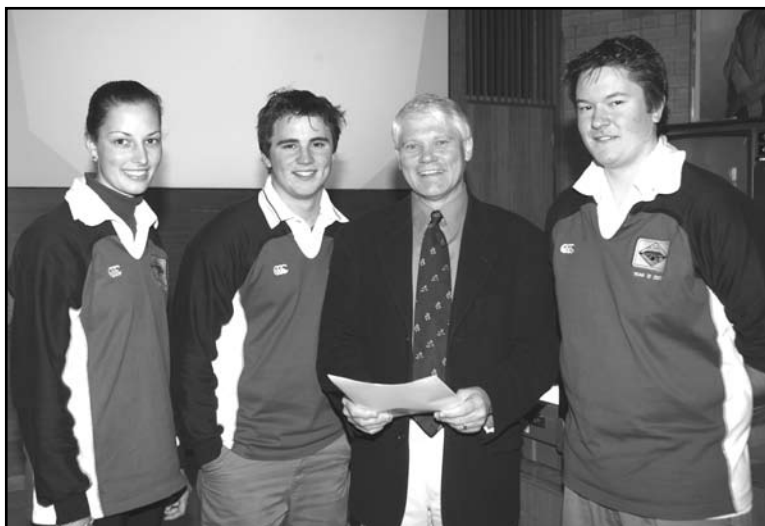
1. Improve the DEST-credentialed outputs from each school
2. Increase the value of competitive grants and external funding won by each school

3. For schools whose role is substantially tied to professional outputs, to increase the level and prestige of these contributions
4. Ensure research participation in each school, in particular among junior staff
5. Increase the impact factor of the Faculty's research and establish collaborative relationships with other quality research providers

Progress was made on all fronts during the year.

Research

Some of the Faculty's researchers have been successful in securing substantial nationally-competitive grants. The Australian Centre for International Agricultural Research continues to be an important source of funds for researchers in the School of Economics. A novel idea from Professor Stephen Colbran resulted in the award of a Carrick Institute Leadership grant of \$192,000 to develop the Australian Law Postgraduate Network. The network is designed to enhance collaborative cross-institutional postgraduate research supervision among 22 participating law schools across Australia. Postgraduate



More than 300 high school students studying economics, business and legal studies attended the HSC Booster Day at UNE in 2006, including these students from Duval High School in Armidale.

law students will be able to easily identify potential supervisors, receive support in interdisciplinary research and gain the benefit of a network of support. The project will also produce training materials for supervisors, an annual conference, and will act as a link between researchers and granting bodies. The University of Waikato Law School (New Zealand) has decided to join the network, and a linkage of the Network with the Legal Services Commissioner (NSW) has been established.

The Australian Centre for Agriculture and Law progressed well during the year with new projects being funded or under consideration for funding from external sources. For example, the centre's Director, Professor Paul Martin, led a bio-fuels initiative as a Primary Industries Innovation Centre project jointly between UNE and NSW DPI. Its aim is to establish a major research program in this emerging area. There are about 20 staff from both institutions involved, and there are collaborators from the NSW Farmers' Association, WWF-Australia, the NRMA, the Regional Development Authority, and the Namoi and Gwydir Catchment Management Authorities. The group is targeting an initial \$1m research program. A suite of funding proposals

has been lodged with various funding bodies.

Several staff members hold scholarly and advisory appointments in recognition of their research contributions in particular. This is especially evident in board appointments, as office bearers in professional associations and membership of numerous editorial boards. For example, Professor Paul Martin, Director of the Australian Centre for Agriculture and Law, was appointed to the Premier's six-person E10 Task Force set up to examine key issues and report back to the Government on the proposed introduction of an ethanol mandate in NSW. Professor Amarjit Kaur served as Chair of Panel B (Accounting, Economics, Economic History, Statistics) of the Academy of the Social Sciences in Australia. Three members of the New England Business School were recognised by professional bodies, with Professor Ray Cooksey being appointed as a Research Faculty Fellow of the Australian and New Zealand Academy of Management (ANZAM), Associate Professor Alison Sheridan being made President-Elect of ANZAM and Professor Larry Smith being elected as a Fellow of the Australian Institute of Management.

Partnerships

The Faculty has a variety of partnership arrangements in place ranging from formal contractual relationships with other education providers to less formal arrangements whereby staff and students work with community groups in various ways. An important example is our HSC Study Day for Year 12 students studying economics, business and legal studies. More than 300 students and teachers attended in 2006. UNE business students, through their Students in Free Enterprise group, assisted local small businesses in improving their business processes. In recent years the Faculty has entered into formal Pathway Agreements with Chinese universities whereby Chinese students study for their degrees initially in China and then come to UNE to complete. More such pathways were negotiated in 2006.

FACULTY OF EDUCATION, HEALTH AND PROFESSIONAL STUDIES

The Faculty of Education, Health and Professional Studies aims to provide leadership to the professions of teaching, nursing and health services in a regional context, and to enhance the development of professionals in administration.

Professor Victor Minichiello
Executive Dean, Faculty of Education, Health and Professional Studies



Teaching

The School of Education teaches undergraduate and postgraduate courses in primary and high school education, as well as courses in specialist areas such as gifted and special education.

The School of Health is an interdisciplinary department that teaches courses in counselling, nursing, health science, gerontology, health management, aged care, community services and disabilities.

The School of Professional Development and Leadership offers a range of courses in administration, adult and workplace education, and early childhood education.

Research

This year saw a number of important research activities occur within the Faculty of Education, Health and Professional Studies. Books were launched on Aboriginal health, e-literature for children, counselling, the role of community agencies in post-conflict recovery and rural health care reforms. With the support of a grant from the Commonwealth Government, the Federal Minister for Education, Science

and Training launched the results of a national survey for education in rural and regional Australia, with one of its key recommendations being to support the establishment of a national rural school strategy. Staff were successful in attracting a number of large grants conducted jointly with schools under the Australian Government Quality Teacher Program. A grant was also awarded by the Northern Territory Department of Education and the NSW Department of Education and Training to look at how to equip teachers with understanding and skills to improve the long-term learning outcomes of low achieving students. Several new ARC linkage grants were awarded, including one study that examines longitudinal changes for teachers and students in relation to professional learning in statistical education, and another project that is looking at education capacity building for adults in East Timor. Other staff received funding from the Commonwealth Government to pilot human factor courses with procedural training for health professionals in the New England region. Six new projects were awarded by the Australian School Innovation in

Science, Technology and Mathematics Fund to investigate innovative use of interactive whiteboard technology in the primary mathematics classroom. They were: online professional development in science teachers; improving basic mathematics skills of Indigenous students; enhancing student learning in science, mathematics and ICT; using ICT to assist primary school teachers to increase the engagement of Indigenous students; and communicating via Vee diagrams and reflective studies to increase numeracy and literacy in mathematics. In addition, the various hubs of UNE's Commonwealth-funded National Centre of Science, Information and Communication Technology and Mathematics Education for Rural and Regional Australia were successful in receiving another six grants supported by Australian School Innovation in Science, Technology and Mathematics funding. The Faculty also held its inaugural postgraduate research conference, where more than 140 students and supervisors attended a week-long program of presentations, with 30 papers to be published following a peer review process.



The UNE Schools Acquisitive Art Prize was held in May at the New England Regional Art Museum. All students in regional New South Wales aged five to 19 were invited to submit their art, and more than 290 parents, teachers and young people attended the exhibition and awards ceremony.

Partnerships

Faculty staff continued to engage with the community throughout 2006. In collaboration with the University of Newcastle, a highly successful choral festival concert was held for 85 seniors who came together to learn new skills and demonstrate the value of life-long learning. The concert was attended by more than 450 people. The talents of younger people were also acknowledged through the UNE Schools Acquisitive Art Prize held at the New England Regional Art Museum. All students in regional New South Wales aged five to 19 were invited to submit their art, and more than 290 parents, teachers and young people attended the exhibition and awards ceremony. In recognition of significant contributions to the community and the teaching profession, Professor Len Unsworth was awarded the Federal Minister for Education, Science and Training's Award for Outstanding Contribution to Improving Literacy, and Dr Paul Brock was the recipient of the NSW Minister for Education and Training's Meritorious Service to Public Education and Training Award.

The Faculty continued to deliver undergraduate and postgraduate health and education courses in Hong Kong

and Vietnam and initiated discussions for new programs. Work also continued in developing countries on issues relating to peace building, with UNE staff receiving national and international press coverage for their work. Students from the School of Education at Naresuan University, Thailand, conducted teacher education placements in the New England area, and workshops on higher education were held with doctoral students from Naresuan University and postgraduate students from the Vietnam National University. Work continued in Bhutan to further upgrade the skills of Bhutanese teachers. The School of Health was invited to become part of the Thai National Centre of Expertise on Hospital and Health Services Management, which is part of the Network of World Health Organization Collaboration Centres.

In July, the Prime Minister announced Commonwealth support for 60 rural medical places for a five-year undergraduate course in medicine, to be delivered jointly by the University of Newcastle and the University of New England, and the establishment of a School of Rural Medicine at the University of New England. The University also received accreditation from the NSW Nurses and Midwives

Board for the Bachelor of Nursing, which now allows for multiple entry and exit points. This innovative undergraduate program retains the highly regarded clinical practice hours from the old undergraduate program but introduces a new, more versatile program. After two years of the program students can exit as an Enrolled Nurse. Current Enrolled Nurses can enter at the end of the second year and progress through to a Registered Nurse qualification. Some of the new program is designed to be offered part-time or by distance education. The year also saw the Federal Government giving UNE additional places for mental health nursing, and the Faculty finalised the transition to the delivery of distance education material via CD-ROM, allowing for greater levels of interactive communication between lecturers and students.

FACULTY OF THE SCIENCES

The Faculty of The Sciences comprises four schools: Biological, Biomedical and Molecular Sciences; Environmental Science and Natural Resources Management; Mathematics, Statistics and Computer Science; and Rural Science and Agriculture.



In July, NSW Minister for Energy Joe Tripodi launched the trial of a new technology (developed at UNE) that promises to protect cool-climate grapes from one of their worst enemies, frost. He is pictured here with UNE Vice-Chancellor Professor Alan Pettigrew (centre) and project coordinator Associate Professor David Lamb.

The schools cover a broad range of disciplines across the sciences, including human biology and physiology, chemistry, physics, molecular biology, botany, zoology, ecosystems management, earth sciences, environmental engineering, marine science, mathematics, statistics, computer science, agronomy, soils and animal science. The Faculty teaches across this range and in recent years has adopted a more entrepreneurial and international profile. This has resulted in collaborations such as those with the Melbourne Institute of Technology and a number of universities in China.

Teaching

The Faculty is currently conducting a major review of undergraduate programs for commencement in 2008. While the process is still underway, it is clear that there will be many changes that will focus on teaching activity, improve attractiveness to students, and increase efficiency. The Faculty will retain named degrees in the interests of clarity and marketability, but will introduce simplified rules and increased consistency across programs. This will allow students more flexibility to transfer between degree programs should they wish. Of particular note is

the introduction of a named degree in Marine Management and Science offered via the National Marine Science Centre at Coffs Harbour, in collaboration with Southern Cross University.

The University of New England was successful in its application for rural medical places in collaboration with the University of Newcastle. The faculty will teach 60 of the 80 students allocated annually in collaboration with the new School of Rural Medicine to be established in the UNE Faculty of Education, Health and Professional Studies. UNE will use the problem-based learning curriculum developed by the University of Newcastle to commence the program in 2008. To coincide with this, the Faculty will introduce a new Bachelor of Biomedical Science.

Staff were also successful in attracting grants to support their teaching. Three of UNE's 10 Carrick grants involved Faculty of The Sciences staff. Botany won two grants, and Julie Godwin was successful in an application via the Teaching and Learning Centre.

Also during 2006, Associate Professor Caroline Gross succeeded Professor Hugh Ford as the Head of the School of Environmental Science and Natural

Resources Management, while Professor David Cottle replaced Professor Acram Taji as the Associate Dean, Teaching and Learning.

Research

In addition to teaching activities, each of the four schools within the Faculty continued to build its research profile. This activity was further enhanced via extensive internal and external collaborations comprising 10 Faculty Research Centres and seven Cooperative Research Centres (CRCs). Four ARC grants were also won by the Faculty.

A House of Representatives Committee Public Hearing on Rural Skills in training and research was held at UNE on 10 March. The delegates toured the Faculty's facilities prior to the formal hearing, when Professors Alan Pettigrew and Margaret Sedgley and Associate Professor Geoff Hinch addressed the committee and answered their questions.

The Faculty continued to publish widely. In addition to refereed papers in international journals, the book *Organic Agriculture – a Global Perspective* was launched by the Vice-Chancellor on 12 September. Dr Paul Kristiansen and Professor Acram Taji co-edited the book.



Faculty of The Sciences staff worked together with staff from Marketing and Public Affairs to promote UNE at Ag-Quip, Australia's largest agricultural display, at Gunnedah in August.

In addition, the Vice-Chancellor and Mike Flemming of the Department of Environment and Conservation launched a volume of the *Proceedings of the Linnean Society* devoted to the biology and ecology of the Gibraltar Range National Park, dedicated to the late John Williams, on 8 May. Current and former Faculty staff contributed to the volume.

Partnerships

The Faculty is heavily involved in outreach activities. "Science in the Bush" took place on 16 August and attracted school students from the region to engage in projects involving robots, hobbits, hidden treasure, swamps and fluorescence. "The Siemens Science Experience" was another important activity intended to enthuse young people about a career in science. Representatives from the Faculty attended AgQuip as part of the UNE contingent and set up interactive displays with day-old chicks and lab rats. The "Science Engineering Challenge" was a joint project with the University of Newcastle where students competed on science projects, and the HSC Booster

Day was a further opportunity to engage school students and teachers.

Rural Science's 50th anniversary celebrations took place on 21-23 September. The event was a reunion for former rural science graduates and included discussions on the vision of the first Dean of Agriculture, Professor Bill McClymont, in relation to current and future industry needs. More than 240 people attended.

There were many other Faculty highlights during 2006. Dr Pierre Moens organised the International Workshop on Fluorescence Spectroscopy and Microscopy in Biological and Biomedical Research held at the NMSC at Coffs Harbour from 2-6 October. Delegates came from around the world and some visited UNE during their trip. Dr Gerd Schmalz organised an international mathematics workshop at UNE that was held from 7-10 February. Lachlan Copeland and Associate Professor Jeremy Bruhl discovered a new species of the genus *Bertya* above Dungowan Dam near Hanging Rock. Associate Professor

David Lamb received a certificate at an event at the Victorian Parliament on 1 March to recognise the Precision Viticulture Research Group, as part of a DPI-UNE-CSIRO Phylloxera team. The team was a finalist for the Daniel McAlpine Outstanding Achievement Award. David Lamb was also included on the Carrick website in a "snapshot of good learning and teaching in physics". Professor Acram Taji received the award of Distinguished Senior Alumni for 2006 from Flinders University for her contribution to horticultural science teaching and research. On the commercialisation front, three varieties of the native grass *Microlaena stipoides* were launched on 4 August. Dr Wal Whalley ran the UNE project, and Native Seeds Pty Ltd is marketing the seed.

Two new Professors gave inaugural lectures in 2006: Professor Peter Gregg presented "The Australian cotton industry and its pests: past present and future", while Professor Steve Glover presented "Chemicals, cancer, causes and cures".

2006 saw the construction of the Oorala Centre, a general-purpose teaching and video-conferencing building with a focus on Indigenous education.



Quality Management and Resources

FACILITIES MANAGEMENT SERVICES

The University of New England Capital Plan started to reshape the built environment of the campus during 2006. The Oorala Centre project was completed in December 2006. This building will provide a focus for Indigenous education on campus, while also enhancing general teaching with video conferencing equipment available in the main lecture theatre. The Capital Plan also proposed the demolition of a number of older buildings that do not make a positive contribution to the University. This project has commenced with three older buildings being demolished.

The refurbishment of the Geology Building has been deferred in order to secure a more competitive price. This project is expected to go to tender in March 2007. This project also involves the demolition of a number of older style buildings with staff being relocated into refurbished and re-equipped buildings.

The announcement that the University of Newcastle and the University of New England would establish a UNE Rural Medical School with a commencement date of semester one, 2008, has seen the engagement of specialist consultants to start the design process. It is expected that Stage I of the development will be out to tender in early 2006 with Stage II to be tendered within the first quarter of 2007.

Space management has been a priority in 2006 with all 500 paper-based drawings converted to a digital format. A number of space audits have been completed, allowing Facilities Management Services to provide the Buildings and Grounds Committee of the University Council with the first report on how University space is being utilised. It is expected that these reports will be the basis for further developments proposed within the forward Capital Plan and give the executive management of the University the information it needs in determining capital priorities.

Other projects completed at the University included the redevelopment and sealing of the Western Carpark, the upgrading of Wright Village fire egress and hand rails to ensure compliance with the NSW Fire Codes, and the design for the Mary White College refurbishment was also started with the engagement of consultants.

FINANCE

The year 2006 saw significant changes and several new initiatives take place within the Finance and Resources Division. The most far-reaching of these were the introduction of the new budget process and the implementation of a Strategic Cost Measurement project.

The UNE budget process was re-engineered to introduce forward-looking strategies to encourage positive return activities and research. The budget strategy addresses the necessity of providing funds for strategic initiatives and contingencies, establishing sufficient cash reserves to underpin future capital and infrastructure requirements, and reining in the legacy of a significant backlog of deferred capital maintenance. The new budget is transparent, driven by output-dependant formulae and spans a three- year timeframe.

The Strategic Cost Measurement Project was implemented to satisfy the identified need for enhanced cost information and understanding across the University. Strategic cost measurement provides a methodology for understanding the costs of activities, and for providing feedback and insights into cost behaviour and drivers. The exercise will include meaningful benchmarking of administrative and support services across the sector, will support informed management and pricing decisions based upon reliable data, will facilitate planning and will inform the most effective use of resources. Upon completion, the exercise will provide a sound framework for continuous improvement.

The Financial Services Directorate saw a change in focus during 2006, with the Directorate becoming more customer-focused and service-oriented. The Financial Services Directorate has assumed additional responsibilities for the administration and accounting services for both SportUNE and Services UNE as a result of the introduction of Voluntary Student Unionism.

Risk Management and Internal Audit have been identified as requiring a higher and more strategic profile and additional

resources. A new structure is in the process of being developed which will be overseen by a Director of Risk and Audit, with a view to improving the effectiveness of both Risk Management and Internal Audit.

Facilities Management Services continued to maintain and enhance the infrastructure of the University to the highest level. 2006 saw the construction of the Oorala Centre, a general-purpose teaching and videoconferencing building with a focus on Indigenous education.

The introduction of Voluntary Student Unionism in late 2005 has had serious financial implications for student organisations, and both Services UNE and SportUNE have had to re-structure and realign their services and focus in order to continue providing services at a high level whilst working within a substantially reduced revenue structure and tighter budget constraints. Both organisations have succeeded admirably in this aim.

HUMAN RESOURCE SERVICES

With major changes occurring across the University during 2006, much focus has been on strategic HR development planning for the future, managing the University's human resources, enhancing our technology and reporting capabilities



15 academics and six members of general staff participated in the Organisational Development Unit's Woman and Leadership course, delivered for the first time in 2006.

and meeting external compliance requirements.

Industrial relations

The University of New England Workplace Agreement 2006-2008 became effective on August 29, 2006. Staff voted almost unanimously in favour of a single, streamlined agreement covering all staff, which wholly displaced the three previous agreements and relevant awards. The outcomes from this agreement provide considerable benefits and flexibility for staff and the University.

The resultant salary increases will be 8.5 per cent over two years, placing the University in the upper half of all universities in Australia when comparing pay rises over the last few years. This outcome positions UNE well for the future, ensuring that we remain an attractive employer.

The University also successfully ensured its compliance with the Federal Government's Higher Education Workplace Relations Requirements (HEWRRs) and WorkChoices amendments to the Workplace Relations Act, 1996. UNE has again met all targets for the 2006 HEWRRs deadline, and expects a positive result for its 2007 funding.

Numerous workplace relations policies and procedures have been amended to ensure ongoing compliance with the HEWRRs and new legislation.

Recruitment

Compliance requirements and the new Workplace Agreement resulted in new levels of complexity for appointments and contracts. All new appointees are now offered an individual Australian Workplace Agreement (AWA) as an alternative to the University's workplace agreement.

While the number of positions advertised has remained static, some advertisements provided for multiple appointments. Overall there was a slight decrease in the total number of staff recruited.

	2003	2004	2005	2006
Academic	59	57	42	40
General	158	161	110	94
Total	217	218	152	133

The following senior staff have taken up their positions during 2006: Director, Research Services; Head of Mary White College; and Professor of Special Education.

Professor Ingrid Moses retired as Vice-Chancellor in January, 2006, and was replaced by Professor Alan Pettigrew, who took up duties in February, 2006.

During 2006, two academic staff were promoted to lecturer, seven were promoted to senior lecturer, three were promoted to associate professor and two were promoted to professor, which was an overall decrease on the figures for 2005.

Organisational Development

Organisational Development highlights for 2006 included:

- Review and development of the Performance Management System, including the update of policy documents and forms.
- Women and Leadership course designed and delivered for the first time in 2006, with 15 academic and six general staff participating.
- Continued support of the Administration Assistants on campus through the AA Conference held twice during 2006, both very well attended.
- Tailored solutions to individual work unit needs, including strategic and business planning sessions.



The cost-and-injury-saving “Goal Shifter” was the brainchild of UNE Grounds Assistant Terry Farrell and OHS Officer Graham Bruce. Previously, it took at least three people to handle the heavy steel soccer goals manually; the new invention, using a tractor’s three-point linkage, makes it a one-man job. The invention was a finalist in the WorkCover NSW OHS Safety Award.

- Continued development of online courseware available to staff, including IT applications, compliance requirements and general professional development courses.
- Custom-designed online surveys for a growing number of work units.

Also in 2006, 50 academic staff (18 female and 32 male) were approved for the University’s study leave program (compared with 53 in 2005 and 69 in 2004) and 33 general staff (nine male and 24 female) were granted study leave to complete approved study programs (compared with 33 in 2005 and 40 in 2004).

Occupational health and safety

The consultation system set up to meet the requirements of the OHS Act continued to function well in 2006, with major improvements to the University’s performance in this area.

A total of 103 incidents were reported, which is a decrease on 2005 (136 incidents reported). The percentage of incidents reported that did not result in time off work (66), is a very positive outcome, as it indicates that staff are becoming proactive and preventative in their approach.

Only 23 workers’ compensation claims were recorded in 2006, the same as 2005, down from 44 in 2004. Continued proactive claims management and return-to-work strategies have contributed to this downward trend.

Throughout the year there was a focus on continual improvement. The invention of the “Goal Shifter” developed by members of one working group was a finalist in the WorkCover NSW OHS Safety Awards, and will contribute to greater efficiency and safety for staff in that area.

INFORMATION TECHNOLOGY

In 2006, ITD took major steps to bring new technology services to the University and upgrade IT infrastructure that will support the University into the future. During the year, ITD won a government grant of \$2.57 million to supplement existing University capital funds, implement a wireless network, and upgrade the existing wired network across the campus and the residences.

While efforts in 2005 were focused on supporting the Callista Student Administration system through technical updates and support for the “Backing Australia’s Future” legislation, 2006 has allowed ITD to work with Student

Administration and Services to leverage some of the self-service technology provided by the Callista System to enhance services to students. A significant initiative was the commencement of online enrolment. A trial was conducted early in 2006 with significant success leading to more than 30 per cent of students expected to enrol online for semester one, 2007. This number will increase through 2007/8. Business intelligence software purchased early in the year provided sophisticated information about enrolments during the enrolment period, and demographic information about where those enrolments originated.

ITD commenced implementation of an Enterprise Data Warehouse that will support and enhance institutional decision making capability through the timely provision of high quality operational and strategic information. This warehouse will be deployed with leading Cognos 8 business intelligence technologies and be accessed through the Internet browser-based interface provided as part of the Cognos 8 suite of products. In 2007, automated information flows between multiple and disparate corporate systems will provide institutional-based reporting with which

In 2006, ITD won a government grant of \$2.57 million to supplement existing University capital funds, implement a wireless network, and upgrade the existing wired network across the campus and the residences.



to monitor UNE's performance against its new and evolving strategy.

Implementation of the Academic Database, which manages course and unit approval and review, continued through 2006, with major achievements in configuration for local implementation, and the loading of all existing University information for UNE courses and units into a central database. A key benefit of the Academic Database is approval for new and changed courses and units via electronic workflow. Design for these workflows has commenced for implementation during 2007. ITD has continued to work on this project in close collaboration with Queensland University of Technology.

The implementation of audience-centric information architecture across the University's top-level pages, and publication of an authoritative course and unit catalogue are among the highlights of the UNEweb Project, nearing completion of its first stage in 2006. The migration of faculty, school and directorate Web pages into a content management system improved quality and consistency of the University Web presence and reduced administrative overhead. myUNE, a student Web portal

providing access to online services and information in a single-sign-on portal framework, was re-launched in November 2005 and continually developed throughout 2006. myUNE was the delivery tool for a highly successful online enrolment effort in 2006, a collaborative project with the Student Administration and Services Directorate.

The Customer Relationship Management (CRM) system was further enhanced in 2006 with the purchase of additional licenses and a new module to support sales and marketing activities. These will be progressively implemented during 2007 as the existing online knowledge base is extended to include other areas of the University. This will provide improved self-service information for students and prospective students.

Work behind the scenes included new mail servers, the purchase of new clustered Linux servers for our enterprise systems, and a new Storage Area Network. These will be commissioned in early 2007 ready for the phase-out of existing second-hand servers. 2006 has also seen ITD doing the groundwork to implement a new telecommunications charging model, allowing students and staff much cheaper rates and higher

quotas for Internet downloads. The new model, particularly geared for students in University residences, was approved and will be ready for the start of the 2007 academic year.

In 2007, ITD will provide staff and students with a wireless network capable of 54Mbps, allowing staff and students to become mobile on campus and utilise the new collaborative workspaces that are appearing around campus. This project will also roll out a new wired network on campus, improving speed to work spaces and residences by a factor of 100, and providing the infrastructure upon which ITD can implement Voice over Internet Protocol (VoIP) in 2008.

LEGAL OFFICE

The Legal Office is staffed by two lawyers, the University Lawyer and an associate, as well as a Contracts Officer. The Legal Office handles a broad range of legal and commercial issues that arise both locally and internationally. It checks all contracts with the University and advises on issues arising from information technology, and intellectual property, as well as a broad range of governance issues. During 2006 the Legal Office has focused on contractual and compliance issues.



UNE Open Day 2006 was a resounding success, drawing about 1200 potential students from throughout NSW and southern Queensland.

MARKETING AND PUBLIC AFFAIRS

2006 saw a realignment of portfolios, with the Marketing and Public Affairs Directorate reporting to the Pro Vice-Chancellor (International and Development), Professor Robin Pollard.

Applications by prospective students increased in 2006, despite increased competitive activity. Intake activities for Semester 1, 2006, were expanded, resulting in more than 7,600 contacts with potential students through campus tours, telemarketing, and other initiatives that included a mail-out from the residential colleges and "preference telemarketing".

Campus tours continued to be a popular way for prospective students to familiarise themselves with UNE in 2006, with a 19 per cent increase in those touring the colleges and main campus.

Higher Education Equity Support Programme funding for rural, isolated and lower socio-economic groups enabled UNE to establish marketing links with the Australian Defence Force for undergraduate and postgraduate students and the establishment of higher

education pathways with rural-based companies and with TAFE.

Professor Pollard's focus on broadening marketing activity beyond the on-campus model saw the expansion of segment marketing to include the distance-education and postgraduate segments. Activities included a non-school-leaver event in Sydney mid-year in conjunction with two other regional distance-education universities, and a coordinated UNE presence at postgraduate expos in Brisbane, Sydney and Melbourne.

Under Professor Pollard's direction, additional funding to support student recruitment for 2007 was made available. Allocation of this funding was based on strict measurement criteria established by Professor Pollard, and enhanced activity was delivered in November and December.

UNE achieved an increased media uptake of UNE press releases averaging 350 "hits" per month. Traffic through the News and Events link on the UNE Home page increased fourfold, registering an average 23,000 hits per day throughout October

and November. In 2006 UNE significantly increased the number of official University events, with almost twice as many as in 2005.

UNE also participated in community events, including public lectures held in Armidale Town Hall, and stands at Wool Expo and Ag-Quip.

Supporting UNE's efforts to create work-ready graduates, Marketing and Public Affairs provided work experience for 16 students through UNE Workready and similar programs. These students were from a broad range of study areas including communication studies and marketing.

Looking ahead to 2007, Professor Pollard has identified a lack of discretionary funds and inadequate analytical and strategic capacity as weaknesses in University marketing, and will be addressing this through a range of initiatives including the introduction of a Market Research Analyst position.

Partnerships and Related Entities

AGRICULTURAL BUSINESS RESEARCH INSTITUTE (ABRI)

The ABRI specialises in providing software and support for livestock improvement services internationally. ABRI has a 183-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 holds a high market share of the beef registration market internationally:

Country	%
Australia	100
Namibia	100
New Zealand	97.5
Canada	76
UK	65
South Africa	46
USA	21.5

ABRI maintains close links with campus-based livestock research groups, particularly the Beef Cattle CRC and Animal Genetics & Breeding Unit. ABRI is active in commercialising specific areas of the intellectual property coming out

of these groups. The company's services are provided to more than 60,000 clients.

ABRI has spent the last five years writing a wide range of new software products for the livestock industry, with funding support from the International Livestock Resources and Information Centre (ILRIC). These products will be rolled out into the international marketplace over the next five years.

In 2006, ABRI rolled out a very successful beef cattle extension program in South Australia using a team of young graduates.

ABRI is a major corporate sponsor of the New England Conservatorium of Music, which provides music education and performance opportunities to more than 3000 children in the New England area.

INTERNATIONAL LIVESTOCK RESOURCES AND INFORMATION CENTRE

The International Livestock Resources and Information Centre (ILRIC) has continued its achievements with limited, focused resources. These achievements

are due to the urgent need for such an entity within the Australian livestock industry, and collaboration with our core partners, and industry linkages.

Originally established as a Major National Research Fund (MNRF), ILRIC has been involved with many projects aimed at benefiting the Australian livestock industry. All projects within our MNRF portfolio have met or exceeded their objectives to date. Both the research and production sectors throughout the Australian livestock industry have welcomed ILRIC and this support resulted in the acceleration of projects and backing from diverse groups and individuals domestically and internationally. Due to this, a synergy has grown from the balance between research and development partners, producers and breed societies.

A real measure of MNRF benefit is the endorsement of ILRIC as the Australian Secretariat for Cattle Genetics Export by both Australian peak cattle bodies: The Cattle Council of Australia (CCA) and the Australian Registered Cattle



The National Marine Science Centre (NMSC) in Coffs Harbour, NSW. The NMSC is a joint facility of UNE and Southern Cross University.

Breeders Association (ARCBA). The Export Secretariat has made significant progress in countries like Russia and trade groups such as the EU and South American bloc.

The ILRIC International Livestock Information Gateway, launched in early 2006, is a collection of Web applications bringing diverse related data and publications within easy reach for the first time. The public launch of the ILRIC Information Gateway, on schedule and within budget, was well received by the online agricultural community and the gateway received substantial traffic from new and returning visitors. Traffic continues to increase, and ILRIC has also started to receive international purchase enquiries from both the Genetic Export Database and the SalesBarn. Phase 2 of this project commenced in May 2006 and involved the expansion and enhancement of ILRIC's next generation Livestock Information Gateway and its associated databases. Delivery of phase 2 was completed in December 2006.

The development of a satellite-based livestock tracking and traceback system as a major project will bring global recognition to ILRIC and the Australian livestock industry, proving again the high value placed on innovation and efficiency in an increasingly competitive

global marketplace. Real time tracking gives vital reassurance to our trading partners and assures the global livestock industry that Australian producers are determined to protect their disease-free status, reassuring consumers who have seen repeat foreign animal disease events cripple their livestock production. This system, and the complementary development of the Japanese Agricultural Standard (JAS) project as Australia's benchmark livestock QA protocol, ensure our position as suppliers of high-end, secure animal protein. The supply chain will be secured and expanded to deliver long-term sustainable relationships with our traditional and new target markets.

The makeup of ILRIC's core partners and board also continues to evolve, attracting major players and regulatory authorities in the Australian livestock sector, including 26 major breed societies who have joined ILRIC as industry sponsors. We look forward to another busy year, moving from our development phase into commercialisation during 2006/2007.

NATIONAL MARINE SCIENCE CENTRE

In 2006, staff and postgraduate students have continued to conduct research in the following key areas: assessment and

monitoring of biodiversity in marine and estuarine habitats; patterns and processes in marine and estuarine habitats; human-induced impacts on marine systems; sustainable fisheries; marine park management; and marine resource economics and management. Much of this work has been conducted collaboratively with management agencies. One of the main projects has been the documentation of marine and estuarine resources within the Northern Rivers Management Area (Port Macquarie to Tweed Heads). This work, funded by the Northern Rivers Catchment Management Authority, involved underwater mapping of the inshore region (with NSW Department of Conservation) and the assessment of reef health (team led by Associate Professor Steve Smith).

Staff have continued to contribute to international, peer-reviewed journals, prepare reports and papers for a range of government agencies and present at national and international conferences. The Director, Professor Alistair McIlgorm was the only Australian presenter at the California and World Oceans Conference (CWO 06) speaking on research into the Australian Marine Economy. Associate Professor Steve Smith presented papers



Kelley Atkinson with her prize-winning entry in the photography section of the Services UNE Short Story and Photography Competition. The competition is one of many contributions Services UNE makes to the University's cultural life.

and posters at four conferences including an international meeting on Antarctic Science and Management. Associate Professor Richard Faulkner presented papers at the Australian Marine Sciences Association (AMSA) conference in Cairns and the NSW Coastal Conference in Coffs Harbour, on research funded by the NSW DPI (Fisheries).

In early 2006, Associate Professor Steve Smith received funding from the Environmental Trust to develop a research and education program on the re-introduction of traditional harvesting at Arrawarra Headland. The project will run for three years and involves collaboration with State and Federal agencies as well as with the local Garby Elders group (Gumbaynggirr Nation). Professor McIlgorm was awarded an ACIAR feasibility project to improve the management of the Papua New Guinea sea cucumber fishery.

2006 was a good year for postgraduate research students, with Michael Rule, Wenshan Liu and Sarah Richards receiving their PhDs and Terri-Ann Bell her MSc. Two additional PhD theses are currently being examined (Will MacBeth, Beth Hastie), with others in the final stages of preparation.

Notable visitors to the NMSC included Professor Judith Kildow, Director, National Ocean Economics Program, CSU Monterey Bay. Judith accepted an invitation as keynote speaker at the NSW Coastal Conference.

SERVICES UNE LTD

2006 has again been a year of challenge and change for Services UNE following the introduction of Voluntary Student Unionism and the subsequent loss of \$1.8 million per year in general service fee income from July 2006.

Early in the year, Services UNE accepted responsibility for delivering a wide range of student support services, and many essential services were maintained or enhanced despite this loss of income. The continued delivery of advocacy, employment, accommodation, legal assistance, tax help, the Breather and the Postgraduate Centre had a positive impact for a wide range of students, including some of our most disadvantaged.

During 2006 Services UNE again provided ways for students to showcase their talents, with the band, DJ, short story and photography competitions all achieving record entry levels; and TUNE

FM radio station attracting more than 80 student volunteers.

Mid-year saw discussions with the University resulting in financial support for a range of essential services, including Tune FM, the Secondhand Bookshop, and the Booloominbah Collection; and assistance with electricity, heating and cleaning of public areas – an essential service given Armidale's harsh winters.

While UNE financial support is vital in the short-term, long-term delivery of essential but non-commercial support services is dependent upon Services UNE achieving the best possible returns from its commercial operations. In 2006 and 2007 this is the primary strategic objective of Services UNE.

Achieving this outcome has and will continue to require that all areas of operations are subject to constant review so that Campus Essentials, Sleek Hair Salon, the Secondhand Bookshop, the Belgrave Cinema, and our range of vending and food outlets continue to attract viable levels of support from students and the UNE community. This drive for improved efficiency and service levels resulted in IT systems changes in the bookshop and administration, the installation of security cameras in

Campus Essentials, changes to how food services are delivered, and a range of changes at the Belgrave Cinema.

A wide-ranging review of all areas of Cinema operations has followed a decline in patronage levels and profitability over the past five years. As a result, a wider range of faster food options has been introduced; ticket prices have been adjusted; and an investment in digital cinema equipment and upgraded IT systems is being considered. Implementation of these changes will improve service delivery for the majority of customers at a significantly reduced cost, which, combined with continued community support, should provide a financially viable future for this community asset.

While the impact of VSU has resulted in some services being closed or changed (including the Bistro Bar) management and the board are looking for alternative ways to deliver these or similar services to students in a sustainable way.

The beginning of fourth semester saw the welcome return of student representation at UNE following Internet-based elections for the Services UNE Undergraduate and Postgraduate Representative Committees. The shift

to Internet-based elections reflected feedback from a student survey in late 2005, where email or the Internet was found to be most students' preferred method of communication. This initiative significantly reduced the cost of the election, increased participation, and delivered results within a few minutes of polls closing. The technology used for the election will be used over the coming year to quickly and efficiently request feedback from students so that Services UNE can best achieve its constitutional objective of providing facilities and services for students and the UNE community.

SPORT UNE

2006 was a successful sporting year for UNE students and sporting teams at local, regional, and national levels. It was also a challenging year for elected representatives and staff in addressing the changes necessary to ensure the ongoing financial viability of Sport UNE in a VSU environment (following the implementation of Voluntary Student Unionism by the Federal government effective from 1 July). VSU impacted greatly on UNE Clubs, with the withdrawal of facility subsidies. Major staff restructuring was also undertaken during September to November with

the loss of three full-time staff positions. Funding from the Regional University Sports Participation Fund will ultimately lead to the establishment of a new administrative staff position to provide support for club and intercollegiate sports programs in 2007. In November, UNE applied for funding support from the federal government VSU Transition Fund to assist with upgrading and developing sports facilities at UNE over the next three years. Projects prioritised by the University for funding support included:

- The construction of a grandstand facility at Bellevue Rugby Field with provision for the establishment of a synthetic athletic track to be developed in partnership with the State Government and regional and state athletics associations.
- Construction of a new multipurpose hall facility within the indoor recreation centre to include a third basketball court, new weights gym and group fitness and martial arts floor areas.
- An upgrading of the pool.
- Upgrading of gym equipment.
- An upgrade to the Indoor Recreation Centre changerooms.

Sport UNE's Bellevue Oval and Indoor Recreation Centre viewed from the air.



- Replacement of the Bellevue Oval picket fence, and refurbishing of the squash courts and upgrading of the climbing wall facilities.

Major achievements and initiatives at Sport UNE during the year included:

International level

Six students represented UNE and Australia at an international level during the year:

- Katie Calder represented Australia on the World Cup cross country ski circuit and was selected to represent Australia at the World University Winter Games in Torino Italy (February 2007).
- Kate Bates represented Australia at the Commonwealth Games in Melbourne and won a gold medal in the road race cycling event.
- Francis Fainifo represented the ACT Brumbies and was selected in the Australian Prime Minister's squad which played against Japan in November.
- Tom Bedford was selected as coach of the Australian junior kayak team on their tour of New Zealand.
- Al Kanaar (Waratahs) and Tai Mclsaac (Western Force) also played for the Wallabies during the year.

National level

- UNE were gold medallists in lawn bowls at the Australian University Games in Adelaide.
- UNE's women's soccer finished fifth at the Australian University Games, their highest ranking since 1999.
- Five students gained selection in Australian University green and gold merit teams at the Adelaide Australian University Games.
- Four current students and two past students represented the NSW Country Cockatoos on their recent rugby tour of Fiji in October.

Regional University level

- A record number of students (31) gained selection in Northern University merit teams at the Sunshine Coast Games in July.
- At the Northern University Games UNE gained two gold medals, five silver medals and four bronze medals and regained the Clem Jones trophy from the University of Queensland for the first time in four years.
- Overall UNE finished fourth out of 14 competing universities and for the first time ever finished higher than the University of Queensland on the points tally.

Local and regional level

- St Albert's Rugby Union Football Club were grand finalists in all three grades, won first and second grade and were runners-up in Colts. The finals were again hosted at UNE's Bellevue Rugby Field.
- Robb Rugby were runners-up in the New England first grade competition and premiers in Colts.
- The New England Nomads represented UNE in the Tamworth AFL competition comprising teams from Tamworth, Gunnedah, Inverell and Muswellbrook and were runners-up after being the first team into the grand final. The Nomads hosted the grand final at Bellevue Oval.
- UNE Women's Hockey were runners-up in the A grade New England grand final, and the Men's Hockey team were finalists in the A grade men's competition.
- The UNE netball competition featured up to 40 teams (400 players) in four divisions and was sponsored for the first time by the Royal Hotel.
- Sport UNE's twilight soccer competition experienced major growth (up from 59 teams to 74

teams) in 2006 with up to 700 players participating in this fourth term competition.

Off the playing field, Sport UNE's major initiatives included:

- Sport UNE's partnership with Northern NSW Soccer has seen the University Consett Davis playing fields host the annual state soccer camp in January, the state selection trials in April and the Johnny Warren Soccer Clinic in November.
- Grounds Assistant Terry Farrell, in consultation with co-workers, came up with a solution to Sport UNE's problem of moving 12 football posts around the Consett Davis playing fields to facilitate the conducting of football, soccer and cricket fixtures. Terry, in partnership with a local welder, developed a goal post lifter that was a finalist in the Workcover NSW OHS Safety Awards. Terry's invention was also featured on the ABC New Inventors program.
- Senator Barnaby Joyce was the principal guest at the University Blues dinner where Francis Fainifo was named Sportsperson of the Year.

UNE PARTNERSHIPS PTY LTD

UNE Partnerships Pty Ltd is the wholly owned education and training company of the University of New England. UNE Partnerships is a Registered Training Organisation and specialises in providing customised workplace training to organisations throughout Australia.

UNE Partnerships is registered with the NSW Vocational Education and Training Accreditation Board to deliver vocational education and training qualifications from Certificate II to Advanced Diploma level.

The financial performance of UNE Partnerships in 2006 included a 7% increase in income to \$4.9 million, with Practice Management and Project Management programs the main contributors.

Key achievements for 2006 included:

- Practice Management continued to build on its growth in the medical, dental and veterinary disciplines. Exceeding targets in all areas and continuing to build on existing alliances with the Australian Association of Practice

Managers, Australian Association of Veterinary Practice Management, the Australian Dental Association in Queensland, New South Wales, Victoria and Western Australia. Information sessions, workshops and residential schools were held throughout Australia to provide assistance and networking opportunities to students. In November 2006, the Diploma of Practice Management (Legal) was launched at the Australian Legal Practitioners Managers Association conference on the Gold Coast.

- Project Management continues its strong growth, exceeding its targets by 19%. Training was provided to Energy Australia, Powerlink, National Australia Bank, Qantas, Centrelink, American Express, Honeywell and individual enrolments.
- The Advanced Diploma of Business displayed steady growth through new and existing partnerships. The Australian General Practice Network corporate group provided an opportunity to develop the Practice Nurses Diploma Program.

Other corporate groups included The Greater Building Society and the Holden College operated by Raytheon Professional Services.

- A contract was signed with the Wagga Wagga City Council to deliver the Certificate IV in Business competencies. A proposal to Australia Post for the development and delivery of a Diploma of Business was successful.
- RailCorp proposal for the development and delivery of

a Certificate IV in Government (Investigations) was accepted. RailCorp also agreed to the design, development and delivery of an online OHS program.

- Delivery continued during the year of the customised frontline management training to NSW Police, Ti-West, NSW Public Trustees, MBF and Medicare Private.

- Courseware was developed for the new workplace training and assessment qualification.
- E-learning capability was enhanced during the year, including integration of our content and learning management systems.
- UNE Partnerships employs 34 staff in its Armidale head office. Over 100 consultants are contracted for the delivery of services.

Diversity, Access and Equity

The University of New England is committed to the principles of equity and social justice, welcomes and celebrates diversity and aims to provide an environment in which staff and students thrive.

The University's culture and values, outlined in the University's *Strategic Plan 2002-2006*, are underpinned by the principles of equity and reflect:

- A commitment to equity in access to education and employment, equal opportunity, occupational health and safety, and affirmative action; and
- Active recognition of the interests of our culturally diverse, Indigenous and international populations and local, regional and global communities in all facets of University work.

The University maintained its commitment to increasing the representation of staff and students from historically disadvantaged groups in 2006. The University's achievements in improving the participation and career development of women were again acknowledged by the award of the Employer of Choice for Women citation from the Equal Opportunity for Women in the Workplace Agency (EOWA). The University has held the citation continuously since 2002. As a result of successful strategies and the continued steady improvement in the representation of women in most areas, as reported to EOWA in 2006, the University has been granted a waiver from reporting for a two-year period and is due to report again in 2009.

The representation of women on academic staff (40 per cent) has been maintained since 2004 and among senior level and tenured academic staff, women's representation has continued to improve. The representation of women among academic staff above Senior Lecturer has increased steadily from 13.54 per cent in 2003, to 21 per cent as at 31 March 2006. Among tenured staff, the representation of women has increased from 34.6 per cent in 2003 to 37 per cent in 2005 and 2006.

Women are well represented among general staff (59 per cent as at 31 March 2006) however the loss of several women from senior positions has resulted in a downturn



UNE once again received a national “Employer of Choice for Women” citation in 2006. The citation, awarded by the Australian Government’s Equal Opportunity for Women in the Workplace Agency (EOWA), recognises the success of UNE’s policies and practices in promoting women’s interests in the workplace. Employment Equity and Diversity Officer Lyn Tucker is pictured holding the award.

in their representation at HEO 10 and above. Women’s representation at these levels has declined from 39 per cent in 2005 to 25 per cent in 2006. The representation of women among continuing general staff (60 per cent) is slightly higher than their overall representation.

In accordance with the University’s commitment to equity, faculties and directorates continued to implement initiatives designed to improve representation and career development of women. Evaluation of statistical trends led to the identification of issues relating to women’s access to and participation in the academic promotion process. To address these issues the Pathways to Careers and Promotion program was piloted in November 2004 and, after incorporation of feedback from participants, was again offered in 2005. Due to timing difficulties the program was not offered in 2006 but is scheduled for first semester 2007.

Pathways to Careers and Promotion focuses on the career development of academic women and has the longer term goal of assisting women to prepare for promotion. In two half-day workshops participants hear

and interact with a number of senior academic women who present on a variety of issues relating to progressing an academic career. Participants identify gaps in their academic profiles and focus on aspects of their career in the broad areas of teaching, research and service that will address these. The program enables direct contact with senior women and associated informal mentoring, as well as providing the opportunity for participating women to meet and form support networks amongst themselves. The workshops provide an environment for women to “legitimately” discuss strategies for balancing life and work demands, accessing or creating research opportunities, and focusing on areas of interest with a range of senior women.

The University is currently developing a new network for general staff women to replace the UNE Spokeswomen’s Program which ran between 1999 and 2005. For their final activity, the University Spokeswomen, in collaboration with the Equity Office, came together to organise a morning tea for all University women to celebrate International Women’s Day in March 2006.

In 2006, a new initiative was offered for academic and general staff women who wished to enhance their leadership skills. The Women and Leadership Program aims to provide the tools for women who aspire to be, or who already are in leadership roles at the University to be better leaders. The program focuses on the development of regular reflective practices together with enhancing personal and professional leadership skills. It also provides a regular forum for women to discuss leadership challenges and opportunities. Twenty-one women completed the program in 2006 and were awarded certificates by the Pro Vice-Chancellor (Academic) at a formal presentation function. The program will be offered in alternate years.

Faculties continued to implement strategies to provide opportunities for women to act in positions at higher levels and the representation of women among those accessing such opportunities remained above their representation among academic staff. Various strategies to improve academic women’s research and service profiles in preparation for promotion were also implemented. These include time release, grants and mentoring



In 2006, the University introduced “EO Online: fair play”, an interactive web-based equity training program that is available to all staff. Pictured: Professor Alan Pettigrew and Lyn Tucker.

opportunities. Women’s representation among those applying for promotion in 2006 (43 per cent) was higher than their representation among academic staff and their representation among successful applicants (57 per cent) was a considerable improvement on their representation among successful applicants in 2005. Women’s representation at more senior levels, however, did not sustain the improvement reported in 2005. They comprised 60 per cent of applicants at Level D but only 33 per cent of those promoted at that level. No women applied at Level E.

The University’s commitment to ongoing improvement of support for students and staff with disabilities continued in 2006. To provide an integrated service for students the University restructured the Equity Office, separating staff and student functions in mid-2006. Effective from 2007, student access and equity, student disability support and student counselling are combined under the banner ‘Student Assist’.

The University continued to host the Disability Coordination Officer (DCO) Program for northern New South Wales, incorporating the New England, North

West and North Coast. The Disability Coordination Officer developed and delivered a number of initiatives to improve coordination between services and facilitate provision of information to students making transitions into further education or employment.

As part of its strategic direction and commitment to principles of equal opportunity in work and study, the University provides internal avenues for complaint resolution. These procedures include an educational program which keeps staff and students informed of what constitutes acceptable behaviour within the University environment, policies that cover unlawful harassment and discrimination, and avenues for speedy and confidential conflict resolution. The Equity Office also trains and supports a team of Equal Opportunity Advisers, a diverse group of staff and students who are available to provide confidential advice, information and assistance on all aspects of equal opportunity, including harassment and discrimination. Equal Opportunity Advisers are also trained mediators. Provision of a similar high level of equity-related services is under way through the new areas of Employment Equity and Diversity and Student Assist. Faculty

Equity Committees provide a further focal point within faculties for the dissemination of advice on equity issues and, through representation on the Vice-Chancellor’s EEO Advisory Committee, an avenue for providing information on equity concerns up through the organisation.

In addition to providing customised training to groups of staff and students, equity components are included in recruitment training, training for supervisors and Heads of Schools, and induction sessions for new staff. In 2006, the University introduced “EO Online: fair play”, an interactive web-based equity training program that is available to all staff. The two-module program, which comprises real life examples, scenarios, quizzes and learning summaries, provides information for all staff and additional information including advice on grievance handling for staff with supervisory responsibilities. “EO Online: fair play” will be incorporated into a number of training programs and will, in some cases, be a prerequisite to further training. Targets have been set for completion of the training by all staff over the next one to three years.

The two new equity initiatives launched by the former Vice-Chancellor in

December 2005, the Ally Program and the Dignity and Respect in the Workplace Charter, were implemented in 2006. The Ally Program works to raise awareness and visibility of gay and lesbian issues and involves the training of groups of staff and students who are informed about, and sensitive towards, gay, lesbian, bi-sexual, transgender and intersex (GLBTI) people, and their issues, and who affirm the experience and rights of GLBTI people. The first groups of UNE Allies were trained during 2006 and the network now comprises some 36 staff and students. There has been considerable interest in the program and further training sessions are planned for 2007.

The Dignity and Respect in the Workplace Charter provides definitions of acceptable behaviour, the legislative instruments covering bullying in the workplace, and steps for adoption of the charter for a bullying-free workplace. The Dignity and Respect in the Workplace Charter was widely distributed across campus in 2006. Implementation of the charter began in 2006 with the first of the five suggested steps, workplace consultation. Surveys on staff and student perceptions of discrimination and harassment were conducted

by Faculty Equity Committees in collaboration with the Equity Office. Survey results will inform training and policy development.

CULTURAL DIVERSITY AND THE UNIVERSITY'S ETHNIC AFFAIRS PRIORITIES STATEMENT

The University has a strong commitment to the provision of an inclusive work and study environment that values the contributions of our diverse University and wider communities and that reflects the principles of multiculturalism. Accordingly, and to ensure the University meets its requirements under the Community Relations Commission and Principles of Multiculturalism Act 2000, the Annual Reports (Departments) Regulation Act 2000 and the Annual Reports (Statutory Authorities) Regulation 2000, managers and supervisors are requested to provide details of their achievements in meeting the objectives of the University's Cultural Diversity Priorities Statement annually.

In 2006, 118 members of academic staff indicated they were from Racial, Ethnic and Ethno-Religious Minority Groups and 90 indicated their first language spoken as a child was other than English. These figures were based on an 84 per cent response rate from academic

staff to the EEO data survey. Adjusted figures indicate that approximately 23 per cent of academic staff come from Racial, Ethnic and Ethno-Religious Minority Groups and 18 per cent have a first language other than English. This represents a slight increase in the representation of people whose first language is other than English over figures reported in 2005.

Among general staff 43 people indicated they were from Racial, Ethnic and Ethno-Religious Minority Groups and 23 people indicated that their first language spoken as a child was other than English. These figures were based on an 81 per cent response rate to the EEO data survey. Adjusted figures show this represents approximately 7 per cent and 4 per cent of general staff respectively, and indicates a slight decrease in the representation of people from racial, ethnic and ethno religious minority groups among general staff.

The representation of people whose first language is other than English is close to the NSW target of 19 per cent among academic staff but is considerably lower among general staff, as could be expected in a regional centre. Representation of this group is close to

the representation of people indicating that a language other than English is spoken at home in the local government area of Armidale (4 per cent).

Adjusted figures show a decline of some .5 per cent in the representation of Indigenous Australians among general staff. Indigenous peoples made up around 1.8 per cent of general staff, slightly below the government target of 2 per cent and well below the percentage of Indigenous people in the local government area of Armidale (5 per cent). Indigenous people made up 1 per cent of total academic staff as at 31 March 2006, again, significantly lower than desirable, but a slight improvement on recent years.

The University Council initiated the development of a new Reconciliation Statement by a Council-approved working party in broad consultation with the local Indigenous community in 2005. The Statement affirms the rights of Indigenous Australians to equitable participation in higher education and reinforces the University's goal of developing a supportive organisational culture that values and respects Indigenous cultures and accommodates cultural differences. In addition to

reinforcing the University's commitment to increasing Indigenous employment, the statement acknowledges Indigenous Australians as the traditional custodians of University lands, and seeks to ensure the integration of Indigenous perspectives and content into relevant academic and administrative programs. Implementation of the Reconciliation Statement began in 2006 with a recommendation from the Teaching and Learning Committee to the Academic Board that a new exemplar be added to Graduate Attribute 7 — Social Responsibility, stating: 'Appreciate Indigenous culture and history'. On 21 March, 2006, the Academic Board Standing Committee endorsed this recommendation to Council. The Academic Board Teaching and Learning Committee also sought and received reports from each faculty Associate Dean (Teaching and Learning) on the steps taken by their faculty to ensure that this was carried through in new and proposed courses.

One faculty (Arts, Humanities and Social Sciences) has a dedicated Indigenous academic position. While this initiative was based on increasing Indigenous staff numbers in the faculty, the

position also serves as a role model for Indigenous students who wish to pursue an academic career.

The University continues to work towards improved intercultural communication and effectiveness. Leadership programs for staff and students included modules on diversity leadership, communication strategies and intercultural effectiveness. Staff involved in the delivery of offshore programs to students from diverse cultural backgrounds were provided with cross-cultural awareness training. For example, the Teaching and Learning Centre and School of English, Communication and Theatre provided information on improving cross-cultural awareness and pedagogic methods for staff involved in delivering programs offshore, as well as for staff involved in teaching students from different cultural backgrounds and/or working together with others from culturally diverse backgrounds. In addition, assistance was available to academic staff members whose first language is other than English for the preparation of research grant applications and to enable more effective communication generally.

The ongoing review of curricula, teaching and learning strategies, and the development of new approaches and content, incorporated awareness of the value of diversity and strategies to respond appropriately in culturally diverse environments. The University's undergraduate nursing programs, for example, include studies on Transcultural Nursing and require students to experience clinical settings involving caring for and working with, people from diverse cultural backgrounds.

The University's Wright Village is an accommodation facility catering to the needs of students from over 50 different cultural backgrounds. In 2006 information sheets on all the countries represented in the Village were circulated to residents. On the National Day for each country the appropriate National flag is flown in the centre of the Village. The University's catering facilities and social events also aim to reflect the diversity of our student and staff populations.

As a strategy to encourage the participation and integration of staff

and students from a wide variety of backgrounds, the University's Marketing and Public Affairs directorate coordinated the first in a series of planned international events, as well as facilitating, where possible, student employment throughout the organisation. The Directorate ensures that images used in all marketing materials reflect the diversity of the University's student body. The University also offers a range of alternative entry schemes including the national award winning TRACKS for Indigenous students and the Internal Selection Program (ISP).

The University's International Precinct works closely with a voluntary community organisation, the Armidale International Association, on a wide range of student initiatives. The English Language Centre provides accredited English language courses with a focus on the individual learning needs of students, including the Introductory Academic Program, English for Academic Purposes, and General English programs. The English Language Centre

is an accredited IELTS test centre. Faculty mentors also support the language skills of all first-year students, including students from non-English speaking backgrounds. Academic skills assistance includes essay writing and examination preparation.

In 2006, 12 University-wide and faculty-based Equity Scholarships were made available to new undergraduate students who are members of equity groups. These included five UNE Country Equity Scholarships and three Faculty of Education, Health and Professional Studies Equity Scholarships. Two Equity Postgraduate Scholarships were awarded to members of equity groups. In addition, 95 Commonwealth Education Cost Scholarships and 63 Commonwealth Accommodation Scholarships were awarded in 2006. A one-off grant from the Centre for Mental Health for Aboriginal Students undertaking the Diploma of Aboriginal Family and Community Counselling was available to qualifying students in 2006.

Supplementary Information

RISK MANAGEMENT

Having been identified as a key area, the University is committed to achieving best practice in Risk Management in order to ensure accountability, assurance and effective corporate governance. Risk management is becoming more widely accepted and integral in the development of policies and procedures.

During 2006 the profile of risk management was raised through a more structured approach and the appointment of a University Risk Management Coordinator. The reporting line for risk management moved from the Finance Directorate to the office of the Chief Financial Officer. Towards the end of the year, the position of Director, Risk and Audit was created and is to be filled during the first half of 2007.

Revised licensing arrangements with the vendors of the University's Risk Management software have resulted in a 50 per cent increase in user access across the campus. Staff training has increased accordingly through 'hands-on' workshops and presentations across the campus.

Risk Management Coordinators, representing each area of the University meet regularly to discuss issues relating to identification of risks, risk reporting and the management of the University's risk register.

The Risk Management Steering Committee considers reports on strategic and key operational risks and passes appropriate risks to the Audit and Compliance Committee for their consideration. The Risk Management Steering Committee monitors the progress of each area regarding the ongoing management of risk, and requests risk audits as necessary.

Plans for 2007 include:

- Overhaul/clean-out of the current database
- Specific identification and management of strategic risks
- Introduction of generic risk descriptions
- Standardised reporting
- Corporate risk framework
- Increase in user profiles
- Alignment with the 2007-2010 UNE Strategic Plan

- Review of the risk management policy
- Enhancement of guidelines and procedures
- Inclusion of risk management as a key performance indicator
- Review of training programs.

INSURANCES

The primary areas of the University's insurance program was renewed through Unimutual. 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^{*(1)} and the National Privacy Principles^{*(2)} will underpin all aspects the University's dealings with personal information. This policy shall apply to the University, its controlled entities and its affiliated bodies^{*(3)}.

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.

^{*(1)} In the Privacy and Personal Information Protection Act 1998 (NSW)

^{*(2)} In the Privacy Act 1988 (Commonwealth) as amended in the Privacy Amendment (Private Sector) Act 2000

^{*(3)} Controlled entities and affiliated bodies are listed 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;
- the name and address of any agency used to collect information on the University's behalf; and
- how individuals can obtain access to their information, check it for accuracy and completeness, and make application to correct it.

The University will manage personal information responsibly by:

- taking reasonable steps to ensure that personal information held is relevant to the purpose for which it was collected, accurate, up to date and not misleading;

- retaining personal information for no longer than necessary; then disposing of it securely in accordance with approved methods;
- protecting it from loss or unauthorised access, use, disclosure, or misuse; and from unauthorised modification;
- taking reasonable steps to prevent its disclosure without authorisation by external service providers; and
- only disclosing personal information outside the University or its affiliated bodies where:
 - its disclosure has been consented to by the individual to whom it relates; or
 - its disclosure is required by law and requested in an authorised written form; or
 - it is reasonably believed to be necessary to prevent or lessen a serious threat to life or health of any person.

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

Statistical Details of Internal Review

No requests for Internal Review were received in 2006.

FREEDOM OF INFORMATION

Statement of Affairs - December, 2006

In accordance with Section 14 of the Freedom of Information Act 1989, the University of New England is required to publish a Statement of Affairs. The University has included the Statement in the 2006 Annual Report to facilitate distribution. Readers should note that the Statement of Affairs should be read in conjunction with the Annual Report to obtain a clear picture of the University's affairs. The information contained

in this document is correct as at 31 December 2006, and in accordance with Section 14(1)(a) of the Act, the Statement of Affairs will be updated annually.

The University's functions

As stated in the University of New England Act 1993 (NSW), section 6:

Object and functions of University

6. (1) 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.
- (2) The University has the following principal functions for the promotion of its object:
 - (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,
 - (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.

- (3) The University has other functions as follows:
- (a) the University may exercise commercial functions comprising the commercial exploitation or development, for the University's benefit, of any facility, resource or property of the University or in which the University 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) the University may develop and provide cultural, sporting, professional, technical and vocational services to the community,
 - (c) the University has such general and ancillary functions as may be necessary or convenient for enabling or assisting the University to promote the object and interests of the University, or as may complement or be incidental to the promotion of the object and interests of the University,
 - (d) the University has such other functions as are conferred or imposed on it by or under this or any other Act.
- (4) The functions of the University may be exercised within or outside the State, including outside Australia.

The way the University functions affect the public

The University 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. Any policy of the University that relates to staff, students or community members may be regarded as having an effect on the public. Matters such as the compulsory membership of student associations, enrolment or exclusion regulations for students, procedures for the appointment or the promotion of staff, rules concerning study leave, maternity or sickness leave, policies dealing with the use of University property or resources and so on, are all regarded as matters which affect the public.

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

How the public can gain access to further information about the University's organisation and functions

The Marketing and Public Affairs Office will be able to answer enquiries of an informal nature, and provide details of the University's publications. Any member of the public may contact the Marketing and Public Affairs Office by telephoning (02) 6773 3333.

Office hours are from 9.00am—5.00pm Monday to Friday. Contact can also be made by mail. Correspondence should be addressed to the Director, Marketing and Public Affairs.

Information about the University is contained in the University's *Handbook* and the *Annual Report*, which are published annually. The *Handbook* contains The University of New England Act;

the By-laws; a list of degrees, diplomas and certificates offered; principal officers and staff of the University; members of the University Council and Academic Board and specific information about the institution. The *Annual Report* lists all the University's major activities, statistics, financial statements, services and community involvement.

The University of New England *Handbook* may be purchased for the price of \$20.00. Mail orders may be sent direct to the United Campus Bookshops, Madgwick Building, University of New England, Armidale NSW 2351 and should include the postage and packing charge: \$8.50 within Australia (for overseas and special services, Australia Post charges apply on weight of 1-2 kg). Orders may also be placed at www.ucb.net.au. Copies of the University of New England *Handbook* are also held in Dixon Library, and the Records Management Office, University of New England.

Any member of the public can influence policy formulation or change by:

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

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

The kind of documents the University holds

Documents held by the University are located in the Records Management Office, central administration, faculties, schools

and departments. Many of these documents may be accessed through the University's home web page 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/>.

These include the University-wide plans, academic policies, academic governance policies, research related policies, consulting and outside earnings policies, equity related policies, library policies, the UNE Web Policy, personnel policies, IT and communications policies, finance related policies, Facilities Management policies, Workplace Risk Management policies and Freedom of Information Policy.

The minutes and agendas of the open sessions of the University of New England Council are accessible to the public (either in the libraries or by application to the Secretary to Council). These are also available to the staff and students of the University of New England via the Office of the Secretariat's homepage at <http://www.une.edu.au/offsect/>.

The Vice-Chancellor's Unit holds agendas and minutes from the Vice-Chancellor's committees and the Equal Employment Opportunity Committee.

The Office of the Secretariat holds agendas and minutes from the UNE Council and its committees, the Academic Board and its committees and some university committees. Academic Board minutes and agenda are also available to the staff and students of the University via the Office of the Secretariat's homepage at <http://www.une.edu.au/offsect/>.

The agendas and minutes of other university committees are held in the administrative area responsible for serving the particular committee: for example, the agenda and minutes of the meetings of the Space Management Committee are held in the office of Facilities Management Services. Minutes

and agendas of meetings of faculties and research centres are held in the office of the appropriate Dean of the Faculty or the Director of the Research Centre.

Reports

The University of New England produces a number of reports that include details of operations and may include financial statements. The Annual Report is produced every year to summarise the previous year's operations—in academic, financial and general terms. Likewise, reports are produced by the Equity Office, Research Services, Counselling Service, Sport UNE, residential colleges and various research centres. Copies of reports may be obtained by approaching the relevant office or organisation.

Files

Files are the major method of documentation in which information is recorded and are held in a number of locations.

Faculties - 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 members.

Academic Schools - files on students; information about courses; some publications; assessment records; past examination results; routine administration and correspondence.

Office of the Vice-Chancellor

Vice-Chancellor's Unit - correspondence.

Office of the University Lawyer - correspondence.

Office of the Secretariat - 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.

Academic Division

Planning and Institutional Research - correspondence, reports, institutional data

Records Management Office - 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 and lease agreements; FOI records

Residences - resident files, correspondence, financial records

Student Administration and Services - records on selection criteria; correspondence; and general student administration; records relating to 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 clients; records of counselling sessions; administration; annual reports; inventories; and general correspondence.

Teaching and Learning Centre - administrative material; files on external students regarding academic progress.

University Library - Copies of Council and Academic Board Business Papers

Development and International Division

Development Office - Alumni Relations and Fundraising and Industry and Community Development - records relating to alumni of the University, fundraising, consultancies and community liaison matters.

Human Resource Services - files on individual staff members relating to their employment history at the University; specific policy and working files and the functions managed by Human Resource Services (Equity, Industrial Relations, Organisational Development, Personnel Services, Workplace Risk Management).

International Marketing and Pathways - correspondence; agreements; applications.

English Language and International Services - student records; correspondence; training programs.

Marketing and Public Affairs - publicity records; marketing plans and policies; events records; correspondence.

UNE Asia Centre - correspondence.

Research Division

Research Services - records relating to research grants and contracts; research ethics records on humans and animals; records relating to the administration of PhD candidature and postgraduate scholarships and advice to external supervisors and examiners.

Development Office: Alumni Relations and Fundraising and Industry and Community Development - records relating to alumni of the University, fundraising, consultancies and community liaison matters.

Resources Division

Facilities Management Services - policies; correspondence; plans

Financial Services - financial records; correspondence

Information Technology - correspondence, IT maintenance records, reports, plans and procedures

Internal Auditor's Office - correspondence; compliance and audit records

Medical Centre - records relating to medical histories; purchasing; administration; and general correspondence.

Risk Management Office - database, reports

Yarm Gwanga - records; correspondence; minutes of the Advisory Committee meetings; individual client files.

Services UNE and Sport UNE

Records relating to 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.

Newsletters

There are a number of newsletters published as an information service for the University communities. Ten editions of the University's official newsletter, *Smith's*, were published during 2006. In 2007 a new quarterly official magazine, *The UNE Experience*, will be produced.

Information and advertising brochures

The University produces a number of informative brochures. General information about the University can be obtained from the University Handbook, or from the Marketing and

Public Affairs Office. Student Administration and 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 distance education 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.

How members of the public may access and amend University documents

It is policy that, as far as possible, the University aims to obviate the need for formal applications to be made under the Freedom of Information Act. There is no charge for access to documents outside the Freedom of Information Act. Enquiries about access to documents should be made directly to the relevant department during office hours (normally 9.00am to 5.00pm).

Policy Documents

Anyone wishing to inspect specific University policy documents may do so by prior arrangements with the Manager, Records Management Office. Unless a formal application for access to, or amendment of, documents is made under the Freedom of Information Act, enquiries should be directed to:

Manager, Records Management Office
University of New England
Armidale NSW 2351
Telephone (02) 6773 2140

Personal records

The University holds files on all its staff and students. No Freedom of Information application is necessary if an individual wishes to access their own personal files, except when they include documents which may be considered exempt under the Freedom of Information Act 1989 (NSW). Requests for access to a student file should be directed to the Manager, Records Management Office, while a request for access to a staff file should be directed to Human Resource Services. The Manager, Records Management Office, reserves the right not to release documents without a request for access under Freedom of Information. If an applicant is dissatisfied with the response to an enquiry, then a formal application should be made under the Freedom of Information Act.

Applications under the Freedom of Information Act

Applications under the FOI Act may be for access to information or to seek amendment to personal records.

How to lodge an application

All applications under the Freedom of Information Act must be in writing, accompanied by an application fee and directed to:

Freedom of Information Officer
Office of the Secretariat
University of New England
Armidale NSW 2351

A table of the relevant fees is contained below.

Processing of applications

Under the Freedom of Information Act the University 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 fee	Application processing charge	
Access to records by natural persons about their personal affairs	\$20*	\$30/hour after first 20 hours*
All other requests	\$30*	\$30/hour*
Internal review***	\$20*	Nil**
Amendment of records	Nil	Nil

* Subject to 50 per cent reduction for financial hardship and public interest reasons.

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

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

FOI STATISTICS – NSW FREEDOM OF INFORMATION ACT, 1989

SECTION A Numbers of new FOI requests

FOI requests	Personal	Other	Total
New	2	4	6
Brought forward	0	0	0
Total to be processed	0	0	0
Completed	2	3	4
Transferred out	0	0	0
Withdrawn	0	1	2

Total processed	2	4	6
Unfinished	0	0	0
(Carried forward)			

SECTION B What happened to completed requests?

Result of FOI Request	Personal	Other
Granted in full	2	2
Granted in part	0	0
Refused	0	0
Deferred	0	2
Completed	2	4

SECTION C Ministerial Certificates

Ministerial Certificates issued	0
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SECTION D Formal consultations

	Issued	Total
Number of requests requiring formal consultation(s)	0	1

SECTION E Amendment of personal records

Result of Amendment Request	Total
Result of amendment – agreed	1
Result of amendment – refused	0
Total	1

SECTION F Notation of personal records

Number of requests for notation 1

SECTION G FOI requests granted in part or refused

Basis of disallowing or restricting access	Personal	Other
Section 19 (application		

incomplete, wrongly directed}	0	0
Section 22 {deposit not paid}	0	2
Section 25(1)(a1)		
{diversion of resources}	0	0
Section 25(1)(a) {exempt}	0	0
Section 25(1)(b),(c),(d)		
{otherwise available}	0	0
Section 28(1)(b)		
{Documents not held}	0	0
Section 24(2)		
{deemed refused, over 21 days}	0	0
Section 31(4)		
{released to Medical Practitioner}	0	0
Totals	0	2

SECTION H Costs and fees of requests processed

	Assessed Costs	FOI Fees Received
All completed requests	\$130	\$130

SECTION I Discounts allowed

Type of Discount Allowed	Personal	Other
Public interest	0	0
Financial hardship – Pensioner/Child	0	0
Financial hardship – Non profit organization	0	0
Totals	0	0
Significant correction of personal records	0	0

SECTION J Days to process

Elapsed Time	Personal	Other
0-21 days	1	2

22-35 days	0	0
Over 35 days	1	2
Total	2	4

SECTION K Processing Time

Processing Hours	Personal	Other
0-10 hrs	2	2
11-20 hrs	1	0
21-40 hrs	0	0
Over 40hrs	0	2
Totals	2	4

SECTION L Review and Appeals

Number of internal reviews finalised	0
Number of Ombudsman reviews finalised	0
Number of District court appeals finalised	0

Details of Internal Review Results

Bases of Internal Review	Personal		Other	
Grounds On Which	Upheld	Varied	Upheld	Varied
Internal Varied				
Access refused	0	0	0	0
Deferred	0	0	0	0
Exempt matter	0	0	0	0
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Amendment refused	0	0	0	0
Totals	0	0	0	0

All enquiries under the Freedom of Information Act to:

Freedom of Information Officer
Office of the Secretariat
University of New England
Armidale NSW 2351

GUARANTEE OF SERVICE

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

CONSUMER RESPONSE

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

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

A Service Quality Unit provides the mechanism for immediate response to specific complaints made by students.

ENVIRONMENTAL MANAGEMENT PLAN

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

The University's waste collection contract has been amended in 2006 to increase the collection of co-mingled recyclables and to make it easier for the University Community to recycle paper, cardboard steel and aluminium cans and glass products. The quantities of these waste products are now reported to the University and because they are separated from the general waste stream reduced landfill fees are incurred from the Armidale Dumaresq Council. The University has renewed an energy performance contract that has as its focus an ongoing energy reduction programme in the form of a rolling series of targeted projects.

The University in 2006 also completed an 'Energy Saving Action Plan' as required by the NSW Government's Department of Energy, Utilities and Sustainability. This plan is submitted and due for approval on 26 February 2007. A hazardous chemical pick up was arranged twice in 2006 under the supervision of University's Occupation Health and Safety Officer and the hazardous chemical data base can now be reviewed with the upgraded 'ChemGold 2' software system that is available to all University staff.

UNIVERSITY LAND SALES

There has been no sales of any University controlled land in 2006.

Statistics

STATISTICS AT A GLANCE

Total number of students (persons) at UNE

(between 1 January, 2006 and 31 December, 2006)

Domestic students	16,466
International students	1,388
Total	17,854

Students commencing an award course 3,813

Graduates 6,010

Staff numbers

Academic staff	492
Administrative and support staff	799
Total	1,291

Total revenue (\$m)

Consolidated	191.0
UNE parent entity	176.4

STUDENTS IN 2006*

	Armidale		Other Centres	Total
	External	Internal		
Course Type				
Higher Degree Research	446	320	19	785
Postgraduate Coursework	3,792	131	393	4,316
Undergraduate	8,867	3,099	575	12,541
Non-award and other	204	8	249	212
Funding Source				
Research Training Scheme	419	229	14	662
Operating Grant	10,868	3,996	25	13,889
Domestic Fee	1,663	35	119	1,817
International Fee	264	295	829	1,388
Other	95	3	152	98
Attendance				
Full-time	2,776	3,231	657	6,664
Part-time	10,533	327	330	11,190
Students who commenced an award course				
	4,402	1,281	327	6,010
Gender				
Female	8,523	2,032	447	11,002
Male	4,786	1,526	540	6,852
Residency Status				
Domestic Resident	13,044	3,264	158	16,466
International Student	274	297	1,187	1,388
Source of Students (home address at enrolment)				
New England and NW NSW	1,258	1,339	5	2,602
NSW North Coast	1,157	715	12	1,884
Sydney	3,001	231	48	3,280
Remainder of NSW	3,172	762	27	3,961
Southern Queensland	912	79	4	995
Brisbane	750	33	14	797
Remainder of Queensland	321	32	4	357
Other States and Territories	2,126	64	52	2,242
Overseas (Domestic)	351	11	33	395
Overseas (International)	261	292	788	1,341
Age Profile				
Under 21	381	1,448	48	1,877
21–24	1,758	1,369	362	3,489
25 and Over	11,170	741	577	12,488
Total Students at 31 December, 2006	13,309	3,558	987	17,854
Total Students at 31 August, 2005	13,472	3,676	1,413	18,561

* reporting year 1 January, 2006 to 31 December, 2006

LOAD BY FACULTY AT 31 DECEMBER 2005

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
Arts, Humanities and Social Sciences (AHSS)				
Classics, History and Religion	418.1	53.0	28.7	499.8
English, Communication and Theatre	477.9	23.8	12.3	514.0
Human and Environmental Studies	280.36	84.1	11.2	375.6
Languages, Cultures and Linguistics	367.1	85.0	9.4	461.6
Music	91.3	0.6	4.5	96.3
Psychology	277.9	28.0	12.4	318.3
Social Science	471.6	22.7	22.2	516.5
Arts - General	5.1	-	-	5.1
Faculty Total	2,389.2	297.2	100.8	2,787.1
Economics, Business and Law (EBL)				
Economics	401.4	71.0	22.0	494.5
Graduate School of Business			3.0	
Law	782.8	63.0	7.0	852.8
New England Business School	558.8	247.9	17.6	824.2
EBL - General	3.3	0.2	-	3.5
Faculty Total	1,918.2	416.8	44.4	2,379.4
Education, Health and Professional Studies (EHPS)				
Education	935.1	414.1	57.0	1,406.2
Health	335.4	134.8	40.6	510.7
Professional Development and Leadership	416.7	77.8	53.5	548.1
Practice Teaching/Practicum	173.9	45.1	-	219.0
Faculty Total	1,861.1	671.7	151.1	2,683.9
The Sciences				
Biological, Biomedical and Molecular Sciences	356.7	3.7	31.5	391.9
Environmental Sciences and Natural Resources Management	240.9	42.6	50.6	510.7
Mathematics, Statistics and Computer Science	330.5	193.9	10.1	534.5
Rural Science and Agriculture	174.5	18.4	52.4	245.2
The Sciences—General	5.6	2.0	-	7.6
Faculty Total	1,108.3	260.5	144.6	1,513.3
Centres				
Animal Genetics and Breeding Unit	-	-	4.8	4.8
Asia Centre	-	-	0.0	0.0
Centre for Ecological Economics and Water Policy Research	-	-	7.8	7.8
Institute for Rural Futures	-	-	1.8	1.8
National Marine Science Centre	-	-	4.8	4.8
Oorala Centre	25.8	-	-	25.8
Teaching and Learning Centre	-	-	0.5	0.5
Centres Total	25.8	0.0	19.7	45.5
Load by funding source				
Publicly funded	6,586.3	837.5	370.7	7,794.5
Domestic Fee	119.1	454.4	1.6	575.1
International Fee	405.5	519.9	92.7	818.0
Non-award and Other	21.3	-	0.8	22.1
Total Load at 31 December 2006	7,132.2	1,611.8	465.8	9,209.7
Total Load at 31 August 2005	7,674.6	1,682.2	463.8	9,820.6

STAFF AT 31 MARCH 2005

Staff in faculties and centres

	Female	Male	Total
Professor (E)	9	43	52
Associate Professor (D)	18	50	68
Senior Lecturer (C)	41	70	111
Lecturer (B)	89	104	193
Tutor (A)	28	25	53
Total academic in faculties and centres	185	292	477
Senior administrative/technical	10	22	32
Administrative/technical	124	56	180
Total in faculties and centres	319	370	689

Staff in management, administration and support sections

	Female	Male	Total
Executive and Deans	1	9	10
Senior Managers	4	8	12
Academic	10	4	14
Management/Senior administrative and technical	45	65	110
Administrative and technical	283	173	456
Total	343	259	602

UNE Total at 31 March 2006	662	629	1,291
UNE Total at 31 March 2005	689	643	1,332

FINANCIAL YEAR ENDING 31 DECEMBER 2006

	2005	2006
	\$m	\$m
Total revenue (excluding controlled entities)**	171.3	176.4
Government core resources*		
Operating grant including capital	50.4	50.1
Research training scheme	8.5	8.2
Institutional grant for research	3.6	3.5
Research infrastructure	2.2	2.1
Other operating resources	2.4	3.5
Learning and teaching performance fund	-	2.2
Capital development pool and systemic infrastructure initiative	1.3	3.6
Government core resources as percentage of total revenue	39.7%	41.5%
Other income		
HECS contributed by students	36.7	37.6
Domestic student tuition fees	5.8	7.5
International student fees	12.2	11.2
External income for research programs	16.7	18.0
Consultancies	0.7	0.6

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

*The figures for Government core resources reflect the annual grant amounts as advised. These can be reconciled to the presentation of amounts in the University's annual financial reports, but may differ in detail as a result of the treatment of the timing of payments received from the Commonwealth.

**UNE parent entity before deferred items as in the Annual Financial Report