



University of New England

**Annual Report
2011**



Statistics at a glance

Total number of students (persons) at UNE (1/1/2011 – 31/12/2011)

Domestic students	17,930
International students	1,321
Total	19,251

Students commencing an award course

7,429

Graduates

3,340

Staff

Academic staff	488
Administrative and support staff	768
Total	1,256

Total revenue

\$m

Consolidated	247.2
UNE parent entity	232.5

University of New England
Armidale NSW 2351
April, 2012

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

Dear Minister,

In accordance with Section 10(1)
of the Annual Reports (Statutory
Bodies) Act, 1984, and Section 34 of
the Public Finance and Audit Act,
1983, the University of New England
Council has the honour to present
to you, for tabling to the NSW
Parliament, the annual report of the
proceedings of the university for the
period January 1 to December 31, 2011.



The Hon. Richard Torbay, MP
Chancellor



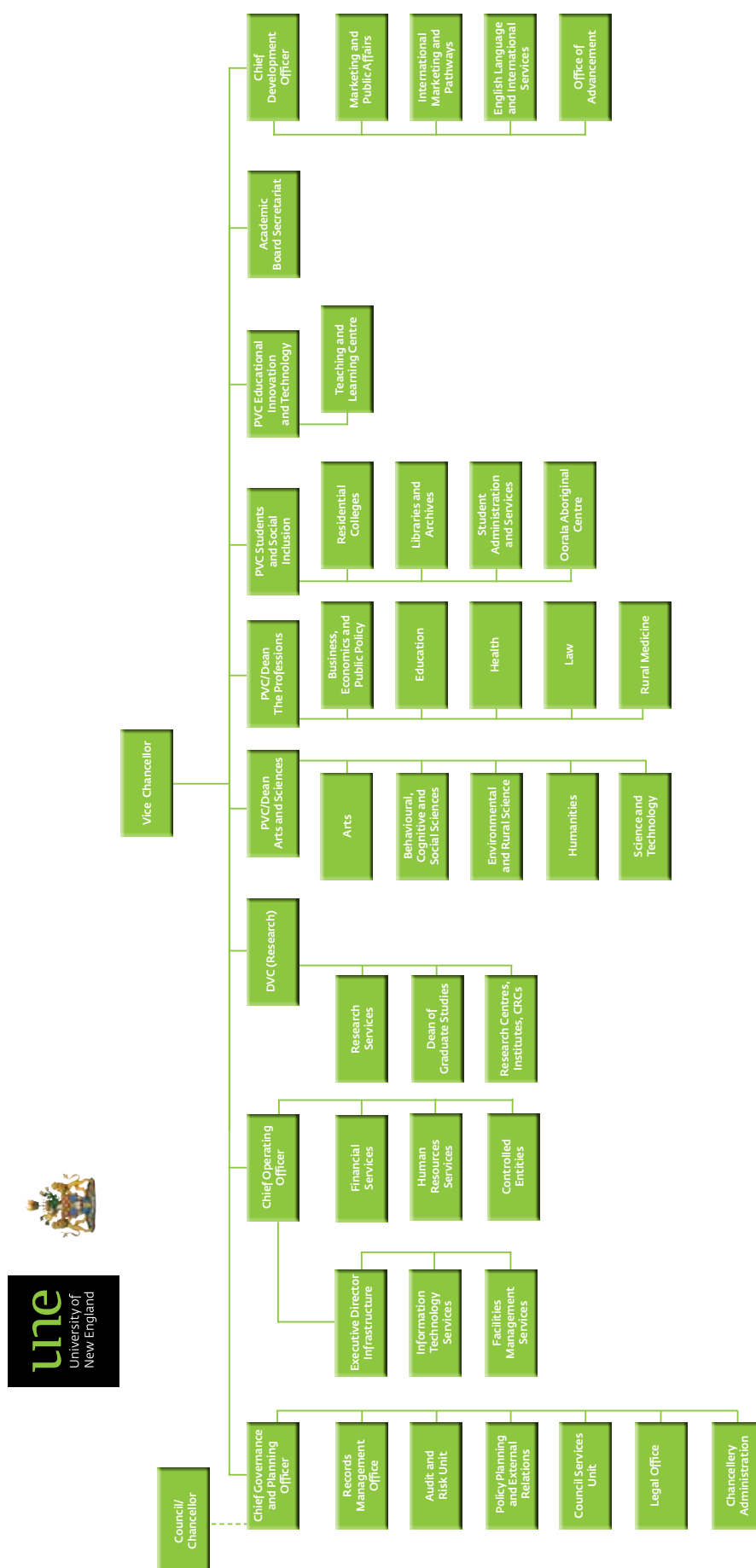
Professor James Barber
Vice-Chancellor and CEO



Contents

■ Organisational chart	3
■ University governance	4
■ Council	6
■ Chancellor's report	12
■ Vice-Chancellor's report	14
■ Report of the Pro Vice-Chancellor (Students and Social Inclusion)	16
■ Report of the Deputy Vice-Chancellor (Research)	27
■ Governance and planning	36
■ University development	39
■ University services, facilities and finance	43
■ Faculty of Arts and Sciences	48
■ Faculty of The Professions	53
■ Partnerships and related entities	59
□ Agricultural Business Research Institute	59
□ Services UNE	60
□ SportUNE	60
□ UNE Foundation	61
□ UNE Partnerships Pty Ltd	61
■ Diversity, access and equity	63
■ Supplementary information	79
□ Audit and risk unit	79
□ Insurances	79
□ UNE privacy statement	80
□ Government information (Public Access)	80
□ Consumer response	84
□ Environmental management report	85
□ Land sales	85
□ Performance and numbers of executive officers	86
■ Statistics	89
■ Financial Reports	93
□ University of New England	93
□ ABRI	153
□ Services UNE	185
□ UNE Foundation Ltd	213
□ UNE Foundation	229
□ UNE Partnerships	251
□ University of New England Sports Association	281
□ Sport UNE Ltd	311

Organisational structure of the University as at 31 December, 2011





Stained glass window in Booloominbah commemorating the life of General Charles George Gordon.

University governance

Under the *University of New England Act (1993)*, the object of the university is the promotion, within the limits of the university's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.

The University of New England is formed under the *University of New England Act 1993* (as amended) ("the Act") and by-laws. The university consists of the UNE 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 UNE Council is the governing authority of the University of New England and has the functions conferred on it by the Act. Under the Act, the council has control and management of the affairs and concerns of the university, and may act in all matters concerning the university in such manner as appears to the council to be best calculated to promote the object and interests 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 by-laws.

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

Business and Service Hours

The standard business and service hours at the University of New England are 9 am to 5 pm on week days. However, individual academic, administrative and residential areas may vary these hours slightly.

SENIOR OFFICERS OF THE UNIVERSITY (at 31 December 2011)

Chancellor

Richard Torbay, HonDUniv (NE) GAICD MP

Deputy Chancellor

Scott M Williams, BEc (NE), QDAH (Qld), GradDipCompSc, GradDipFinMangt, GradDipRurAcc (NE) GAICD

Vice-Chancellor and CEO

James Barber, BSocSci (RMIT), BA (Hons) (Flinders), PhD (Adelaide)

Senior Deputy Vice-Chancellor and Deputy Vice-Chancellor (Academic) (To April 2011)

Graham Webb, BA(Hons)(CNA), MSc(Birm), PhD with distinction(WI), PGCE(CNA)

Deputy Vice-Chancellor (Research)

Annabelle Duncan, BSc (Otago); Dip. Sci (Otago); MSc (Otago), PhD (La Trobe); DSc (Honoris causa)(Murdoch), PSM

Chief Operating Officer

Peter Enlund, FCA, MAICD

Chief Development Officer (To December 2011)

Christopher M Patton, BA(UBC), MA(U of G)

Chief Governance and Planning Officer & Legal Counsel

Kim Cull, Dip.Law (SAB)

Pro Vice-Chancellor (Students and Social Inclusion)

Evelyn Woodberry, BA, DipLib (NSW), AALIA

Pro Vice-Chancellor and Dean of the Faculty of The Professions

Victor Minichiello, BA(Hons) (McGill), MA (Northwestern), MASoc (McM), PhD (ANU)

Pro Vice-Chancellor and Dean of the Faculty of Arts and Sciences

Jennifer Shaw, BA (Hons), LLB(Hons)(Sydney), MA, PhD (Stony Brook)

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

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

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

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

The Vice-Chancellor directly supervises a team consisting of a Deputy Vice-Chancellor (Research), Chief Operating Officer and, in 2011, a Chief Development Officer and Chief Governance and Planning Officer and Legal Counsel. Together with the Pro Vice-Chancellor (Students and Social Inclusion), the Pro Vice-Chancellor and Dean – Faculty of Arts and Sciences and the Pro Vice-Chancellor and Dean – Faculty of The Professions, this group provides the university with a layer of senior executive management across all areas.

UNE Council chamber in Booloominbah



Council

Council meeting attendance

In 2011 there were seven council meetings. Attendance was as follows:

	Possible	Actual
R Torbay	7	7
S Williams	7	7
J Barber	7	7
E Magner	7	7
K Dupé	7	6
G Fox	7	7
J Harris	7	6
J McClelland	7	7
G Raby	7	6
B Denman	7	7
M Sims	7	7
A Campbell	7	7
J Hobbs	7	7
J Miller	7	7
C Millis	7	6
E Gillogly	7	4
R Finch	7	6

MEMBERS OF COUNCIL

(at December 31 2011)

The Chancellor

The Hon Richard Torbay MP

The Deputy Chancellor

Mr Scott Williams (re-elected in October 2010)

Official members

Professor James Barber, Vice-Chancellor

Professor Eilis Magner, Chair of the Academic Board (re-elected in November 2010)

Members appointed by the Minister

Mr Kevin Dupé

Dr Geoffrey Fox

Dr James Harris

Ms Jan McClelland

Ms Gae Raby

Members elected by academic staff

Dr Brian Denman

Professor Margaret Sims

Members elected by the graduates

Mr Archie Campbell

Dr Jack Hobbs

Member elected by non-academic staff

Ms Jennifer Miller

Member elected by the postgraduate students

Ms Catherine Millis

Member elected by the undergraduate students

Miss Emma Gillogly

Additional external members

Mr Robert Finch

ACADEMIC BOARD

Chair

Eilis S. Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SJD (Tor), Legal Practitioner (NSW)

Deputy Chairs

Josie Fisher, BA(Hons), DipHum, PhD (NE)

Nick H. Reid, BSc(Hons) PhD (Adelaide)

Report of the Chair of the Academic Board

The UNE Act establishes the Academic Board as the principal academic body of the university, and it reports directly to the council. The board advises the council and the Vice-Chancellor on all developments and initiatives relating to and affecting the university's teaching and research activities and educational programs. The board and its committees develop, implement and review academic policies and consider proposals for the development of academic programs and awards.

2011 has been a year of internal and external review, development and change, as the university prepares to meet major challenges of 2012 and beyond.

Following the 2009 Australian Universities' Quality Agency audit of the university and a self-review of the board's structure and function, the university engaged Honorary

Professor Bruce Sutton as a consultant. Prof Sutton submitted his report and recommendations in March 2011. The Sutton Report has recommended various changes to the membership of the board and its committees to reinforce the board's role in quality assurance and standards. The recommendations are in advanced discussions in preparation for their implementation in 2012 and are strongly focused on quality and maintaining the primacy of the academic community's voice in academic governance of the university.

The board's review is timely given the start of the Tertiary Education Quality Standards Agency (TEQSA) in 2012 with its statutory responsibility for standards and their compliance at Australian universities. Combined with a new Australian Qualifications Framework (AQF), TEQSA will be the most significant influence on Australian academic governance and management for many years. In consequence of the board's leading role in maintenance of academic quality, its officers and advisers attended several conferences to discuss the major changes in higher education resulting from the establishment of TEQSA. The board also organised an AQF training session for course coordinators and academic managers. As part of the revision of the master's degree rules,

the research master's degrees have been altered to meet AQF standards, which resulted in a single Master of Philosophy degree replacing eight individual research master's awards. The remainder of the university's academic programs will require analysis and review in 2012 to ensure they meet AQF standards.

To help meet the challenges and demands of the future, the board adjusted its constitution in 2010 for the board executive leadership to ensure that, by providing for absences and rotation of the chair and deputy chair elections, there is constant experienced and expert leadership of the board. These changes aim to ensure that the academic community has an expert and authoritative voice at the council and senior university executive levels of governance and management. This year, the chair has, for the first time, become a staff supervisor with responsibility for the small support team of the board secretary and the academic secretary.

2012 will represent a major new direction for the delivery of UNE's academic program with partnerships with the University of Sydney, the University of Western Sydney and with Pearson Australia that, combined with TEQSA, represent a challenging future but one that is bolstered by a reinvigorated Academic Board that will be very well placed to meet this future with confidence and success.

SIGNIFICANT COMMITTEES OF THE UNIVERSITY OF NEW ENGLAND COUNCIL (AT 31 DECEMBER, 2011)

Standing Committee

Chancellor The Hon R Torbay, MP (chair)	Chair of Academic Board Prof E Magner
Deputy Chancellor/Chair of Finance Committee Mr S Williams	Chair of Audit and Risk Committee Mr J Harris
Vice-Chancellor Prof J Barber	Chair of the Infrastructure Committee Ms G Raby
Student representative Ms Catherine Millis	

Terms of reference

The committee shall have the authority to:

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

Infrastructure Committee

Chancellor The Hon R Torbay, MP	Chair of Academic Board Prof E Magner
Deputy Chancellor/Chair of Finance Committee Mr S Williams	One of two lay members Ms Gae Raby (Chair)
Vice-Chancellor Prof J Barber	One of two lay members Mr Archie Campbell
	Elected by the council Prof Margaret Sims

Terms of reference

The committee shall consider, review and advise the 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 facilities management services management plan;
- the information technology strategic plan; and,
- the rural properties management plan.
- the establishment of proposals and design standards for building works and information technology infrastructure;
- the life cycle of infrastructure;
- the progress of major infrastructure projects;
- the control, management and disposal of properties, consistent with legislative requirements;
- the naming of buildings and areas;
- the restoration and use of heritage buildings; and,
- environmental aspects of campus development.

The committee shall review and make recommendations to the council on:

Finance Committee

Chancellor The Hon R Torbay, MP	One of four lay members Mr Robert Finch
Deputy Chancellor Mr S Williams (chair)	One of four lay members Dr Geoffrey Fox
Vice-Chancellor Prof J Barber	One of four lay members Mr James Harris
Chair of Academic Board Prof E Magner	One of four lay members Ms Jennifer Miller

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 strategies, policies and delegations;
- the review of the financial reporting systems;
- the status of university insurances;
- the management of invested university funds;
- the development and implementation of investment objectives and strategies;
- the appointment, subject to enhanced investment powers being exercised under clause 3 of the University of New England (Investment Powers) Order 2003, of a funds manager;
- any issues arising from the minutes of the Entrepreneurial Committee deemed appropriate to report to UNE Council;
- commercial activities and other activities with a commercial application including the reporting of controlled entities, and monitoring the register of commercial activities;
- all proposals for capital expenditure in excess of delegations as stipulated in the council policy on financial delegations;
- benchmarking of the university's performance against other universities;
- the university's management of borrowing activities;
- the university's management of superannuation; and,
- financial implications of strategic initiatives originating from council or other council committees.

Audit and Risk Committee

Deputy Chancellor Mr S Williams	One of four lay members Dr Jack Hobbs
One of four lay members Mr James Harris (Chair)	One of four lay members Ms Jan McClelland
One of four lay members Mr Robert Finch	Official observer: Vice-Chancellor Prof Jim Barber (attendance and participation in discussion only, no voting rights) Dr Brian Denman (attendance and participation in discussion only, no voting rights)
Gender representation: Ms Gae Raby	

Terms of reference:

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

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

- systems of control and accountability for the university;
- approval of the audit and risk operational plan, including the annual timetable of audits to be conducted;
- compliance of controlled entities with the University of New England Act and other appropriate regulation;
- the pursuit by the university 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 compliance with statutory obligations and standards;
- any matters which are identified as posing significant financial risk to the operation of the university 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.



The Hon. Richard Torbay MP, Chancellor

Chancellor's report

2011 for the University of New England was a year in which we outlined our vision for the future and made significant inroads into turning that vision into reality.

Significant changes in higher education policy which come into effect in 2012 have presented many challenges for UNE. To meet these challenges head-on we have had to be bold, innovative and forward-thinking to ensure UNE continues to prosper in the new environment.

The *UNE Strategic Plan 2011-2015*, which was released in the second half of the year, encapsulates that thinking and clearly states the university's priorities and the strategies that we will undertake to achieve them as we move into 2012. The UNE Council strongly supports this strategic plan. Its successful implementation will see us reclaim our position as the best quality provider of distance education, including through new and innovative technology, and an enviable provider of on-campus education with a strong, viable academic faculty, a college environment that is second to none, and a revitalised research community.

Significant steps have already been taken in pursuit of these objectives and I want to take this opportunity on behalf of the UNE Council to commend the Vice-Chancellor and his team for their hard work in pursuit of these goals. Our successful application for \$36.6M in Commonwealth funding under the Structural Adjustment Fund program saw us gain a strong endorsement of our vision. Over the coming several years, we will upgrade our courses, pursue strategic partnerships, market our offerings more vigorously, and enhance our information technology infrastructure. Enhancing our distance education capacity was a driving force behind an agreement with online learning company Pearson Australia. The agreement will broaden our marketing reach to new students and accelerate our drive to make more high quality courses available online.

Similarly, our reputation as a national leader in distance education has been enhanced with the UNE Council approving the creation of the position of Pro Vice-Chancellor (Educational Innovation and Technology). Dr Michael Crock has since been appointed to this position in our senior executive team.

At the same time, there has been a strong focus on our on-campus facilities and on our objective to make our personalized and unique on-campus experience a distinguishing feature of the university. This is a central part of our strategic plan, and includes increasing the range and quality of residential options for students, upgrading our infrastructure and investing in our academic culture and student lifestyle.

While we are reaching out further and in new ways to new students, we are also strongly linked to our local and regional community, and preserve a regional mission. This is evident in our research, in interactions such as our inaugural lecture series, and in our commitment to teaching regionally

located students who will remain in our community. It has been a great pleasure to see, for example, the growth of our School of Rural Medicine and the success of our Joint Medical Program with the University of Newcastle.

Collaboration is a great strength at UNE. Over the last year, the University of Western Sydney (UWS) have recognized our strength in distance education, choosing to partner with UNE and allow their students to undertake pre-approved UNE courses which will count towards their qualification at UWS. The University of Sydney and UNE partnered to create the Alternative Entry Pathway Program, which, admitting school leavers through the recommendation of their principals, will allow students the option to study their first year on-campus at UNE with a transition to the University of Sydney in their second year and beyond. This is just one way we are striving to be a university that sets the standard for social inclusiveness and access for all to higher education.

This year also saw the release of our new sports prospectus which highlights UNE's growing suite of sports related disciplines and courses as well as the state-of-the-art training facilities we have available. This provides a significant boost in this discipline.

2011 was a year of solid progress on governance issues at the council level. Our framework for commercial activities and regulation of controlled entities has been reviewed and will come into operation in 2012. The Standing Committee of Convocation was established to facilitate connections between the council and convocation, and to enliven the university's alumni community, which I know from experience is deeply committed to the future of this institution. I look forward to their advice and to the many productive activities that they can undertake.

This year has consisted of much hard work to prepare UNE for the challenges ahead. I, together with my UNE Council colleagues look forward to this work reaching its fruition in the years ahead.



Prof James Barber, Vice-Chancellor and CEO

Vice-Chancellor's report

2011 has been an eventful year for the University of New England. Extensive consultation in 2010 culminated in a new strategic plan for UNE's future. The *UNE Strategic Plan 2011-2015* will take UNE through a very challenging time in the university sector, a time from which we are aiming to emerge stronger and more competitive as a result of our various initiatives.

In pursuit of this goal, UNE has formed new partnership arrangements with public, private and even sporting entities around the country and internationally. A considerable amount of work has also been undertaken to facilitate the introduction of trimesters in 2012.

UNE received a significant boost in May when the National Broadband Network was switched on in Armidale. At the official launch, the Prime Minister said, *"The NBN will end the tyranny of distance between rural and regional Australia and our capital cities, literally changing the way Australians live and work."* The university has been working hard to exploit this game-changing technology by establishing a partnership with the University of California–Irvine Medical School to give UNE medical students access to the latest learning technology via broadband connections. Our Smarter Safer Homes, QuickSmart and Smart Farm initiatives are also utilising this technology to improve services for the community.

UNE's role in creating a strong regional community in New England was canvassed at the Regional Futures Summit earlier this year, which was attended by the Minister for Regional Australia, Regional Development and Local Government, Simon Crean, Minister for Broadband, Communications and the Digital Economy, Senator Stephen Conroy, and the Federal Member

for New England, Mr Tony Windsor. UNE also continued as the major sponsor of Armidale's annual Sustainable Living Expo (SLEX) and as a major exhibitor at AgQuip.

This year UNE trialled a Life at Altitude Festival. The festival was an innovative university open day celebrating life in our university city and was followed by live bands, fantastic food and other free entertainment.

Research at UNE was given a major boost with \$4.8 million from the Commonwealth Government's Collaborative Research Network (CRN) fund. UNE, in collaboration with five partners, has begun recruiting for the CRN for Mental Health and Wellbeing in rural regions.

UNE was awarded \$36.6 million from the Structural Adjustment Fund in December. Two key projects to be progressed under this funding are the establishment of a "Future Campus" in Parramatta and the redevelopment of UNE courseware for online delivery. This will allow UNE to convert more of its courses

to an online format - currently only 5% of courses are fully online - and allow us to upgrade our IT systems, and implement partnerships with other higher education and VET providers.

While strategic change has been a major focus for the university in 2011, the daily business of the university has continued successfully:

- UNE achieved 5.5% growth in total student load above 2010. Notably, Commonwealth supported places and international fee-paying load both grew by 6.4% above 2010. New commencing students came from over 70 countries, with the major international contributors being China, Saudi Arabia, Thailand, Bhutan, Vietnam and Nepal.
- UNE once again achieved a 5-star rating for the quality of its student experience.
- All seven of UNE's nominations for Outstanding Contributions to Student Learning received ALTC citations.

- UNE won the Gartner and '1to1' Media CRM Excellence Award in the category of customer experience.
- The Oorala Aboriginal Centre celebrated 25 years of operation in December. Twenty-five years ago there were only 20 Aboriginal and Torres Strait Islander students studying at UNE. Today that number has grown to around 475 enrolments. With increasing enrolments each year, both on campus and off campus students, Aboriginal and Torres Strait Islander students now represent 2.37% of the overall UNE student demographic.

Successes such as these are not possible without committed and talented staff. I extend my sincere congratulations and thanks to them all.



Evelyn Woodberry
Pro Vice-Chancellor (Students and Social Inclusion)

Report of the Pro Vice-Chancellor (Students and Social Inclusion)

International and national awards highlighted the quality of services provided by various units throughout the year.

2011 GARTNER CRM EXCELLENCE AWARD

In March, UNE won the prestigious 2011 Gartner CRM Excellence award in the category of customer experience for the university's implementation of its student relationship management (SRM) system utilising Rightnow software. Patrick Tobin and his small team have managed the implementation of the SRM to provide students with information on a 24/7 basis and manage the student experience from the first point of contact. With British Telecom, Centrica British Gas, and a large Turkish bank as the other category winners in the EMEA/APAC region, UNE is in esteemed company. UNE is the only Australian organisation to have won a Gartner CRM excellence award.

ALTC PROGRAM AWARD AND CITATION

UNE's Early Alert Team under the leadership of Rhonda Leece (Assistant Director, Student Services), received two of the prestigious annual ALTC awards for university teaching, which recognise both excellence in teaching and innovative programs that enrich the student experience. The team, comprising Frances Munro, Ed Campbell and Blake Velleley, received awards in the category "2011 Awards for Programs that Enhance Student Learning", the first program award won by UNE, and were also awarded a "Citation of Outstanding Contribution to Student Learning".

The Early Alert program is the cornerstone of student engagement and retention activities. Early Alert uses multiple data sources to automatically identify students who may be at risk of attrition or who may require additional support with the aim of providing assistance to the students

to maximise the possibility of success. The integrated nature of the support and communication generated through this program is enhanced by the development and use of online self-reporting systems (Emoticons, The Vibe) alongside online (Insiders' Guide@UNE blog and the New Student Guide) and social media tools (Facebook, Twitter, YouTube, Flickr) all of which respond to the issues raised by students.

MUSEUMS AND GALLERIES NATIONAL AWARD

The UNE Heritage Centre was awarded a "highly commended" in the inaugural Museums and Galleries National Awards for the exhibition *Through the Collectors Lens, Dissecting Booloominbah*, which was displayed at NERAM in February. UNE is the only university to have made the shortlist for this national award.

RECONCEPTUALISING THE ACADEMIC YEAR: TRIMESTERS (STAGE 2)

Following the investigation of options for a trimester year that was undertaken in 2010 as the first stage of the project, planning for

implementation occurred in 2011 as stage 2. A range of activities were undertaken in 2011 in preparation for the introduction of a change in structure of the academic year in 2012. Throughout the year, the following activities were undertaken:

- A new academic year calendar for 2012, comprising three trimesters, two of 12 weeks duration and one of 11 weeks duration, was agreed to by the Academic Board and approved by the university council.
- A broad range of units were identified to be offered during trimester 3 (T3) in 2012.
- A small number of courses were identified as being suitable for intake in T3 in 2012.
- The Intensive Schools Working Party was formed to investigate issues and make recommendations regarding the offering of intensive schools in a trimester year.
- The Honours Working Party recommended on year-long and masters units.

- Workplace change was carried out in schools and directorates affected by the change to the academic year.
- A review of policies requiring change, including special examinations, learning resources and a number of related policies were identified for review in order to cater for the introduction of trimesters.

The Trimester Steering Committee met every two months throughout the year to consider issues raised and resolve changes to the overall policy environment to enable a smooth transition to trimesters in 2012.

WIDENING PARTICIPATION

New director for Oorala Aboriginal Centre

The University's successful social inclusion agenda, particularly in the areas of mature age, rural and regional, and indigenous students, was strengthened with the appointment in January of a new director for the Oorala Aboriginal Centre. Debra Bennell joined UNE from Edith Cowan University in Western Australia,

bringing a wealth of experience from her work in health promotion and her education background in indigenous services and social policy.

Debra's focus on building partnerships within the university and between the university and the community, as well as providing academic support and a culturally safe space for indigenous students has already resulted in an increase in indigenous students choosing to study at UNE.

NSW Board of Studies "gifted and talented students"

Following the introduction of the program in 2011 a small cohort of students elected to study at UNE while still studying for their HSC. As a result of this initial uptake, the number of units on offer was broadened and increased for 2012. While it is not anticipated that the numbers will be large, the quality of the students is exceptional.

Student Relationship Management (SRM)

SRM activity early in 2011 included expansion of system coverage to include international (English Language and International

Services and International Marketing and Pathways), and completion of integration of new graduate data for the Office of Advancement, which adds new alumni into the SRM as they graduate and facilitates automated pre and post-graduation communications to students about graduation and alumni relations. A very complex and challenging upgrade of the RightNow SRM platform was completed with little or no disruption early in July. The new version of RightNow gives UNE access to a range of new functionalities, including UNE-branded social communities and access to AskUNE via mobile. The SRM Team are currently working on implementing both of these for early 2012.

Other SRM project highlights for the year have included training and commencement of rollout to Oorala, the integration of UNE's first "pay per lead" marketing partner, Career FAQs, and introduction of a new "look and feel" for multi-channel contact via AskUNE.

Several new SRM "smart forms" were added for the collection, routing and processing of student information, including for Student Administration and Services, and schools such as Law and Behavioural, Cognitive and Social Sciences. The final integration of alumni data from legacy systems was also completed over several months.

REGIONAL ENGAGEMENT

New England Institute of TAFE

Throughout the year, regular meetings were held with staff from NEI TAFE, alternating the location between Tamworth and Armidale. The initial focus of the meetings was on the regional study centres operated by UNE in TAFE campuses located across the New England Northwest. The centres were upgraded to provide access for both UNE and TAFE students on an extended basis. This strategy reflected the close ties between the institutions and increased emphasis on articulation between TAFE and university. The centres also provide a focus for students, especially those in health and education, who attend placements across the region.



Dr Michael Crock takes up his appointment as Pro Vice-Chancellor (Educational Innovation and Technology) early in 2012, including management responsibility for the UNE Teaching and Learning Centre.

The centres in Tamworth and Taree were also upgraded and advertising through the delivery of the NBN lectures in Tamworth resulted in increased usage by students and staff.

Mid-North Coast Education and Skills Forums

In response to the government strategy for increased stakeholder engagement a series of education and skills forums was established along the Mid-North Coast from Grafton to Port Macquarie. These forums seek to increase the emphasis on further education in a region where participation rates at university and TAFE are traditionally very low. By including the business councils, councils and representatives from all levels of education it is intended to identify course requirements which support local industry, opportunities for apprenticeships, internships and industry placements.

UNE is a member of the forums and provides information to schools, the broader community and employers on options available for study through the university. As a consequence the community is

made aware of the various options open for further study.

Committees

In 2011 the Pro Vice-Chancellor (Students and Social Inclusion) chaired the Academic Board Teaching and Learning Committee and Academic Board Program Committee. The focus was on changes to the policy environment which were required as a result of the impending move to trimesters and a single learning management system. As a result of feedback through the Voice survey, a project to streamline new course forms and processes was undertaken for implementation in 2012.

TEACHING AND LEARNING CENTRE

2011 continued to be a period of transition and some change for the Teaching and Learning Centre. In an interim arrangement, the University Librarian Barbara Paton assumed responsibility for the centre for 12 months while the acting director, Dr Robyn Muldoon was on a special studies program. By the end of the year, the centre welcomed the announcement that

Dr Michael Crock would take up appointment as Pro Vice-Chancellor (Educational Innovation and Technology) early in 2012, including management responsibility for the centre.

New learning management system

From April, the "Revitalising Learning" stream of the UNE Flexible and Online project initiated in 2010 was integrated into the centre. In particular, this brought with it responsibility for oversight of the implementation of the new learning management system, Moodle. The Revitalising Learning team provided extensive training and support for academic staff and faculty educational developers to transfer units from Blackboard and Sakai into Moodle, commencing with the Graduate School of Business for their trimester 2 and continuing with all other schools for semester 2.

Learning Online @ UNE was developed within Moodle to assist students to become familiar with the new online learning environment. Short videos were also created and provided



A total of 161 UNE graduates received the New England Award in 2011, with a further 21 students listed to receive the award at the upcoming graduations in March 2012. Here, some of them show off their awards at graduation.

within Moodle to explain how to use various tools. With the learning resources for most units now provided online, student familiarity and confidence in the learning management system and associated online resources is critical for success in their studies.

Academic staff development and support

TLC provided a range of academic staff development opportunities including an academic induction program and individual teaching and development support. However, with the major focus on the roll-out of Moodle, the provision of some academic development programs was reduced and the "Teaching Flexibly" workshop series was suspended for the year.

Australian Learning and Teaching Council (ALTC)

The ALTC was wound up by the Australian Government with all functions transferred to the newly created Office of Learning and Teaching in the Department of Education, Employment and Workplace Relations.

TLC provides administration and support functions for the preparation and submission of nominations to the ALTC. The university was particularly successful in the final round of ALTC awards and grants in 2011, with all seven nominations submitted for "Citations For Outstanding Contributions to Student Learning" being successful. One of the awards was for the tUNEup from Home university preparation course team in TLC. In addition, the university received one "Award for Programs that Enhance Student Learning" for its Early Alert program. UNE was also successful in the only round of grant funding offered in 2011. Dr Amanda Kennedy received \$133,000 in ALTC grant funding for her project, "Rethinking law curriculum: developing strategies to prepare law graduates for practice in rural and regional Australia".

Foundation/pathways skills

TLC offered five units in 2011, including the foundation units FNDN101, FNDN102 in the Pathways Enabling Program, which caters for people otherwise unable to enroll at UNE. Some 311 and 163 students

respectively completed these units while 122 students completed Advanced Academic Literacy and Professional English (FNDN300, a unit specifically designed for international students). Two new units were offered: Digital Literacy: Learning to Learn with Computers (FNDN123) (11 students), and Advanced Academic Skills in Critical Contexts (FNDN301) (56 students completing).

Transfer of the Pathways Enabling Program to UNE Partnerships was explored during the year but further consideration of this was postponed until 2012.

Student learning support

The Academic Integrity Module (AIM) was offered for the first time in association with the Tertiary Literacy Assessments (TLA) diagnostic. TLC participated in a trial with the School of Humanities in which completion of the TLA and AIM was made a requirement for students in a unit. Discussions commenced with the school to embed the TLA and AIM diagnostics into all humanities first year undergraduate units beginning in trimester 1, 2012.



On May 27, 2011, UNE celebrated the fiftieth anniversary of the opening of the first purpose built library for the university—the Dixon Library—and named the courtyard after the previous Vice-Chancellor, Prof Ingrid Moses

The New England Award

2011 has been a very successful year for the program. There are now 1,254 students participating, with more than 400 registrations in 2011. A total of 161 UNE graduates have received the New England Award, with a further 21 students listed to receive the award at the upcoming graduations in March 2012.

The New England Award program was recognised by the NSW Office of Communities as a best practice case study of volunteer recognition and promotion of volunteering, in the development of a volunteering strategy. The University of Western Sydney approached Dr Robyn Muldoon to consult on the establishment of a student development program at UWS. Alicia Zikan co-authored a paper which was presented at the National Conference on Volunteering in November.

Professional activities

TLC participated in a cross-institutional project with the University of Wollongong, University of Sydney, University of Technology Sydney, and Australian National University to organize

a day of "Critical Discussions on Social Inclusion". The one day event took place at Wollongong with a successful video hook up for the day to UNE.

UNIVERSITY LIBRARY AND ARCHIVES AND HERITAGE CENTRE

The year saw the much anticipated appointment of an Associate University Librarian (collections and digital infrastructure services) — Donna Runner. This was particularly welcome, as the university librarian was invited to take oversight of the Teaching and Learning Centre for 12 months, in addition to her normal responsibilities.

Other changes in senior staff were the retirement of Carl Petersen (Business Services Manager) after 15 years at Dixon Library and subsequent appointment of Belinda Moore to the position.

Change and restructure

Following the external review of the library in 2010, a workplace change process was undertaken. A new organizational structure was proposed that would

increase flexibility across the library, promote the sharing of skills and knowledge of staff, and provide enhanced opportunity for development and career progression for staff and for regeneration and succession planning. The new structure provides a greater focus on learning and research services and enhanced support for researchers. Streamlining activities to increase efficiency and effectiveness with the capacity to address peaks in different areas at time of need are also objectives. Most of the 50 positions in the library were re-designed, with the process nearing completion by the end of the year.

Fiftieth anniversary celebration

On May 27, the library celebrated the fiftieth anniversary of the opening of the first purpose built library for the university—the Dixon Library. This anniversary was marked by a special exhibition on view in the Dixon Library: "Cease not to Learn unless thou cease to Live" that ran until October 2011.

The Deputy Chancellor, Scott Williams, opened the exhibition in the presence of the Vice-Chancellor

and current and former library staff and other guests. The exhibition celebrated the library's history and achievements, exploring the development of the buildings, the collections, library services for distance education, the revolution of electronic information and communications technology in tertiary education, and the contribution of staff and donors to the growth of the library. A large number of photographs (including those which were on display in the exhibition) and a video of the event are available on the library website at <http://www.une.edu.au/library/exhibition/Main.html>.

Access to resources and services

The library's new resource discovery platform, Summon, was made available to the UNE community in time for the start of semester 1, 2011. It provides a single-search ability to the majority of electronic journal articles and books available to UNE staff and students, as well as catalogue holdings of the Dixon Library's print resources.

The library continued to increase access to relevant electronic resources for staff and students

and introduced a completely new service — streaming audio and video. Several video collections from which clips may be inserted into online teaching materials were purchased, as well as significant music audio products. These resources are expected to be extremely valuable for online learning. Overall, the expenditure on electronic information resources exceeded the target in the 2010 Library Review.

The library website underwent extensive revision and was released to users in October. An online request form for all UNE staff and students to suggest book purchases has been added to the library's website. Improvements to the library catalogue were also made.

To improve delivery of digitised chapters and articles to off-campus students, the library implemented a direct scan of documents to PDF, which is then emailed to students. It is anticipated that this will make it easier for students to read documents and that turnaround times from request to delivery will decrease.

Service improvements for researchers

The provision of library-funded interlending and document delivery requests was expanded to academic staff and additional groups of postgraduate students. The expanded service delivered an individual quota of items (copies of journal articles and books on loan from libraries and other suppliers in Australia and overseas) for academic staff and postgraduate students at no charge up to a cost of \$20.

e-publications@UNE

Library staff completed the processing of records of university research outputs into the institutional repository e-publications@UNE for the annual Higher Education Research Data Collection. The repository passed a milestone with the addition of the 9,000th record.

Planning for trimesters

The university's decision to move to three teaching periods from 2012 required extensive review and planning for the delivery of library services across three trimesters. The library planning was framed in

Assoc Prof Julie Roberts admires a print at the opening of "Through the Collector's Lens: Dissecting Booloominbah", a major exhibition showcasing items from several UNE museum collections that was held at the New England Regional Art Museum in February.



the context of providing equitable services for students and staff across the new academic year. In the latter part of semester 2, UNE students were trained and rostered to provide primary support services at the service desk. These training programs were in anticipation of the need for additional service support staff to enable expansion of opening hours across all three trimesters in 2012.

Facilities improvements

Further enhancement of the Learning Commons occurred with the refurbishment of the toilets on the ground floor.

Client feedback

The biennial survey of client satisfaction was conducted again in 2011 and showed Dixon Library services to be in the top quartile of Australian university libraries for performance. There were 2,011 respondents to the Web-based survey. As in previous surveys, participants praised the quality of service received from library staff and also rated access to resources and services from off-campus in the top ten factors for performance.

COPYRIGHT OFFICE

The relocation of the Copyright Office from the Teaching and Learning Centre into Dixon Library has provided a timely opportunity for Copyright Office staff to work with relevant sections of the library to ensure that library forms, processes and procedures comply with current copyright requirements.

The copyright officer coordinated the university's involvement in the Enhance TV pilot of the National Educational Video on Demand Archive service, a Screenright's initiative. The pilot provided access to the educational video collection of EnhanceTV, with unlimited streamed access to content and related support materials. When implemented, the service has the potential to add significant value to online teaching resources under the terms of UNE's licence agreement with Screenrights, but at additional cost.

ARCHIVES AND HERITAGE CENTRE

Central to the activities of the year has been replacing the aged museum cataloguing software for the Museum of Education with advanced software from the US. This software is also being appraised as a potential solution for the management of other museums on campus and for the regional archives collections held by UNE. Upgraded cataloguing software is central to the goal of creating a single resource discovery layer, providing seamless access across all collections for future patrons.

The digitisation of late nineteenth century weather records donated by a local resident was completed early in the year. This allowed immediate international access to data critical for modeling as part of the climate change debate. This type of success highlights the research potential that UNE enjoys as a regional collecting institution.

A major exhibition showcasing items from several UNE museum collections was held at the New

Michael Barton, Dean of Robb College, with Cameron Moore, Academic Master of Robb College. Both were appointed to their positions in 2011.



England Regional Art Museum in February. This exhibition, 'Through the Collector's Lens, Dissecting Booloominbah', was highly commended in the inaugural Museums and Galleries National Awards, the judges commenting that "This project was particularly good with the quality of its research and insight into the objects and their context which creates a picture and understanding of a remarkable historical New England home and its inhabitants through time".

The State Records Authority of New South Wales also commended Heritage Centre staff for their execution of cataloguing tasks as part of the Archives in the Bush program during the year.

STUDENT ADMINISTRATION AND SERVICES

A focus of the directorate throughout 2011 has been to build a culture of continuous improvement. This has resulted in a customer feedback strategy that utilises multiple channels. These channels include direct feedback via weekly customer satisfaction surveys administered through AskUNE,

participation in an externally managed national comparative survey of student customer experiences, direct feedback through the Service Quality Unit, an internal review of customer satisfaction for each admission and enrolment period and the feedback generated through the engagement and retention teams Emoticons, "vibe" and early alert communications.

The feedback from these tools indicates that Student Administration and Services ranks in the upper quadrant for customer satisfaction compared to other participating universities. Our students have embraced these feedback options. Their constructive advice and their positive feedback are applied to ongoing improvements in services delivered through the directorate. This is especially notable in the enhancements to online admissions and online enrolments and the course and unit catalogue.

In 2009, the AUQA report commended UNE for our retention project and the use of the e-motion indicators for early intervention

with students who may be at risk of disengagement and attrition. This commendation was reinforced in 2011 when the retention team won an Australian Learning and Teaching Council (ALTC) citation for the way in which they work with students and an ALTC program award for programs which support the student experience. This is the first ALTC program award won by UNE.

COLLEGES AND RESIDENCES

A new management team was introduced in Robb College in 2011, with the appointment of a Dean and Academic Master. The Dean provides leadership and direction of the social, life-skills and community welfare of the residents, and is responsible for the developmental support program within the college, while the academic master provides leadership of the academic portfolio for the Robb College residence community, providing professional advice and direction to the dean on matters pertaining to the academic standards and programs for residents.

Duval and Drummond & Smith Colleges introduced a "living learning community" in 2011



Debra Bennell was appointed Director of the Oorala Centre in 2011.

specifically focused on personal development and life skill enhancement. Six significant components of leadership-focused presentations were delivered as the base participation for the program which was followed by a choice of either enrolling in a speed reading course; themed lecture on social media, its use and abuse and consequences; and a five-week course on public speaking. Eighteen students were presented with certificates having completed all sections of the program. The 2011 program has been reviewed for delivery again in 2012 and has been enthusiastically endorsed by participants.

The UNE residential system commenced a program of infrastructure upgrades in 2011 across all colleges, with work expected to be carried out from 2011-2013. Occupancy within the colleges increased slightly on 2010, with a 5.69% increase on 2010 in commencing internal students choosing to live in college. The colleges continued to participate in a number of community service programs, including the Duval and Drummond & Smith participation in

the Hawkesbury Canoe Classic, the Earle Page Coast Run, Robb College Project Week, Mary White Fresher's Concert and a colleges blood drive. Earle Page College also held their annual musical, as well as their annual politics lecture, this year given by the Hon Joe Hockey. The colleges also provided 150 student volunteers for the Life@Altitude festival in May.

Planning for Austin College's 40th anniversary celebrations in October 2012 has commenced, and Earle Page has begun planning for their 50th anniversary celebrations for May 2013. The inaugural Inter-Collegiate Academic Quiz Night was held in 2011. A student initiative, this event will be held annually and enhances other inter-college activities, such as the Sir Frank Kitto cultural competition and the Mary Bagnall and Presidents Trophy sporting competitions.

OORALA ABORIGINAL CENTRE

The Oorala Aboriginal Centre is the study and advisory support centre for Aboriginal and Torres Strait Islander students enrolled at UNE. Oorala coordinates a

range of programs, services and events to encourage access and participation by Aboriginal and Torres Strait Islander students in higher education. The centre was established in 1986, and in 2011 Oorala commemorated the 25th anniversary year of its support services at UNE.

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

1. Providing a supportive and culturally inclusive environment for the 478 Aboriginal and Torres Strait Islander students that were enrolled in 2011;
2. Providing effective student academic support through the Indigenous Tutorial Assistance Scheme for those students (39) requiring further support;
3. Offering tertiary preparation in the TRACKS course for 52 students through a culturally appropriate and relevant curriculum. These strategies enable Aboriginal and Torres

Strait Islander students to more equally participate in tertiary studies and at the same time enhance both the retention and success rates; and

4. Providing alternative entry to Aboriginal and Torres Strait Islander applicants through the Internal Selection Program (ISP). Seven out of 8 applicants successfully completed ISP and are recommended to be enrolled in undergraduate awards at UNE in 2012; one will be enrolled in TRACKS.

Ooralala also continued initiatives from the previous year to enhance participation, retention and success:

- The Aboriginal and Torres Strait Islander campus mentor provides additional support on study, social and cultural issues as part of Ooralala's services and programs for students from diverse communities

- The Pre-Orientation Program (POP) through Ooralala encourages greater engagement by TRACKS students with the learning environments and services of both Ooralala and UNE

Ooralala's approach to Aboriginal and Torres Strait Islander students, its teaching, and delivery of services are evident in the increased graduation figure of 32 and the number of scholarship holders (53) in 2011. The 2011 enrolment total also comprises significant increases since 2010 in commencing student enrolments (246; 36.6% increase), continuing enrolments (232; 20.8% increase), on campus enrolments (132; 40.42% increase) and off campus enrolments (346; 24.4% increase). In 2011, the overall UNE student demographic includes representation of 2.37% enrolments by Aboriginal and Torres Strait Islander students.



*Professor Annabelle Duncan
Deputy Vice-Chancellor (Research)*

Report of the Deputy Vice-Chancellor (Research)

2011 has seen some notable research successes for the university .

EXCELLENCE IN RESEARCH FOR AUSTRALIA (ERA)

The results of the first round of the Excellence in Research for Australia (ERA) exercise were released in January 2011.

Each university was asked to report its outputs in 25 broad disciplinary clusters. The number of clusters against which a university reported gives a measure of the research activity of that university. UNE reported against 16 of the clusters and in five clusters (i.e. 31%) it was assessed as operating at or above world class. Those clusters were:

- Mathematics;
- Environmental science;
- Agriculture and veterinary science;
- History and archaeology;
- Philosophy and religious studies

The results showed that in areas of speciality, UNE is making a substantial research impact.

At the disciplinary level, animal production and pure mathematics both scored a 4 in the rankings, placing UNE well above world standard in these disciplines. In animal production research UNE was equal top across the Australian sector; and pure mathematics research was in the top six Australian universities, equal with UNSW and University of Sydney.

In addition, UNE performed very well in the humanities, going against the downward trend in this area across the sector. UNE's research in archaeology was rated in the top 10 Australian universities, and its research supporting excellence in education saw it achieve a place in the top 15 in curriculum and pedagogy.



Construction of the new UNE Animal House Teaching and Research Facility is well underway. This state-of-the-art facility will incorporate student teaching laboratories, PC2 isolator rooms, instrument rooms, parasitology, aviaries, small animal rooms, and a surgery and post-mortem laboratory with the capacity to handle large animals, such as cattle and horses.

In nine areas of research UNE has achieved world standard or above, those areas being:

- Animal production;
- Pure mathematics;
- Archaeology;
- Curriculum and pedagogy;
- Linguistics;
- Philosophy;
- Environmental science;
- Agricultural and veterinary science;
- Historical studies.

Another ERA exercise is scheduled for 2012, with reports due in early March. There has been a major effort in 2011, to prepare for the submission. Champions have been appointed for each of the disciplines, who will work with staff to ensure all outputs are captured for reporting.

COLLABORATIVE RESEARCH NETWORK.

The Australian Government introduced the \$61.5 million Collaborative Research Network (CRN) program as an initiative to reform higher education teaching, learning, research and research training. The CRN is designed to encourage smaller and regional higher education institutions to develop their research capacity and adapt to a research system driven more strongly by performance outcomes by teaming up with other institutions in areas of common interest.

UNE was the beneficiary of \$4.8 million in funding under this scheme. The funding, which will be administered by UNE, makes a substantial contribution to a \$7 million rural mental health project.

The Collaborative Research Network for Mental Health and Wellbeing in Rural Regions will be led by UNE, which will work with five partners—the University of NSW, the University of Sydney, the University of Newcastle, La Trobe University, and Hunter New England Area Health Service—to

expand rural health strengths, feed into the education of thousands of health professionals, and improve rural mental health services. CRN activities will build links with rural communities and health providers in NSW and Victoria, with a focus on investigating and improving mental health and wellbeing. This funding provides a boost, not only to UNE but also to rural communities, through enabling better health delivery via research and extension activities.

The funding gives UNE the capacity to link experts in a range of areas and to build on the collective strengths of a range of institutions through collaboration.

HDR PORTAL

The Higher Degree by Research Student (HDR) Portal (accessed through the HDR tab on the UNE Web site's Home Page) was launched this year. Dr Terrence Hays coordinated the development of this portal, which combines three strands: information and resources for people shopping around and interested in UNE's expertise and research offerings, support for current students, and a portal for



Dr John Patterson's paper, "Modern optics in exceptionally preserved early Cambrian arthropod eyes in Australia", was the cover story for the prestigious journal 'Nature' in late 2011.

supervisors to access training and information. The portal provides a timely and much-needed media and information resource for all involved in undertaking or supervising higher degree research.

INDIVIDUAL SUCCESSES

- Dr John Patterson, a senior lecturer in the School of Environmental and Rural Science, published a paper in *Nature* entitled "Modern optics in exceptionally preserved early Cambrian arthropod eyes in Australia".
- Michelle Lim, an HDR student in the School of Law, was awarded the Best Graduate Student Award at the IUCN Academy of Environmental Law Conference, the second year in a row that she has received this award.
- A new online journal, the International Journal of Rural Law and Policy, was launched this year. This is principally the product of the School of Law, and is intended to fill a significant gap in law and policy scholarship. The first edition is indicative of the focus: looking at

water governance, but through the lens of the social dynamic of conflict as an alternative to the "normal" lenses of hydrology and economics. This is a peer-reviewed electronic journal, which can take submissions at any time and offers a reasonably fast turnaround for publication.

- As part of its Dow Sustainability Program, the United States Studies Centre hosted leading soil and plant scientists from the US, Canada, Europe, UK and Australasia for a three-day science summit, in February, culminating in a "Soil Carbon Stakeholder Workshop". Prof Iain Young, head of the School of Environmental and Rural Science, was one of 18 scientists from around the world invited to participate. Prof Young opened the workshop, which brought together stakeholders from government, research, policy, farmers and industry to become up-to-date on the latest science emerging from the best labs around the world on diverse issues such as: the science of carbon sequestration in soils;

increased soil productivity to meet the demands of future populations; transfer knowledge of soils from lab to field.

GRANT FUNDING

The amount of Australian Research Council funding awarded to UNE in 2011 (\$1.66 million) is approximately twice that awarded in 2010.

This funding includes a Future Fellowship for Assoc Prof Anne Pender and a DECRA award to Dr Amanda Kennedy.

ANIMAL HOUSE

Construction of the new UNE Animal House Teaching and Research Facility is well underway. This state-of-the-art facility will incorporate student teaching laboratories (teaching 40 students on-site with high band-width video link facilities to integrate external students in activities), PC2 isolator rooms, instrument rooms, parasitology, aviaries, small animal rooms, and a surgery and post-mortem laboratory with the capacity to handle large animals, such as cattle and horses.



Prof Stephen Winn with UNE Chancellor Richard Torbay, Prof David Lamb and Australian Prime Minister Julia Gillard at the official mainland launch of the National Broadband Network.

COOPERATIVE RESEARCH CENTRES

CRC for Beef Genetic Technologies

The CRC for Beef Genetic Technologies is Australia's largest integrated beef research program, developed in partnership by the Australian beef industry and national and international research organisations. It is headquartered at the University of New England, which is also the CRC's lead educational institution.

Centre research is focused on four beef industry priority issues (high quality beef, feed efficiency, disease resistance and improved reproductive performance) to capture new opportunities for Australia through world-class gene discovery and gene expression research, in turn leading to improved profitability, productivity, animal welfare and responsible resource use of Australian beef businesses.

Beef CRC scientists are collaborating with researchers from the US and Canada to jointly undertake genome-wide association studies and deliver equations that predict breeding value for economically important but hard-to-measure traits from SNP (Single Nucleotide

Polymorphism) genotypes. Target traits are carcase and meat quality, feed efficiency and male and female fertility.

Strong progress is being made by the researchers using Illumina's new high-density SNP panel, which became available in late 2010. By genotyping with a combination of low and high density DNA marker panels and imputing from the low to high density genotypes, the Beef CRC now has more than 10,000 animals with high density SNP genotypes. Using those animals, the CRC has developed prediction equations for the target traits and tested them in independent cattle populations. The predictions will be refined over coming months to improve their accuracy prior to incorporation into BREEDPLAN EBVs for delivery to the Australian beef industry by April 2012. They will also be offered to genomics companies operating in Australia.

Delivery of the genomic prediction equations in 2012 is estimated to yield an economic benefit to the Australian beef industry over the next 25 years of somewhere between \$924 million and \$1.48 billion, depending on the final accuracies achieved (i.e. an annual

benefit, discounted at 7%, of between \$82 and \$137 million). At UNE, this research is being led by scientists at the Animal Genetics and Breeding Unit (AGBU).

CRC for Spatial Information

"Biomass Business", a major UNE project within the CRC for Spatial Information, is now in full swing, with three staff appointed to technical and research positions and three PhD students currently working on their projects. Extensive trials are underway on regional farms (livestock as well as rain-fed and irrigated cropping systems) and a large trial has just started on Liveringa station located in the Kimberly region of WA. This particular trial, involving partners Milne AgriGroup, WA Land Information (Landgate) and Curtin University aims to develop a satellite pasture monitoring tool to enable the manager to set stocking rates during their once-a-year muster (Liveringa Station is 263,000 ha).

Meanwhile work continues on a new type of "active" airborne sensor for assessing and mapping crop/pasture vigour, new technology for livestock tracking on farms

and reducing the tracking data into alarms of behavioural state (e.g. healthy, running out of feed or water), and for new ways to measure and map soil moisture on farms.

Poultry CRC

UNE is one of seven essential participants in the Poultry CRC, which secured an extension of funding from the Commonwealth in late 2009, giving it resources totalling nearly \$87 million, including a \$27 million cash grant from the Commonwealth Government through to 2017.

Headquartered at UNE, the Poultry CRC conducts research and drives education and training to help Australia's poultry industries produce more from less, sustainably. This requires innovative approaches to:

- maintaining poultry health and enhancing bird welfare;
- improving resource utilisation and reducing environmental impacts of poultry production;

- controlling poultry product-associated food safety issues and enhancing egg quality for consumers.

During 2010-2011, researchers from UNE received funding from the Poultry CRC for the following projects:

- *New approaches to assess welfare in free range laying hens*—this research monitors the degree of the hens' use of indoor and outdoor space in experimental free range systems. Development of new methodologies will provide additional tools to improve the measurement of welfare status in chickens, particularly for birds in free-range and floor systems.
- *Eggshell quality and risks of food borne pathogens*—this project will document the incidence of translucency and micro-cracks in egg shells. It will then evaluate the extent to which these features, along with an incomplete cuticle, increase the likelihood of bacteria penetrating the egg shell.

- *Methods to quantify and inactivate viruses in poultry litter*—the benefit of this research is to develop robust survival rates of common viral pathogens in poultry litter compost in relation to temperature and time. This will lead to greater confidence in litter reuse (minimising some of the risks associated with it), reduced cost of production and an overall reduction of the ecological footprint of the industry.
- *Implementation of a net energy system for the Australian chicken meat industry*—in conjunction with Rural Industries Research and Development Corporation and Feedworks, this project uses world-leading facilities developed at UNE to measure and compare the net utilisation of dietary energy for growth, reproduction, and the maintenance of life functions in meat chickens. If a net energy system is proven to be feasible for the poultry industry, the potential gain in production efficiency is substantial.

- *Identification of microbial and gut-related factors driving bird performance*—this project aims to identify the key gut factors, specifically gut microbes and host gene expression patterns, underpinning superior bird performance. The part of the work conducted at UNE focuses on improving our understanding of microbial changes that occur during necrotic enteritis (NE) infection and studying the capacity of dietary additives to reduce the severity of NE.

Poultry Hub (www.poultryhub.org), the CRC's award-winning poultry information centre, again experienced significant growth in the past year, now attracting over 2500 unique visitors each day.

CRC for Sheep Industry Innovation

In 2011, the Sheep CRC achieved a number of important milestones. The most significant development was the clear proof of concept for the Information Nucleus Program delivering genomic predictions of estimated breeding values for the sheep industry. The accuracy of prediction

has increased significantly in response to additional data during 2011. Importantly, the level of improvement in accuracy has been in line with expectation given the design specifications of the Information Nucleus and current knowledge of genomic technologies.

- The Wool Program has developed two new measurement systems for quality assurance in manufacture of lightweight wool next-to-skin knitwear.
- The ComfortMeter, designed to detect fabrics that will be perceived as prickly or itchy by consumers, is now ready for pre-commercial testing in early 2012.
- The Wool HandleMeter, measuring the softness and feel of the fabric, will be ready for pre-commercial trials by mid-2012.
- The new "Everwhite" treatment to protect wool from photoyellowing, when wool products are exposed to sunshine, is subject of a provisional patent and the objective is to license this

technology for commercial development by first quarter 2012.

The Meat Program is making good progress in engaging with a number of major supply chains. The focus of the cooperative arrangements with these supply chains focuses on managing sheep meat quality and lean meat yield from genetic selection through to the consumer. The Information Nucleus Program has helped the meat research team develop a clear understanding of the genetic and management factors associated with high levels of consumer satisfaction. A major step forward has been the extensive evaluation of meat quality using consumer taste panels during 2011.

The CRC's commitment to the Lifetime Ewe Management Program is delivering outstanding benefits for a large number of producers participating in the program. The net benefit to producers, of just over \$10 per ewe per year, is associated with increased lambing percentage, decreased ewe mortality and better management of stocking rates.

The CRC's parasite management program has had a successful year with a significant number of participants in flystrike management workshops. Worm management workshops, supported by the WormBoss Program, are being trialled with the view to commercial delivery during 2012.

The final intake of postgraduate students will be in November 2011 and will see the CRC achieve its quota for the program. The third year review held in February 2011 was highly complimentary of the Sheep CRC's progress to date.

UNE RESEARCH CENTRES

Animal Genetics and Breeding Unit

AGBU, a joint venture of the University of New England and NSW Department of Primary Industries, was established 35 years ago. Today, it continues to serve Australia's livestock industries to increase their productivity through genetic gain. Developing and implementing improvements to its genetic evaluation systems BREEDPLAN (beef), OVIS (sheep), PIGBLUP (pork) and TreePlan (trees) are central to the research efforts of the Unit and

2011 was no exception. Improved analytical models, updated genetic parameters and enhancements to these systems have all been achieved during 2011. The most important development for the long term was the first combination of traditional phenotypic performance data with the genomic information provided by commercial companies and the sheep and beef CRCs. From this, estimated breeding values can be calculated with higher accuracies than those based on phenotypic performance of the animal and its relatives alone.

AGBU's pig scientists completed a five year R&D contract and work for the first Pork CRC mid-year, which included a study on the heritability of iron content of pork meat and options for selection to increase it. The new Pork CRC started operating mid-year, with AGBU being an active participant with two R&D projects in the genetic area in the first year where genetic differences in pig robustness will be investigated. Genetic evaluations for *Pinus radiata* performed by the Southern Tree Breeding Association using the latest version of the TREEPLAN software developed by AGBU show much higher NPV in \$/ha when planting the clones from the top

1000 trees compared to average trees from the current generation. These trees grow faster with improved timber quality.

The unit also continued to provide postgraduate supervision and support to domestic and international students.

Institute for Rural Futures

The Institute for Rural Futures has continued to undertake innovative research in the areas of rural and regional development. The institute has continued to focus on research that assists rural industries develop sustainable responses to current challenges driven by season, climate change, financial and social factors. The institute's ability to respond has been assisted by the addition of two new staff members — Dr Jamie Trammell and Dr Xianming Meng, who provide added skills in the areas of spatial analysis, landscape change and economic modeling of climate change. This has improved the IRF's ability to participate in research projects and partnerships in a number of areas including climate change adaptation and mitigation, water recycling, bio-surveillance and landscape futures.



The Primary Industries Innovation Centre's Prof Bob Martin talks insect management with Cambodian farmers, as part of a major project initiated by the Australian Centre for International Agricultural Research (ACIAR).

The IRF has continued to develop a role in international, sustainable rural development in Indonesia and Cambodia, and continues to assist partners in federal, state and regional government to understand the implications of environmental or policy change on individuals and communities in regional Australia. The institute also continues to work closely with industry partners and various research institutions including universities both in Australia and internationally. The particular areas of expertise of IRF staff include: natural resource and environmental policy, water resources governance, decision-making support for natural resource management, rural resilience and adjustment, ecological, agricultural and development economics.

Staff of the institute have assisted in the supervision of five postgraduate students and it continues its strong record of producing quality reports and publications.

This year has seen the retirement of Prof David Brunckhorst, who was the inaugural director of the institute. David played a significant role in establishing the IRF and developing its reputation as a provider of timely, relevant research that assists rural industries and UNE meet their goals.

Primary Industries Innovation Centre / Rural Climate Solutions

The Primary Industries Innovation Centre (PIIC) facilitates cooperative research between the University of New England and the NSW Department of Primary Industries, and includes the National Centre for Rural Greenhouse Gas Research (NCRGGR).

NCRGGR has been renamed Rural Climate Solutions. Led by Professor Annette Cowie, Rural Climate Solutions is continuing research into reducing methane emissions from ruminants, sequestering carbon in soils, reducing emissions of nitrous oxide from soils, using biochar as a soil amendment, and developing next generation biofuels. Researchers are using life

cycle assessment and modelling to assess the net greenhouse gas balance of farming systems and agricultural products. Rural Climate Solutions is communicating the results of their research through extension projects, including the National Adaptation and Mitigation Initiative, and the Trevenna demonstration site. In May, Rural Climate Solutions hosted a symposium, bringing together researchers from the Department of Primary industries and the University of New England to present their latest research results. Research outputs from each of these projects are brought together in life cycle assessment studies to consider options for managing the net greenhouse gas balance of farm systems, whilst maintaining production and enhancing resilience.

In 2011, Professor Bob Martin stepped down from the role of director of PIIC. Bob made a valuable contribution to the development and operation of PIIC in its formative years.

Bob continues his involvement with PIIC as the leader of an ACIAR project working on crop production and marketing in northwestern Cambodia. The project was successfully reviewed in October 2010, and a new \$2.2 million, 5-year project to work on integrated crop and livestock production and marketing (also in northwest Cambodia) is expected to commence in January 2012.

Professor David Herridge leads the PIIC Soil Productivity Unit. David has significantly strengthened PIIC's international profile by bringing nearly 30 years of leadership experience in ACIAR projects as well as a current legume project

in Myanmar. Professor Herridge is compiling a compendium and developing an Excel-based decision support tool for the management of nitrogen and legumes in Australia's northern farming systems for the GRDC. He is also coordinating a national project for GRDC to develop the next generation of beneficial microbes for grain cropping. Throughout 2011, PIIC carried out research projects including international research in Cambodia and Myanmar, dealing with issues such as food and crop production, health and security and projects based in Australia focusing on management of climate change impacts of agriculture.



*Ms Kim Cull
Chief Governance and Planning Officer & Legal Counsel*

Governance and planning

The Chief Governance and Planning Officer oversees a number of critical corporate areas of the university, including the Policy Planning and External Relations Directorate (which incorporates policy advisers, the Corporate Intelligence Unit, the Strategic Projects Unit and media management), the Legal Office, the Audit and Risk Unit, the Council Services Unit and Records Management Office.

During 2011, the policy planning and external relations function underwent considerable centralisation and streamlining to ensure that it had the capacity to provide authoritative and timely responses to the strategic priorities of the university. This was during a time of considerable fluidity in the regulatory framework for the higher education sector. The appointment of an Executive Director — Policy Planning and External Relations is a reflection of the importance of this function for universities at this time. A centralised policy and external relations area provides the means to address strategic planning and institutional priorities in response to Commonwealth and state policy agendas, and delivers strategic policy and planning advice to the university executive. A centralised media and communications function provides management of media issues affecting the Vice-Chancellor and Chancellor, and coordinates communications on matters of institutional significance. A rejuvenated and rationalised Strategic Projects Unit provides project management support for major strategic projects and initiatives of the university. The Corporate Intelligence Unit contains business intelligence and institutional research professionals responsible for the development and provision of high quality and authoritative data for the university, whether that be for compliance and statutory reporting purposes or for use in strategic decision making and planning at university, faculty and school level.

While 2010 was a year in which resources were consolidated and structured to ensure that the university had the requisite capacity to respond to a rapidly changing environment, 2011 saw a number of major achievements in this area. The *UNE Strategic Plan 2011-15* was subject to broad consultation with the university community, and was unanimously endorsed by the UNE Council. The strategic plan provides a clear and coherent direction for the university. In addition, the strategic plan is supplemented by annual business plans which operationalise strategic priorities of the university and align with the university's budget cycle and course profile planning processes. The first such business plan was published in 2011.

The Policy Planning and External Relations Directorate has been instrumental in two critical initiatives for the university in 2011. The first of these was the development of a business plan for a major partnership arrangement with educational services provider Pearson Australia Pty Ltd to provide enhanced online

courseware and marketing services to the university. Following the endorsement of this by the council, both the directorate and the Legal Office took contract negotiations to a successful conclusion.

A successful application under the Commonwealth's Structural Adjustment Fund (SAF) program was developed and submitted by the directorate in 2011. This application remains the single largest grant sought and received by the university to date, and was the third largest grant received by any Australian university under the scheme. Framed to align with our major strategic priorities, the success of this application provides evidence that our strategic direction is well founded and conceptually sound. Funding will be directed to developing online courseware, strengthening and improving information technology infrastructure, supporting a future campus facility in Western Sydney, implementing strategic partnerships with other tertiary providers, and providing a broader market presence for the university.

The Legal Office has benefited from enhanced resourcing and expertise, with the appointment of a Director — Legal Services and the recruitment of an additional senior lawyer. Greater scrutiny and a more consistent approach to the management of legal issues across the university are now undertaken. In 2012, further work will be undertaken to ensure that the Legal Office manages all legal work across the university, to ensure that all areas within the university have access to timely legal advice in the course of their work and to ensure that a coordinated approach to this work is achieved to minimise risk of non-compliance with the university's governance and ethical requirements.

The Council Services Unit, which provides administrative support to the UNE Council and its committees and works closely with the Chancellor, councillors, Vice-Chancellor and senior executive to facilitate council business, has been engaged in continual improvement of its processes and support throughout 2011, and will undertake

further work in 2012 to improve the quality and presentation of information to the council and its committees. The provision of sound and authoritative advice to the governing body is an imperative for the university.

The Audit and Risk Unit provides guidance on the management of risk associated with planning and management of the activities undertaken by the university, including academic and general administration, and coordinates the university's audit programme. Additional resources have been provided to this area in 2011, and the university will maintain its focus on audit and risk activities in 2012 to ensure that sound practices are observed across the institution. The Records Management Office, which is responsible for the management of current central administration records, continues to provide professional advice and to make a significant contribution to the integrity of our document management practices, which is another key element in good governance.

UNE is subject to the provisions of the State Records Act 1998 (NSW). In accordance with this act, UNE is guided by the NSW State Records standards and develops policies, processes, systems and tools to assist its staff to meet these standards. UNE is committed to records management practices that comply with the relevant legislation and are in line with good professional practice. The Records Management Office maintains a formal corporate recordkeeping program and provides a technical training program which is readily available to all staff. The program comprises group presentations, ad hoc workshops, online training and supporting documentation. Significant achievements for 2011 included the complete digitisation of enrolled student records, the commencement of a major disposal project of inactive records and the continued support of TRIM for the management of corporate records.

The increasing professionalism of our UNE Council meetings and its business agenda is due in large measure to the efforts of the

Council Services Unit and we will continue to improve our processes and support for the Chancellor, the Council and its committees.

Finally, the coordination of the Chancellery administration, introduced during 2010 by the Vice-Chancellor, should lead to a more efficient, consistent and professional service being provided to the University community during 2011.



*Mr Chris Patton
Chief Development Officer*

University development

The development division of the University of New England is led by the university's Chief Development Officer and comprised of Marketing and Public Affairs (MPA), International Marketing and Pathways (IMP), English Language and International Services (ELIS), and the Office of Advancement (OoA). In 2011, the focus of the division continued to be on growing the immediate enrolments of the university, pursuing business opportunities to support the long-term development and growth of the university, and providing services to international students and alumni, including the delivery of English language services.

BUSINESS DEVELOPMENT

Business development outcomes included bringing UNE to a heads of agreement phase with Pearson Australia as one of the commercial partnerships envisioned in the strategic plan, along with Marketing and Public Affairs supporting the promotion of academic partnerships with the University of Sydney. Both initiatives will launch in 2012.

INTERNATIONAL MARKETING AND PATHWAYS

International commencements grew by over 7%, against the national downturn with strong ahead-of-budget income performance for a total of 1,396 international students at UNE by second semester. AusAID sponsored students increased by 40%, with 31 students enrolled from 18 countries.

Increased productivity saw IMP deploy additional staff to the front line of recruitment, with new countries being serviced including China, Indonesia, Hong Kong, Philippines, Fiji, Taiwan, Vietnam, Korea, India, Nepal, Canada, and PNG.



Students Shafui Ahmed from the Maldives and Robert Yen from PNG at the international students orientation.

Additionally:

- UNE courses were conducted on behalf of UNE in Sydney by Infotech Professionals (trading as ISBT) and the TOP Education group. Total 2011 commencements at ISBT were 143 (excluding trimester 3 enrolments) and total commencements at TOP were 24. UNE ended its contractual arrangement with TOP in August 2011.
- Advanced standing relationships with targeted institutions were further developed in 2011, with agreements finalised with five institutions in China, Korea and Vietnam.
- Approximately 100 students participated in UNE's incoming and outgoing exchange program. Countries involved in the exchange program included Austria, Canada, China, France, Italy, Germany, Japan, the UK, US, and Denmark.
- The Saudi Cultural Mission and the Libyan Embassy in Canberra were visited by the CDO, Director IMP and Director ELIS in March. Throughout 2011, UNE hosted a range of foreign government and

education partners including: the Saudi Cultural Mission, the Royal Thai Embassy, Chiway Group (China), SDIBT (China), Nanyang Institute of Technology (China), Tsurumi University (Japan).

DOMESTIC - MARKETING AND PUBLIC AFFAIRS

Now into the second year of its three-year domestic growth marketing strategy, MPA continues to target its integrated marketing campaigns to specific audiences, especially through online channels. 2011 has seen a greater refinement of digital campaigns, leading to a reduced cost per lead and an increased brand presence across the entire digital sphere.

Annual applications for the period 2009 – 2011 have increased by 56% in distance education and 20% in on-campus applications (as against 2008 levels). Actual growth in commencing enrolments for this same period is 19% for distance education and 22% for on-campus.

Faculty marketing officers continued to support the growth and marketing of high-value and new courses in consultation with

schools. Corrective action was commenced on specific high-value courses needing additional support and early indications suggest 2012 will reverse declines in a couple of these critical course areas. UNE implemented an inaugural community outreach function to drive additional brand awareness around UNE Open Day of the vibrant university city of Armidale and the University itself. "Life at Altitude" culminated in a "long lunch" attended by alumni and the community, a short-film festival, and a musical festival, with headline acts Amy Meredith, Operator Please, and Little Red, and the Elevation Band competition, which occurred among UNE's high school catchment. This successful and well-received event attracted more than 3000 visitors to campus over two days.

MPA's Future Student Team, the first port of call for prospective UNE students, continued to receive a large volume of enquiries, with a satisfaction survey reporting that an average 98.03% of respondents were very satisfied with their standard of service.

TECHNOLOGY AND BUSINESS PROCESSES

The use of CRM technology to facilitate future student acquisition is an integral part of MPA's growth strategy. In 2011, UNE was awarded a Gartner Award for CRM Excellence, EMEA/APAC regions, in the category of customer experience. UNE was one of only four category winners for all regions outside of North and South America, across all industries. The award is a reflection of the strategic focus UNE has maintained in applying the CRM to its whole of lifecycle student engagement strategy.

Business process improvements occurred within IMP, implementing Studylink to improve customer service and workflow in the international admissions area, while the university's RightNow SRM was expanded into IMP, ELIS, academic schools, and the Advancement Office. The English Language Centre also implemented the PEPi integrated online database software, a student information system specifically geared to the requirements of English language

centre and student data related operations.

Through the Schools Liaison Programme and Boarding School Programme, the MPA team continued to visit secondary schools across Australia throughout 2012, promoting themes of access and widening participation. Business development continues to facilitate new educational relationships within the private and government sector through strategic partnerships, pathways and ongoing relationship building.

Production Services and Publications completed approximately 580 jobs across a diverse range of publications and media in 2011, while more than 5000 photos were uploaded to the UNE photo database.

The Corporate Communications Unit produced more than 200 press releases in 2010, resulting in almost 5000 media hits across local, national and international media, as well as three issues of *The UNE Experience*. The incoming Manager, Corporate Communications, drafted a comprehensive university communications plan, which was

accepted by the Vice-Chancellor for implementation. MPA has continued to play a prominent role in coordinating UNE events, including inaugural lectures and Armidale's Sustainable Living Expo 2011.

WEB

MPA was a lead participant in the UNE enterprise Web redesign project which seeks to revitalise UNE's online presence in an increasingly competitive marketplace. More than a dozen individual workshops were conducted with key online stakeholders, resulting in detailed user and technical requirements and information architecture for the new UNE Web presence. This project is slated to commence in 2012.

ADVANCEMENT

In 2011, the Office of Advancement held an alumni event in Canberra that included three former Vice-Chancellors together with Prof Jim Barber as host. This was the first event for quite a few years in Canberra, successfully reconnecting with alumni, including the presentation of the 2010 Distinguished Alumni Awards and a captivating speech by John

Kerin. Dinner functions were also held in Sydney and Melbourne, with guest speaker Prof Martin Thoms speaking on the Murray-Darling Basin.

Two Distinguished Alumni Awards were announced in 2011: for John Quiggin and Kevin Scarce AC. The Alumni Achievement Award was awarded to four recipients: Bill Kempster, Bill Murray, Rusmana Setia Ningrat and Penny Robertson OAM. During graduation in October, the award of Distinguished Graduate Fellow of the University was presented to Dr Arthur Rickards OAM.

In 2011, some 214 new undergraduate and postgraduate scholarships were awarded at the university's annual scholarship ceremony with a total value of almost \$5.6m, making this event a significant one in the life of the university.

ENGLISH LANGUAGE AND INTERNATIONAL SERVICES

The English Language Centre also operated against the national trend, enjoying one of its best years for new enrolments and ending the year well ahead of budget. The new biannual open mornings brought interested academic and administration staff from across UNE into English language classrooms. Ongoing program development continued with five hours per week of guided independent learning trialled in the English for Academic Purposes Level 3 program in Term IV and the five-week Introductory Academic Program being remodelled to four weeks from 2012. IELTS test centre operations continued at a marginally viable level due to continued competition from IDP/IELTS Australia centres in metropolitan areas, and staff and students worked towards reestablishing the International Student Association for 2012 to bring the international student body voice back to UNE.



*Mr Peter Enlund
Chief Operating Officer*

University services, facilities and finance

The Chief Operating Officer's group provides a full array of services to the university in human resources, finance, facilities management and information technology, as well as being responsible for commercial activities including Services UNE, SportUNE, child care, the medical centre and printery. The group focuses on resource provision and capital planning, financial performance monitoring and improvement by providing sound commercial assessment and advice and is also charged with the responsibility of delivering these initiatives and investments.

The generation of reasonable operating margins and cash flow remains a primary focus so that the university is better able to produce the levels of cash generation required to fund our future capital expenditure plans. Whilst UNE has been the recipient of capital grants from the Commonwealth Government over many years to fund major projects, the significant backlog of deferred maintenance remains, bringing a pressing need to revitalise and replace ageing infrastructure throughout the campus.

The positive underlying operating result for 2011 shows a good improvement over past years, reflecting increased student enrolments and a concerted effort to control costs. The success of recently launched courses has driven growth in students and revenue. Excellent reductions in staff annual leave provisions have been achieved in 2011 and the emphasis on staff taking their annual entitlements as a minimum will continue. Improvements in financial management, forecasting and planning mechanisms have been undertaken as robust processes must be in place to assess business opportunities and performance.

We anticipate further growth in student numbers despite the increasingly competitive landscape in higher education and a major development thrust is underway to enhance growth in off campus students as well as in higher degree by research fields.

ITD staff celebrating their success in the Systems Thinking's University IT Service Quality Award for Students. ITD achieved the biggest improvement in service quality of all Australian and New Zealand universities.



FACILITIES MANAGEMENT SERVICES

The provision of new gateway signage and the development of the Campus Safety Centre at the entrance to the campus in Elm Ave have provided a new experience when visiting UNE. The new signage announces the entrance onto campus and the safety centre provides information to all visitors, while enhancing the security of our students living in the college precinct and across campus.

In 2010, UNE received \$5m through the Rural Education Infrastructure Development grant scheme to construct a clinical school and associated GP training practice. In 2011, this grant was increased by a further \$5.5m, and tenders are now out for the construction of the UNE Tablelands Clinical Education Centre on the Armidale Hospital site, with construction to take place in 2012. The development will boost Arimdale's regional function as a health service centre and will encourage closer ties between the medical profession and future health professionals by enabling university students to work in partnership with private practice and have direct access to improved training and research facilities.

Space management across campus has been significantly enhanced with staff in faculties and schools being given access through a Web portal to the Space Database which allows them to view all space across campus and the ability to update and edit space under their control. This provides faculties/schools with a tool to manage their space and plan for future demand.

INFORMATION TECHNOLOGY

2011 has been a challenging and productive year for the IT Directorate. There have been a number of significant projects delivered in 2011 that will set the foundations for the enabling applications that are on the way. The establishment of a solid infrastructure underpins all IT services across the university so building this, and more importantly maintaining it, is our highest priority.

Each year, IT at UNE participates in a benchmarking survey through an external organisation on the satisfaction of IT services provided to staff and students. In 2010 UNE was ranked 23rd of the 24 universities that participated. In 2011 UNE was ranked 22nd out of 31 participating universities. This is a significant improvement, and IT

at UNE has improved more in 2011 than any other Australian or New Zealand university. Our target is to be in the top 10 universities for IT provision.

ITD is taking a partnership approach to managing our enterprise applications such as the student administrative system (Callista), Finance One and the HR system (Alesco). This brings together the vendor knowledge and our UNE systems and business expertise to deliver upgrades effectively and improve the performance of services.

2011 has seen the introduction of key services such as eduroam, a service that enables our staff and students to access the UNE network from any partner institution. ITD have also been developing a disaster recovery centre in Sydney. Rather than acting as a spare system, we will utilise this resource to better service our distance education students with failover between the Sydney and Armidale datacentres to ensure a reliable, high-quality IT experience.

2011 also saw the introduction of the IT Client Services team and Audio Visual team. All IT staff completed the ITIL foundation

course in 2011, which is a framework for IT Service Delivery, and senior IT staff attended a contract management course to align their skills with the directorate's future partnering strategy. A new structure for ITD is developing, with four key pillars and more strategic senior positions.

Customer satisfaction is a key driver for IT, and, in the 2011 IT satisfaction benchmarking survey completed by an external company, ITD achieved the biggest improvement in service quality of all Australian and New Zealand universities, moving UNE up the equivalent of seven places in the IT satisfaction ranking. We still have significant room for improvement, but are confident of year-on-year increases in our satisfaction until we get into the top ten performing universities for IT service.

As 2011 draws to an end, ITD are in the final stages of implementing an enterprise management tool for desktop computers and a new IT service management application called ServiceNow to manage support and service requests. We are reviewing our key systems such as identity management and finalising the move of staff and student email into the Microsoft 365 platform in early 2012.

HUMAN RESOURCE SERVICES

Human Resource Services advises and supports the employees and managers of UNE across all aspects of university services. In 2011, the directorate provided advice, coaching and representation to UNE to ensure compliance with collective agreements, legislation and policy; and best practice regarding a range of issues such as the introduction of trimesters, other workplace changes, misconduct matters, facilitating improved employee performance, grievances and dispute notifications. Implementation continued of the two collective agreements, including joint working groups with unions, and review and rewrite of policies.

2011 has seen a particular focus on streamlining processes for HR clients, and promotion of best HR practices. Electronic information transfer has been implemented between HR and other areas of the university. The implementation of e-recruitment for receipt of job applications now provides a professional service for applicants and our client areas, enabling direct access by selection committee members to applications as they are submitted. The 'jobs@une' website has also undergone a major

overhaul. Advertising processes continue to be transformed, moving from largely paper-based to social media channels in addition to more traditional print and online media. The HR advertising and general staff classification units were combined during 2011.

Other activities during 2011 included:

- A complete review of UNE recruitment practices, including consultation with UNE staff at all levels, review of all current practice, review of other university practices and discussion with private sector companies.
- A review of the staff induction program, with the redeveloped program will to launch in early 2012.
- A project was commenced to review performance planning and review (PPR) to increase engagement in the process by employees.
- A new program, Advanced Leadership & Communication Development (ALCD), is nearing completion and will be launched in 2012. The program was initially developed as a result of the issues around bullying and



UNE staff took advantage of a free class in tai chi on RUOK Day, a national initiative to prevent workplace depression, held at UNE in September 2011, one of many OHS initiatives held throughout the year.

communication highlighted in the 2010 Voice Survey but was expanded following ODU's review of activities this year.

- The HR Employment Equity and Diversity Unit has negotiated an Employee Assistance Program with Centacare to commence in 2012. This program will provide independent counselling support to UNE staff members needing such a service, in a safe and neutral environment.
- The Academic Services Unit managed a busy year for academic promotions, with 37 applications, of whom 21 were promoted. The Promotion Appeals Committee also considered two appeals in December 2011. A total of 56 applications for the Special Studies Program (SSP) were considered in 2011, and the SSP Policy and related documents were revised with the main changes relating to the duration of SSP to fit with the trimester system. At least 200 honorary appointments were processed through Academic Services, and advice and assistance provided for three occupational trainees submitted to DIAC by the schools. There were 25

visiting academic nominations compared to nine in 2010.

- In 2011, the HR Systems team implemented a budgets and commitments module in Alesco, which allows UNE to run a budget (salaries and wages) for a range of financial periods. This module will be used in the business intelligence reporting tool, TM1. The team has continued to roll out functionality through Web Kiosk and to ensure that Alesco can accurately and quickly reflect growing or re-structured organisational levels within UNE down to discipline level. A statistics module was also implemented to ensure UNE can more efficiently provide accurate and timely data to government at census dates

OCCUPATIONAL HEALTH AND SAFETY

The HR OHS Unit worked with UNE-wide working groups conducting inspections and finding solutions for OHS hazards and risks. The OHS Unit initiated code of practice and safe work procedure development, and supported the OHS Strategic Committee in policy development. A number

of proactive safety and wellness initiatives were undertaken, including flu vaccination program, winter alternative exercise programs, Healthy Lifestyle programs, Mental Health Month, and Safework Australia activities including RUOK Day and the 10,000 Steps challenge. The Unit initiated a number of traffic related interventions. Accredited OHS consultation courses were conducted for OHS representatives. Other safety related training courses conducted included emergency warden training first aid, four wheel driving courses, fieldwork best practice, risk management, manual tasks, best practice handling of workers compensation claims and stress prevention.

Workers' Compensation

- Total Number of Claims for 2011 – 24 (including 3 journey claims, which are non premium impacting)
- Total paid to date for policy year – 2011
\$71,665
- Total paid to date for policy year – 2010
\$107,690

- Time Lost YTD 2011 from non-journey claims
451.5 hours
- Time Lost YTD 2011 from journey claims
1360 hours

FINANCIAL SERVICES

Financial Services supports the Chief Operating Officer through the budget process, preparation of the annual financial report, monitoring of financial performance, capital planning, and protection of assets as well the routine collection of debts and relinquishing of liabilities. The directorate continues its drive towards process improvement, a service delivery focus and the provision of a comprehensive range of financial solutions and advice in a timely and efficient manner, whilst maintaining integrity in the use of public funds.

2011 was largely a year of consolidation for the directorate. Several strategies put in place in 2010 and earlier years have been bedded down and refined, two of the most significant being the conclusion of a workplace change process commenced in 2010 and the refinement of the budget process.

During 2011, a workplace change process was concluded in the budgets and forecasts group. This has resulted in the directorate being appropriately resourced and geared to meet the anticipated fierce competition resulting from the deregulation of government funding effective from 2012. Financial Services will have a requirement to be more responsive, proactive and timely in providing solutions and advice in 2012 and beyond. The workplace change has focused on providing for that need.

Portland Procurement Services Pty Ltd were engaged at the beginning of 2011 to provide the university with a "managed service" solution designed to add both capacity and expertise to our procurement capability. While the full financial benefit of the engagement will materialise in 2012, considerable gains have already been realised in areas such as computer acquisitions and college catering costs.

The university's 'Smart Book' travel system was greatly enhanced over the year, making it more user-friendly and efficient. The system was introduced to manage the

booking and approval of travel and out-of-pocket expenses, replacing a previously paper-based process.

An online payment project to streamline the collection and processing of receipts, creating greater internal efficiencies as well as meeting the needs of our significant distance education cohort, was instigated in late 2010. While expected to be operational midway through 2011, the scope of the project was altered during the year. An alternative solution has been devised at much lesser cost and is now expected to be operationally and available for the trimester 1 intake in 2012.

In 2012 the directorate will continue its focus on improving processes, reliance on contemporary technologies and an improvement in its internal control environment and policy and procedures framework



*Prof Jennie Shaw,
Pro Vice-Chancellor and Dean, Faculty of Arts and Sciences*

Faculty of Arts and Sciences

The faculty experienced considerable growth in 2011, building on established research and teaching strengths across the arts and sciences and aided by various research and teaching initiatives. At year's end, the faculty was able to make its full contribution to central costs and also return a significant surplus to the university.

Staff retirements and resignations were balanced by a number of new appointments, as well as several postdoctoral research lectureships and fellowships. Senior appointments included Professor Darryl Poulsen, Head of the School of Arts, Roger Hegarty, Professor of Animal Science, and Robert Swick, Professor of Poultry Nutrition.

Infrastructure completed for the faculty included the large cattle facility and refurbishment of space in Psychology to house postgraduate students, academic staff and faculty office staff. The new pharmacy building is to be completed in 2012. Successful applications for new and continuing accreditation of courses included those in clinical psychology, engineering and pharmacy.

Collaboration across and outside UNE is a strategic focus of the faculty. Blended model teaching of languages into James Cook University and the Universities of Newcastle, Wollongong and Southern Queensland continued during the year, and the faculty offered its Graduate Diploma in Rural Science through Open Universities Australia. Pathway programs included articulation arrangements with a range of national and international tertiary organisations. The faculty was also instrumental in facilitating the Alternative Entry Program with the University of Sydney, which will see its first enrolments in 2012.

New enrolments and overall student load increased across the faculty, with a number of new and recent courses achieving particularly high enrolments. In the academic director's role, Professor Jennifer Clark was



Assoc Prof Anne Pender, from UNE's School of Arts, enjoyed a highly productive year in 2011, receiving a future Fellowship from the Australian Research Council and holding the post of Visiting Distinguished Professor of Australian Studies at the University of Copenhagen.

involved in a number of projects, as well as the competitive allocation of faculty learning and teaching development grants and the award of cross-faculty teaching and learning excellence awards. Faculty multimedia and educational developers supported staff through the institution-wide transition to Moodle and first year advisors supported staff and students through a number of means, including the PASS (Peer Assisted Study Sessions) program.

Published outputs across the faculty included commissioned and refereed research articles and scholarly monographs. Mentoring of and support for early career and new academic staff through the Faculty Grant Development Program, led by research director Heiko Daniel, resulted in increased competitive grant submissions. On-time HDR completions increased in 2011, and HDR load remained stable.

Collaborations across UNE and with national and international industry, university and institute partners continue to be crucial for our research endeavours. Several

faculty staff are involved in the new CRN in Mental Health and Well-being in Rural Regions. A team of UNE scientists, led by Dr Nick Reid, is part of the renewed CRC Invasive Animals, and Prof Iain Young and Dr Matt Tighe are UNE leaders in the water and food security aspects of the new CRC for Polymers.

SCHOOL OF ARTS

In June 2011, Professor Darryl Poulsen arrived from the University of Sydney to assume the role of head of the School of Arts. It is a credit to his predecessors acting in the Head of School role—some eight acting heads of school—and the staff in general, that the school maintained its excellence in teaching and research during an extended transitional period.

In 2011, the school welcomed eight new members of continuing staff, with three in English, Communications and Media, two in Music, two in French and one in Japanese.

Five members of academic staff received promotions. The school's teaching excellence was recognized with Dr Elizabeth Hale being awarded an ALTC citation for

teaching in literature and writing studies. A further two Copyright Agency Limited teaching and cultural grants were awarded to four academic staff. The school was a recipient of round two grants from the National Asian Languages Studies in Schools Program for their Asian languages accreditation program, which commenced in 2011 and will run for two years. Student load increased from 702.4 in 2010 to 768.4 in 2011. In 2011, a blended model partnership with Massey University was confirmed that will see the introduction of Spanish in 2012 as a new language major.

Under the aegis of Arts New England, the school hosted the symposium "Where do you think you are? Writing Australia". Academic staff attended 15 international conferences and 13 domestic conferences. Research productivity has included two books, and creative work and community engagement have included the release of three music CDs and 83 public concerts and theatre productions, while languages staff hosted major cultural events, including a film festival.

Dr Anne Pender has been awarded a Future Fellowship by the Australian Research Council for four years for the project "Players: the lives and works of the actors who created the national theatre of Australia between 1950 – 2012". Dr Pender also held the post of Visiting Distinguished Professor of Australian Studies at the University of Copenhagen.

New initiatives for 2012 include expansion of blended model partner universities in order to grow the languages program.

SCHOOL OF BEHAVIOURAL, COGNITIVE AND SOCIAL SCIENCES

The school had another excellent year in 2011, with total enrolments up 4%. The new Bachelor of Sustainability attracted good enrolments, as did the new Graduate Diploma in Psychology. Proposals for a Master of TESOL and a restructured Bachelor of Social Science have been submitted for 2012.

The school underwent an external review in semester 2 for which a comprehensive self-review was

prepared. The clinical psychology program also received full accreditation as a result of an external review in semester 1.

Research activity and outputs continued to grow in BCSS during 2011, with all disciplines recording results above their respective DEEWR averages. Research support mechanisms within BCSS are important; the school has a travel fund, equipment fund and a staff grant seeding fund. An ARC Discovery Grant was awarded to Dr Will Coventry and Prof Brian Byrne (psychology); two adjunct staff (Judith Burns and Cliff Goddard) shared other Discovery grants. Several school staff were part of the successful CRN bid. Dr Drew Khlentzos was appointed visiting professor to Beijing Language and Culture University, where he gave a series of lectures. Staff invited to give keynotes at overseas conferences included Dr Khlentzos and Prof Brian Byrne.

The School had 50 HDR students in 2011, with three awarded PhD degrees cum laude (Sandy Habib, Carsten Levisen and Wendy Phillips).

For 2012, John Scott was promoted to professor, Nick Reid to associate professor, and Stephen Wood to senior lecturer. Diana Eades and Cliff Goddard were both appointed as adjunct professors. Tony Marks was awarded a Citation for Outstanding Contributions to Student Learning by the Australian Learning and Teaching Council (ALTC) for "promoting self-efficacy in distance education psychology students to ease their transition into study, motivate them to succeed and enhance their overall learning experience".

SCHOOL OF ENVIRONMENTAL AND RURAL SCIENCE

The School of Environmental and Rural Science experienced a significant increase in commencing first year students, with continued strong enrolments across the school, particularly in zoology and geoscience. The new animal science degree began with impressive enrolments, and new degrees in ecology and plant science will ensure a continued high level of interest for the school's degrees. Our new degrees and increased investment at the school level in



Students from as far as Tasmania, Queensland and Western Australia joined students from schools in the New England North West region to attend the UNE's Primary Industry Centre for Science Education (PICSE) Industry Placement Student Camp in December 2011.

marketing our degrees to potential students has played an important part of the success of the school.

Joint HSC Booster Days with the School of Science and Technology and PICSE remain important projects in connecting with potential students. This year, over a period of three days, 1,200 Year 10 students visited the two schools as part of these events. HDR enrolments are strong (116 enrolments) with 48 project completions in 2010-2011.

Partnerships within industry, state and federal institutions remain an important focus of the schools activities. 2011 saw the development of a new relationship with the CSIRO, which will bring closer connections between UNE's animal sciences staff and CSIRO Chiswick. CSIRO are formal partners in the new Education Investment Fund bid aimed at developing a new integrated agricultural education project on campus. The GIS staff in the Armidale branch of the Office of Environmental and Heritage NSW (OEH) moved onsite, strengthening and widening the already strong links between OEH and ERS.

Research activities are strong within the school, with UNE geoscientists being published in *Nature*, substantial research income (\$6.4 million) and the opening of the new large cattle facility on campus, which will provide state-of-the-art facilities to measure methane production from cattle. Animal production at UNE received a band 4 in the 2010 ERA rankings (released in 2011), and UNE is ranked in the top 10 of Australian universities for research in ecology and environmental science, indicating that it continues to balance high quality research with teaching endeavours.

SCHOOL OF HUMANITIES

The School of Humanities and the Heritage Futures Research Centre were successful with two ARC Discovery Grant applications in 2011. Peter Grave and Wendy Beck were awarded funding to pursue research on "New perspectives on Australian hunter-gatherers" and "Aboriginal community engagement with heritage research"; while June Ross, an adjunct with the archaeology discipline, formed part of a team that won an ARC Linkage Grant to work on "Songlines of the Western Desert".

In peace studies, Rebecca Spence was awarded an EU Human Rights and Democracy Grant to enhance the skill sets of community-based organisations.

In the 2011 inaugural ERA round, four discipline areas—archaeology, historical studies (history and ancient history), philosophy and studies in religion—were assessed as being of international ranking in their research and publication outputs, which have continued to rise from 2007. HDR numbers, currently 81 postgraduates, have also been increasing from 2009, with 17 HDR graduations taking place in 2011 along with 14 honours completions (12 first-class).

The Asia-Pacific Research Centre was relaunched in May by Prof Shahram Akbarzadeh of the National Centre of Excellence for Islamic Studies at the University of Melbourne and hosted an international workshop in September on "Regional Responses to Labour Trafficking and Refugee Movements in the Asia-Pacific", the papers of which will form the inaugural volume of the UNE Asia-Pacific Papers, while Prof JC Kent

of the London School of Economics will be the visiting research fellow early in 2012.

It has also been a notable year for awards in history, with two unique degrees, the Bachelor of Historical Inquiry and Practice and the Graduate Certificate in History Curriculum, launched to target a market for professional historians and teachers. Enrolments in the Master of History, which commenced in 2009, have risen to over 130 students, while a new Islamic studies major in the BA has been created for 2012.

The philosophy discipline won Vice-Chancellor's strategic initiative funding to roll out philosophy teaching across the campus, including units in bioethics and professional ethics, thinking skills and the philosophy of science.

SCHOOL OF SCIENCE AND TECHNOLOGY

In 2011, the School of Science and Technology saw continued increases in enrolments in the fundamental and natural sciences, which are core teaching and research functions of the school.

This is a consequence of increased demand for science programs across UNE, as well as for the new and flourishing degrees in pharmacy, and exercise and sports science. Since 2009, student enrolments have increased by 40.5% to 975.8 EFTSL (46.7% on-campus students).

A major research outcome for the school was the announcement in February that pure mathematics research at UNE, led by Professor Yihong Du and Associate Professor Shusen Yan, received an ERA ranking of 4, placing this discipline above world standard. Prof Du received ARC Discovery funding to further enhance his research profile on ecological applications of pure mathematics.

The Precision Agricultural Research Group continues to build on its reputation in research and development across core science disciplines, now with 15 UNE staff and four adjuncts and with \$2.2 million worth of funding during 2010-11. The school's Centre for Bioactive Discovery in Health and Aging was part of the Collaborative Research Network grant of \$4.8M

for mental health and well-being in rural communities. This grant will bring new staff and postgraduate students to UNE to research biomedical aspects of this collaboration.

Academic and general staff across the school continue to provide many opportunities for primary and secondary students to experience and learn about science at UNE, including HSC Booster Days and Science in the Bush, which enthralled 800 students from 40 regional NSW schools. Other essential engagement activities were the National Youth Science Forum, Science and Engineering Challenge, RACI Titration Competition, Nyholm Youth Lecture and The Science Experience.



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

Faculty of The Professions

In 2011, the Faculty of the Professions focused on collaboration through partnerships and innovation in teaching and research.

The inaugural Education 2011 to 2021 International Summit was organised by the faculty's Distance Education Hub (DEHub), a program funded by a grant from the Department of Education, Employment and Workplace Relations. Academics from 18 countries met to discuss and demonstrate cutting-edge ideas in distance education.

In another project between UNE and the New England Institute of TAFE, the Prime Minister, Julia Gillard, launched a program that will lead the dissemination of free, media-rich open-source digital educational materials and communication applications for individual and workplace training, including lead-in to university courses, through a joint portal (the EDUONE portal). The EDUONE portal draws upon the National Broadband Network (NBN) to deliver stimulating programs to maximise the potential of high-speed communications in regions and remote areas. This program received \$3.5 million in funding through the Digital Regions Initiative fund.

The faculty was at the forefront in demonstrating the significance of the NBN in other ways, including a public seminar program that discussed how broadband communication technology can increase the impact of teaching and research. The faculty also forged an agreement with the University of California–Irvine to work together on initiatives that transform medical and health education using technologies supported by the NBN.

The faculty continues to innovate in the field of teaching and research. A new research centre was launched at the AgQuip agricultural field days called the Ideas to Action Centre (i2A Centre), which will assist Australian farmers and rural communities to take full advantage of scientific innovations in farming, business, health and rural policy. Based at UNE,

the new centre will initially bring together innovation and engagement researchers from UNE and Penn State University in the US.

Two education programs based at UNE were finalists in this year's Northern Inland Innovation Awards. These were the School of Rural Medicine, for its annual "whole body dissection surgical anatomy" course, and the team behind the QuickSmart numeracy and literacy intervention program for school students.

Staff were guest editors of a number of journals on topics of importance to society. For example, a special issue of Health Sociology Review focused on how to improve the health and wellbeing of men in Western society was launched in Melbourne by the Federal Member for Melbourne, Adam Brandt. The nine research papers in the issue, by international experts from Australia, Canada, the United States and Ireland, covered topics such as male body image and identity, suicide by mass murder, masculinity and depression, and boys' health literacy.

In another project run in collaboration between UNE and the NSW Department of Trade and Investment, Regional Infrastructure and Services, and with academic staff from Penn State University in the United States, "Intentional Innovation Community Workshops" were conducted in Armidale, Tamworth, Moree, and Narrabri to create an overall strategy for supporting innovation in our communities.

A seminar series that aimed to stimulate critical thinking and collegial discussion about recent innovations in teaching and learning was launched. The seminar series provided an important opportunity for UNE staff, students, and the general public to learn about new developments in pedagogy and technology that have the potential to transform higher education in Australia and across the world.

SCHOOL OF BUSINESS, ECONOMICS AND PUBLIC POLICY

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

A number of new courses were designed and approved to be offered from 2012. These included the Master of Economic and Regional Development, Bachelor of Chinese Language and Business Studies, Bachelor of Advanced Chinese Language and Business Studies, and a combined degree with the School of Law, the Bachelor of Financial Services/Bachelor of Laws.

Staff continued to engage in research of regional, national and international significance and demonstrated their success through high publication rates across a broad range of activities as well as supervision of higher degree research students at doctoral and masters levels.



The Lucy Mentoring Program for final year undergraduate female students was completed for the fourth consecutive year. Shown here are UNE student Natasha Schumacher with her mentor, Ellen Valler of the Community Mutual Group.

Other successes in 2011 included:

- Associate Professor Rene Villano and Pauline Fleming received an ALTC citation for outstanding contributions to student learning in statistics.
- The school was reviewed through the UNE academic quality management process and received a number of commendations.
- A joint research initiative was continued between the Graduate School of Business and the Institute of Public Accountants (IPA) to promote research into issues faced by accountants in their professional lives.
- The Lucy Mentoring Program for final year undergraduate female students was completed for the fourth consecutive year.
- The number of enrolments (new and continuing) of international students, supported by strong relationships with Chinese university partners and the school's presence in Sydney through ISBT, increased from approximately 700 in 2010 to 800 in 2011.
- The school set up pathway and other arrangements with the University of Sydney, the University of Western Sydney and Pearson Australia as part of various Vice-Chancellor-led initiatives.
- The school continued to demonstrate leadership in learning and teaching technologies, especially in the Moodle and Pearson learning management systems, and particularly through the Graduate School of Business.
- The second annual meeting of the school advisory board was held, during which external industry representatives provided insight into how it could continue to improve its courses.
- Prof Ray Cooksey and Prof Alison Sheridan were awarded life fellowship of the Australian and New Zealand Academy of Management (ANZAM). This is the most prestigious honour that ANZAM awards, and is awarded for outstanding service and leadership to the field of management education, research and practice.

SCHOOL OF EDUCATION

2011 has been a year of challenge and engagement for the School of Education at UNE. It has also been a year of change with the appointment of a new head and school executive. The diverse expertise in the school is reflected in the vast number of regional, national and international projects it is involved in. Examples include:

- Minimbah Aboriginal Primary School collaborative project where nine UNE students helped 28 Minimbah students to develop and improve their literacy skills.
- A record number of artworks from primary and secondary students in northern NSW and from as far west as Menindee were submitted for this year's UNE School Acquisitive Art Prize.
- The QuickSmart program, developed by UNE's Professor John Pegg and Associate Professor Lorraine Graham, had more than 10,000 students undertaking it in 2011 in 600 schools across Australia. Both Indigenous and non-Indigenous

students involved in the program are achieving an average of three years' improvement in just one year.

- Two large maths education projects were undertaken in conjunction with the Republic of Nauru. One is an investigation of the current state of Mathematics teaching in Nauru, while the other project is Make it Count: Numeracy, Mathematics and Indigenous Learners (Evaluating School and Teacher Change), funded by DEEWR through the Australian Association of Mathematics Teachers.
- Many other community-based programs, too numerous to mention.

The research, use and promotion of technology was a key focus for many projects in the school during 2011, and throughout the year the school was part of the Training Teachers for the Future Project. This national initiative is a collaborative project that aims to increase the technological, pedagogical and content knowledge of pre-service teachers graduating into the Australian workforce.

The UNE NBN Seminar Series held throughout the year attracted keynote speakers from overseas and interstate. The other key use of technology within the school in 2011 was the Supervision of Professional Experience and the Engagement of Experienced Practitioners projects, which have sought to link teachers in remote and regional areas with UNE through the use of videoconferencing technology.

Numerous ARC-funded projects took place throughout the year on topics as diverse as "Post-Conflict Reconstruction and Development Of East Timor" and the "Impact of Developmentally-based Qualitative Assessment Practices in English, Mathematics and Science on School Policies, Classroom Instruction, and Teacher Knowledge".

Also in 2011, a review of units and courses was begun with a focus on restructuring to meet the standards set by the Australian Institute for Teaching and School Leaderships. This has been a large task and will be completed early 2012 for accreditation.

SCHOOL OF HEALTH

In 2011, the School of Health spent considerable time and investment ensuring its future provision of educational courses, given the changes recommended by the Bradley Review. Nursing achieved accreditation of its Masters of Nursing Practice. Nursing continues to have a large cohort of students, and its popularity is likely to continue next year.

Social Work achieved accreditation of its Masters of Social Work (Professional Qualifying), and the courses in this discipline continue to grow in popularity. Health Service Management is developing new offerings, including in health service quality, and a Masters in Clinical Leadership, which was added to their portfolio this year. Counselling achieved an Australian first with accreditation of their courses by both ACA and PACFA, as well as an MOU with Lifeline Australia, which should help to ensure good student numbers. Complementary and Allied Health completed a review to work out its way forward, a report that was well received.



UNE Law student Wellett Potter with The Hon. Kevin Lindgren, patron of the Kevin Lindgren Prize, a national competition focused on copyright law. Ms Potter was the inaugural winner in 2011.

As a result of the previous year's university initiative funding, feasibility reports and reviews were carried out in a number of areas, including paramedics, environmental health, physiotherapy, and occupational therapy. Opportunities were identified in all of these areas.

The school continues to be successful in attracting high quality HDR students from Australia and other countries. Two new professors of rural nursing are encouraging a research culture within the school, with some early successes. The school also welcomed new members of staff, while bidding farewell to longtime colleagues.

SCHOOL OF LAW

2010 saw a very successful year for the School of Law capped off by Dr Amanda Kennedy being awarded an inaugural Australian Research Council Discovery Early Career Researcher Award. The grant of \$375,000 will fund Dr Kennedy's investigation of how to better manage disputes between landholders and outside interests who want to develop and commercialise resources on their land.

Other highlights included:

- Ms Julia Werren received an Australian Learning and Teaching Council (ALTC) citation for excellence in teaching—for "bringing law to life" for students by incorporating research, social policy and 'skills-based' approaches in an easy to understand manner.
- Ms Wellett Potter, a masters student with the school, won the inaugural Kevin Lindgren Prize, a national competition focused on copyright law with a contribution she worked on as part of her honours degree.
- In March, the school hosted a meeting of the Council of Australian Law Deans, the peak body of all law schools in Australia. Throughout the year, the School's Research Committee hosted eight Kirby Lectures, including the August lecture by Mark Tedeschi QC, Senior Crown Prosecutor for New South Wales, on "The Right to Silence; is it a lot of noise about nothing?", where he discussed the Supreme Court trial of Keli Lane.
- The annual Sir Frank Kitto Lecture in September was a particular highlight of the year, as the school and a large number of guests had the privilege of hearing the lecture given by the Hon Robert French OA, Chief Justice of the High Court of Australia entitled "What were they thinking? Statutory Interpretation and Parliamentary Intention".
- Members of the school published widely and presented at conferences nationally and internationally. Professor Jürgen Bröhmer and the German Ambassador to Australia launched a book 60 Years German Basic Law: The German Constitution and its Court during a conference at the Australian National University in February. In November, the Hon Tony Windsor launched the AgLaw Centre's latest book Defending the Social Licence of Farming, edited by Dr Jacqueline Williams and Prof Paul Martin.
- To meet growing demand for expertise in natural resource government, from 2012 the school will be offering a Graduate Certificate, Graduate Diploma



Prof Peter McKeown presents an iPad during O-week 2011 as part of UNE's School of Rural Medicine's program to equip first-year medical students with iPads.

and Masters in Sustainability. It will also be offering a new combined degree, Bachelor of Financial Services/Bachelor of Laws.

2011 was also a period of change for the school, and a number of highly valued staff moved on. Dr Mark Lunney and Ms Karen Lee left UNE for positions at ANU at the beginning of the year, Dr Heather Forrest took up a position in a private firm in Melbourne, Dr Harry Geddes will be retiring early in 2012 and the head of school, Professor Jürgen Bröhmer, will be the new Dean of the Murdoch University School of Law.

SCHOOL OF RURAL MEDICINE

The School of Rural Medicine has seen continuing growth and development since taking the first intake of UNE students in 2008 as part of the Joint Medical Program with the University of Newcastle. The program will graduate its first cohort of students in late 2012 or early 2013.

A number of changes took place in 2011, with a new Dean for the JMP, Professor Ian Symonds, and a new head of school for Rural Medicine

at UNE, Prof Peter McKeown. The vision of the school remains to be a centre of excellence for rural undergraduate and postgraduate medical education and research.

The school also added to its list of international university affiliations. In addition to a relationship with Naresuan University in rural Thailand, an affiliation with the University of California, Irvine has been established. Through this latter affiliation, staff from the school have already demonstrated a synchronous simulation exercise involving both UCI and UNE students. The innovative UCI ImeDED and iPad programs have prompted the school to announce that it will be the first medical school in Australia integrating these technologies as a delivery mechanism for the JMP curriculum. The school also introduced an ultrasound course based on the highly successful UCI course. This was another pioneering program for Australian medical schools. The undergraduate and postgraduate anatomy programs remain recognised as being at the forefront of anatomy education in Australia.

Research efforts have expanded and should continue to do so with the addition of new staff. The school has played a pivotal role in recruiting additional medical specialists to the area, and further expansion of this will ensue with the development of a faculty practice plan.

The JMP curriculum itself is undergoing an extensive review process. The goal is to make the JMP the best medical school in Australia. Having an advanced curriculum with a high-tech delivery system should go a long way towards achieving this goal.



Now in its 41st year, the Agricultural Business Research Institute (ABRI) continues to provide technology services to livestock industries both in Australia and overseas.

Partnerships and related entities

AGRICULTURAL BUSINESS RESEARCH INSTITUTE (ABRI)

Now in its 41st year, ABRI continues to provide technology services to livestock industries both in Australia and overseas.

With overseas activities now accounting for more than 20% of the company's revenue, the strength of the Australian dollar continues to depress returns from these activities. Despite this, the company has continued to return a profit during the period.

Many Dairy Express clients in Southern Queensland and Northern NSW were dramatically affected by extreme weather conditions and flooding during the early parts of 2011. Dairy Express provided considerable financial relief (through rebates) to those farms affected by flooding, to assist them in maintaining a long-term commitment to dairy herd recording. This assistance was greatly appreciated.

The continued future of beef cattle breeding extension services to Northern Australia has been assured, with MLA's August 2011 re-funding of ABRI's northern extension program for a further 4 years. Genetic improvement technologies are only effective if actually used and understood by cattle breeders. This program continues to deliver on these outcomes.

The International Livestock Resources and Information Centre (ILRIC), another controlled entity of UNE, was wound up in June 2011. ABRI has committed to continue to provide the independent certification of beef breeding animals for live export previously carried out by ILRIC. During 2011, 24,769 Angus and Hereford animals (mostly breeding age heifers) were certified for live export to Russia, China, Turkey and Kazakhstan. This is a significant volume increase over previous years. Increased export volumes should continue into the

near future, as these countries see the use of Australian beef cattle genetics as an excellent way to rebuild their national beef breeding herds.

In late 2011, ABRI completed significant office extensions which provide specialised facilities for ABRI's breed secretariat activities. This development will enable the company to expand its services in this market.

2011 also marked the retirement of ABRI's founding managing director, Dr Arthur Rickards. Under Dr Rickards' leadership and vision, ABRI has changed the face of livestock breeding across many countries. Under a new management team, the company will continue to build on the company's solid foundation that has been built over many years.

TUNE! FM assistant manager Emily Blackburn with Services UNE CEO Simon Paul and Station Manager Marc Lansdorp.



SERVICES UNE LTD

Services UNE has continued to provide the lifestyle component of studying and working on campus by delivering consistent products and services throughout the nine business divisions under its care. These include the Booloominbah Collection, the Stro, Sleek Hair Studio, Campus Essentials, the Secondhand Bookshop, Graduation Dress Hire and the Belgrave Cinema. Services UNE has also improved operations in its non-commercial areas and through better music and content at Tune FM and improved accessibility to its independent student support services.

This year, new premises for Sleek Hair Studio were open and work commenced on an upgrade of Campus Essentials following the construction of a new roof over these premises. Services UNE staff were major contributors to the very successful Life at Altitude event held in May and continued to provide music and other entertainment throughout the year. There are also plans afoot to upgrade the Bistro and make improvements at the Booloominbah Collection.

Services UNE worked collaboratively with other parts of the university through the promotion of events, provision of discounted food and services as well as growing relationships with the Armidale community through the Belgrave Cinema. This year saw the delivery of the most successful International Film Festival as well as an upgrade to our cinema website. Further investment in the cinema is being considered and may include an upgrade of the foyer and the introduction of digital projectors.

This year saw the retirement of Services UNE's longest serving employee, Wayne Kratz, who continued to provide quality student support and advice throughout his time with the organisation, particularly following the introduction of VSU.

SPORT UNE

SportUNE prides itself on providing first-class sporting facilities and services for the University of New England, Armidale, and the New England community, which has been made easier this year with the completion of the indoor sport and recreation centre upgrades and the

resurfacing of Bellevue oval.

UNE students and sporting clubs have had considerable success both locally, nationally and internationally during 2011. Some of these students to compete internationally included Sarah Cook in rowing, William Smidt in wildwater kayaking, Murray Scown in orienteering, and Jennifer Star and Sonya Chervonsky in judo. Emma Gillogly in rugby union and Alex Badaoui in taekwondo have competed to the highest standard at a national level.

SportUNE has a positive partnership with UNE, which has been displayed through a number of successful joint projects including the hosting of the Northern University Games, the NSW Junior State Road Cycling Championships and the winning bid to host the National Youth Archery Championships in January 2012.

Community engagement has continued to be a strong focus of SportUNE, with over 1,000 community members. Furthermore, SportUNE has hosted a number of community events for the community, notably:



In 2011, the UNE Foundation disbursed more than \$671,000 to various areas of the university in support of prizes, scholarships, research projects and the purchase of items in accordance with donors' wishes. Here, a recipient of a UNE Country Scholarship poses with a donor.

- Northern University Games;
- NSW State Junior Road Cycling Championships;
- Northern NSW Soccer Camp ;
- NIAS netball and soccer training;
- National Rugby Camp;
- Clubs NSW Academy Games;
- Queensland Flood Appeal Fundraiser;
- Sports Olympiad to welcome new students;
- Open day;
- Midnight basketball;
- UNE Golf Day;
- Campus to City Canter;
- Over 35's Armidale Veteran Soccer Carnival;
- Masters Cricket tournament;
- Catholic Schools Rugby League Gala Day;
- Challenger 'e-bikes' for students;
- Crèche;
- SportUNE Awards Night;
- Get Active Program;

- Twilight sports (touch football, soccer);
- Blood Service Gym Challenge.

UNE FOUNDATION

in 2011, the UNE Foundation Ltd board of directors welcomed two new directors after the resignation of Deborah Ralston and Margaret Roberts. Caroline Ralph and Janine Wilson were appointed as directors on 27 September 2011.

Over the year, approximately \$920,000 in donations was received into the foundation, with the corpus of funds now surpassing \$6m in total. These funds have been invested for a full year through the management of the Myer Family Company under a strict policy. Funds are identified as either belonging to the "immediate pool" for donations not requiring perpetuity or the "perpetual pool" for those funds whose capital must remain and interest provides the benefit to the university. The investment policy has a conservative risk ratio of 30/70% of equities to cash investment of endowed funds in the perpetual pool. Both investment

funds (immediate and perpetual) have exceeded industry benchmark performance for the year by 0.5% and 0.8% respectively.

The UNE Foundation has disbursed over \$671,000 to various areas of the university in support of prizes, scholarships, research projects and the purchase of items in accordance with our donors' wishes.

UNE Council approved the university-wide advancement policy in February. This policy states that all donated funds are to be deposited and receipted through the UNE Foundation as the primary trust entity for such a purpose. This policy will assist the university in consolidating donated income into the one trust for investment management and independent oversight by the trustees of the UNE Foundation.

UNE PARTNERSHIPS PTY LTD

In 2011, UNE Partnerships celebrated 25 years as a company. UNE Partnerships was established as a technology transfer company in May 1986, and for the next 10 years it played a role in commercialising UNE research. In

1996, the company's focus changed to education and training, leading to its establishment as a registered training organisation in 1999. UNE Partnerships currently has 35 nationally recognised vocational qualifications on its scope of registration.

UNE Partnerships' strategic objective in 2011 was to achieve its revenue target of \$6 million by offering face-to-face and distance education courses and customised programs to individuals and organisations in the public and private sector in Australia.

UNE Partnerships was successful in its tender to the NSW Department of Education and Communities for the Strategic Skills Program. The fully-funded training places were an excellent source of income in 2011 and follow 572 students funded in the 2009-2010 NSW Productivity Places Program.

UNE Partnerships project management program continued to be the major contributor to income in 2011, representing over half of our revenue in 2011.

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

- Department of Sustainability and Environment, VIC
- Bureau of Meteorology
- Australian Taxation Office
- Department of Foreign Affairs and Trade
- RailCorp
- Endeavour Energy
- Department of Defence
- Defence Materiel Organisation

During the year, UNE Partnerships designed, developed and delivered education and training solutions for a range of corporate and government clients, including:

- Department of Sustainability, Environment, Water, Population and Communities
- Department of Defence
- Ausgrid
- Sandvik Mining and Construction

- John Holland Group
- National Australia Bank
- Health Recruitment Plus
- Australian Taxation Office
- Powerlink Queensland
- Bulk Water Alliance Joint Venture



UNE staff and students come from a diverse range of linguistic and cultural backgrounds.

Diversity, access and equity

EMPLOYMENT EQUITY REPORT

The University of New England is committed to the principles of equity and social justice, welcomes and celebrates diversity, and aims to provide an environment in which staff and students thrive. It recognises its obligations to its diverse staff and student community through its equal opportunity policies, and through the values contained in its *Strategic Plan 2011-2015: Learning Without Limits*.

UNE STAFF EQUITY PROFILE

The University of New England is situated in Armidale, in Northern NSW, approximately halfway between Brisbane and Sydney. UNE is one of the largest employers in the New England North West, employing around 1227 staff in 2011; with 497 academic staff and 730 general staff.

Table 1 a. Trends in the representation of EEO groups¹ — academic staff(at 31 March each year) % of total staff²

EEO group	NSW benchmark or target	2007	2008	2009	2010	2011
Women	50%	40%	40%	42%	44%	45%
Aboriginal people & Torres Strait Islanders	2.6% ³	1%	1%	0.5%	1.1%	1.0%
People whose first language was not English	19%	19%	20%	21%	20%	18%
People with a disability	N/A	8%	8%	8%	7%	6%
People with a disability requiring work-related adjustment (Targeted increase)	by 1.1% (2011) 1.3% (2012) 1.5% (2013)	2%	2%	2%	2.3%	1.8%

¹ Staff numbers are as at 31 March each year. Groups other than women derived from ongoing voluntary EEO data surveys (88% response rate at 31 March 2010).

² Excludes casual staff.

³ Minimum target by 2015.

Table 1 b. Trends in the representation of EEO groups¹ — general staff(at 31 March each year) % of total staff²

EEO group	NSW benchmark or target	2007	2008	2009	2010	2011
Women	50%	60%	61%	61%	60%	61%
Aboriginal people & Torres Strait Islanders	2.6% ³	2%	2%	2%	2.2%	2.3%
People whose first language was not English	19%	5%	5%	3%	3%	3%
People with a disability	N/A	6%	6%	7%	6%	6%
People with a disability requiring work-related adjustment (Targeted increase)	by 1.1% (2011) 1.3% (2012) 1.5% (2013)	2%	2%	2%	2.2%	2.3%

¹ Staff numbers are as at 31 March each year. Groups other than women derived from ongoing voluntary EEO data surveys (88% response rate at 31 March 2010).

² Excludes casual staff.

³ Minimum target by 2015.

Table 2 a. Trends in the distribution of EEO groups⁴ — academic staff(at 31 March each year) Distribution index⁵

EEO group	NSW benchmark or target	2007	2008	2009	2010	2011
Women	100	80	79	80	81	81
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a
People whose first language was not English	100	94	93	96	99	97
People with a disability	100	102	93	93	96	101
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a	n/a

⁴ A distribution index of 100 indicates that the centre of distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. An index more than 100 indicates that the EEO group is less concentrated at the lower salary levels.

⁵ Excludes casual staff.

Table 2 b. Trends in the distribution of EEO groups⁴ — general staff(at 31 March each year) Distribution index⁵

EEO group	NSW benchmark or target	2007	2008	2009	2010	2011
Women	100	84	85	86	88	87
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a
People whose first language was not English	100	92	94	107	106	110
People with a disability	100	91	94	93	92	91
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a	n/a

⁴ A distribution index of 100 indicates that the centre of distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. An index more than 100 indicates that the EEO group is less concentrated at the lower salary levels.

⁵ Excludes casual staff.

SENIOR WOMEN

The university's regional location contributes to constraints, and historically this has been particularly so in regard to attracting and retaining women in senior, more highly-paid positions. Employment options for the partners of potential employees are comparatively limited. At March 31 2011 the representation of women in executive positions had increased from 12.5% in 2010 to 44% (4 of 9 positions). However, women's representation in overall senior positions increased by only 2% to 31% (52 of 166 positions).

BENCHMARKS

Universities are encouraged to adopt benchmarks that take into account the population pools from which they could reasonably expect to draw their general and academic staff. According to the 2006 Census QuickStats, the population of the Armidale-Dumaresq Local Government Area, in which UNE is situated, currently has between 4% and 5% of people who identify as being from linguistic and ethnically diverse backgrounds, substantially

less than the NSW state benchmark of 19%. This is particularly pertinent in the consideration of general staff who are more likely to be drawn from the local area, whereas academic staff are likely to be drawn from national and international pools.

The 2006 Census QuickStats figures indicate that the Armidale-Dumaresq region has a 5.4% Aboriginal & Torres Strait Islander population, considered by local Aboriginal Elders to be a very conservative figure, which is not currently reflected in the staff profile. Numbers of staff with a disability requiring work-related adjustments are currently below the targeted increase introduced for the 2011 reporting round for academic staff, but meet the increased target for general staff. (see Tables 1a and 1b). However, it needs to be noted that numbers are so small as to be easily skewed by the increase/decrease of even one staff member.

PROMOTING EQUAL EMPLOYMENT OPPORTUNITY

The University of New England is committed to a policy of equal opportunity in employment and freedom from all forms of discrimination as determined by legislation, and as outlined in its Equal Employment Opportunity Policy Statement. This policy statement underpins not only the university's employment equity and diversity principles, but also ensures that "all of its management and educational policies and practices reflect and respect the social and cultural diversity contained within the university and the community it serves". The university is committed to this policy on the basis that it is fair and just, and contributes to the fulfilment of its strategic plan values.

This commitment is reflected in the results of the Voice Project staff satisfaction surveys conducted in 2007 and 2010. In both surveys 90 percent of respondents agreed or strongly agreed that 'discrimination is discouraged' at UNE. This was the highest positive response to any question in both of these surveys.

KEY PROGRAMS IMPLEMENTED IN 2011

Social Justice Committee structure

The university's Equity Committee structure was reviewed during the latter half of 2010. In February 2011, a proposal for an integrated, streamlined and effective Social Justice Committee structure, incorporating appropriate allied committees, was accepted and approved by the Vice-Chancellor's Committee for implementation in the second half of 2011. Implementation has involved the creation of:

- Social Justice Committee—chaired by the Pro Vice-Chancellor (Students & Social Inclusion), and reporting directly to the Vice-Chancellor, this committee has responsibility for ensuring that activities undertaken by UNE are consistent with principles of equity, social justice and social inclusiveness, as they relate to both staff and students of the university.

- Staff Equity Advisory Group—chaired by the Chief Operating Officer's nominee (the Deputy Director of HRS). This committee provides a forum to which UNE staff, at all levels, can refer issues regarding equity and social justice as they relate to employment practices at the university; develop and sponsor strategies and initiatives to enhance the university's employment practices as they relate to equity and social justice and provides a mechanism by which staff equity and social justice issues can be referred to the Social Justice Committee, the Vice-Chancellor's Committee and to appropriate senior and executive managers.
- Disability Advisory Committee Working Group—convened to establish the best model for a committee that meets the needs of student and staff with a disability at UNE. It is recognised that some significant issues exist relating to disability access, and that these have been longstanding. The working group is considering particularly: the terms of

reference for the Disability Advisory Committee; provision and implementation of a UNE disability action plan that provides for both staff and students and accessibility issues in relation to the emerging electronic environments.

Directorates' Equity Committee Working Group

The Directorates' Equity Committee will be reconvened in 2012 as a Human Resource Services committee under the terms of reference established by the working group. This committee will refer equity issues within UNE directorates to the Social Justice Committee or relevant sub-committees where appropriate.

School Equity Committees

School Equity Committees have been reconvened as optional autonomous committees with the ability to consider equity issues within individual schools and to refer issues to the Social Justice Committee or relevant sub-committees where appropriate. Several schools have their committees established and functioning.

Multicultural Policies and Services Program Committee Working Group

A working group comprised of staff and students of linguistic and culturally diverse backgrounds has been convened to set terms of reference and initial activities for the formation of the Multicultural Policies and Services Program Committee. This committee's overarching role will be to uphold the principles of multiculturalism as identified in Section 3 of the Community Relations Commission And Principles Of Multiculturalism Act 2000.

Furthering Women @ UNE Strategy

This strategy was launched in 2010 to address the development and progression needs of women at UNE. Building on the successes of initial pilot programs, 2011 saw the development and implementation of:

- General Staff Women's Shadowing Program—in which staff at HEO level 6 and above gained leadership knowledge by accompanying and observing

a senior staff member during selected activities and time periods over several months. Members of the executive and directors were involved in this program.

- Pathways to Promotion for Academic Women—workshops were conducted to provide support for academic women submitting promotions applications in 2011 and also to maintain momentum for academic women's career planning. A particular focus of the program is to assist and support academic women into senior management roles.
- General Staff Women's Project Management Program—was initiated for staff at HEO levels 3 to 5 to gain project management skills in collaboration with their supervisors. Each participant identified and initiated a project within their work unit that could be completed within one year.

Complaints Investigations Training

A two day workshop provided training in the conduct of complaints investigations in a higher education context, and covered issues relevant to both students and staff complaints. It covered the fundamentals of complaint investigation, including definitions and legal context, as well as practical approaches to planning investigations, conducting interviews, analysing and documenting evidence, report writing, and the handling and storage of evidence. The workshop was attended by UNE staff who currently have responsibility for conducting, or overseeing, complaints investigations and who have an understanding of, and experience with, conducting investigation of complaints at UNE.

Workplace Stress Management Training

Three two-hour workshops were held for staff in conjunction with the UNE Counselling Service. The workshops covered stress identification and management including effective communication skills, conflict resolution and mindfulness.

Staff Leadership Program

The Employment Equity and Diversity officer presented a session on diversity solutions as part of the program organised by the UNE Organisational Development Unit.

Employee Assistance Program

The Employment Equity and Diversity Officer negotiated and implemented an Employee Assistance Program to be provided by Centacare New England North West in 2012. Through this program, UNE will provide support and independent external counselling for staff members in a safe and neutral environment.

**PLANNING FOR THE FUTURE —
KEY PROGRAMS PLANNED FOR
2012****Social Justice Sub Committees**

The terms of reference for all sub-committees of the Social Justice Committee have been set by the associated working groups, and these sub-committees and dates have been set for meetings in 2012.

Disability Advisory Committee

The first meeting of this committee, established from the recommendations of the Disability Advisory Committee Working Group, will be held early in 2012. This committee will become a sub-committee of the Social Justice Committee, providing staff and students with disabilities with a forum to which they can refer issues regarding equity and social justice as they relate to disability. The committee will also oversee the development of the UNE disability action plan, to be lodged with the Australian Human Rights Commission, which will provide for ongoing evaluation, review and monitoring.

**Multicultural Programs
Committee**

The first meeting of this committee, established from the recommendations of the Multicultural Working Group, will be held in early 2012. This committee will assist in the development and implementation of multicultural policies and services and ensure the development of socially inclusive practices so that the university maintains its engagement with staff and students from linguistically and culturally diverse backgrounds, as well as providing advice on how best to meet the challenges of the future. The Multicultural Programs Committee will be able to report issues to the Social Justice Committee or relevant allied committee, but will have standing as an independent committee.

Furthering Women @ UNE Committee

In response to feedback from a series of consultative forums held with university women, a committee will be established under the auspices of the Social Justice Committee to take over the governance of the Furthering Women @ UNE Strategy. This committee will contain representatives of women from across the university from all levels. It will continue the consultative role provided by the forums, will provide advice to the Social Justice Committee or relevant allied committee regarding women's employment issues at UNE, and will sponsor initiatives and strategies going forward. Programs currently planned include:

- Combined Academic and General Staff Women's Shadowing Program
- Continuation of the General Staff Women's Project Management Program
- Continuation of the Pathways to Promotion for Academic Women Program

Aboriginal and Torres Strait Islander Employment

Recruitment is currently taking place to fill the vacant Aboriginal & Torres Strait Islander Employment Officer position. Appointment of this officer will provide the basis from which UNE can review and implement its draft Aboriginal & Torres Strait Islander employment strategy; proceed with the further development and implementation of its reconciliation action plan; and reconvene the Aboriginal & Torres Strait Islander Access & Participation (ATSIA&P) Committee. The ATSIA&P committee will have the capacity to refer matters to the Social Justice Committee, or any of its allied committees, but will have standing as an independent committee.

The ATSI Employment Officer will also consider UNE's Aboriginal Cultural Competency and develop a framework by which to measure UNE's "cultural competence", that is the degree to which UNE, as an institution, can provide a culturally appropriate environment to promote Aboriginal access to education, employment, and promotions, in collaboration with the Oorala Aboriginal Centre.

MULTICULTURAL POLICIES & SERVICES PROGRAM REPORT

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

Legislation

This report is compiled annually to chart the university's progress and responsibilities under the *Community Relations Commission and Principles of Multiculturalism Act 2000*. It is compiled from heads of cost centre reports that detail the university's mainstreamed activities relating to its *Multicultural Policies & Services Program Plan*. The multicultural plan expands the *UNE Strategic Plan 2011-2015: Learning Without Limits* stated core values of diversity, cultural sensitivity and inclusiveness which reflect and acknowledge the diverse nature of Australian society.

Demographic

The University of New England is located in Armidale, a regional centre in the New England Northwest that has a demographic which has not, to date, included

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

Staff Profile

The university's ongoing staff EEO data survey, with a current response rate of 87%, indicates that 109 members of academic staff (22%) and 42 members of general staff (6%) identify as being from cultural backgrounds (other than Aboriginal or Torres Strait Islander) which are considered racial, ethnic or ethno-religious minorities in

Australia. Ninety academic staff (18%) and 22 general staff (3%) indicated their first language spoken as a child was other than English. The NSW government benchmark used for multicultural groups in the workplace is for people whose "first language was not English" and is currently 19%.

Student Profile

Of the 20,064 external and internal students enrolled in 2011 through the University of New England's Armidale campus, 4,156 (21%) were born overseas and 1,824 (9%) speak a language other than English at home. Ninety-eight different languages other than English are spoken at home across this cohort.

Twenty-one of these students (from Bangladesh, Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Iran, Pakistan, South Africa, Sri Lanka, Sudan and Zambia) hold humanitarian visas.

Of the 4,666 students studying on-campus 1,362 (29%) were born overseas and 1,015 (22%) speak a language other than English at home. Sixty different languages other than English are spoken at

home by the university's on-campus student population. Of these, speakers of Chinese languages (520, 51%) form the largest group.

Across the campus

Responses from heads of cost centres, their managers and supervisors, to the 2011 annual Multicultural Policies & Services Program survey include details of ongoing mainstreamed initiatives, events, and core teaching and learning practices by which the university establishes an environment of cultural awareness in an inclusive university community.

Course design and delivery

Cultural and linguistic sensitivity in course design and delivery, and the use of reference material and additional readings from a culturally diverse range is incorporated where possible across all courses. In addition, an ongoing process of review which incorporates strategies for developing cultural competencies in students within an internationalised curriculum has been implemented throughout the Schools.

UNE's Dixon Library and the Heritage Centre collect and make available primary and secondary source materials in all languages relevant to the population and interests of the university and its course offerings, and to the regional community.

Such units as *Cross-Cultural Communication*, *Second Language Acquisition*, and *Language and the Law* (School of Behavioural, Cognitive & Social Science); *Race Relations in the Classroom*, *Immigrants and Society: An Introduction*, *Frameworks for Intercultural Studies and Education* (School of Education), have a multicultural focus aimed specifically at creating an awareness and understanding of the impact of cultural difference. This focus is integrated into course offerings across all schools and not only builds cross-cultural awareness and understanding specific to Australia's multicultural experience, but also provides a global perspective for students to develop skills and abilities to pursue careers in multicultural contexts.

Opportunities are available for students to further develop their intercultural skills through student exchange and other overseas programs, such as the practicum placements provided by the School of Education in South Korea and India. Units offered in the Bachelor of Languages and International Business by the School of Business, Economics & Public Policy include the completion of studies and/or work experience in another country. From 2012, the new Bachelor of Advanced Chinese Language and Business Studies will require students to live and study in China in their final year.

Similar opportunities to further develop insights into intercultural skills in teaching and course design are available to staff through exchange programs and short-term placements overseas, for example to UNE's partnership universities.

International Scholarships

In 2011, the university awarded four Endeavour International Postgraduate Research Scholarships (Commonwealth funded — fees only) combined with

four stipend scholarships funded by UNE. Recipients were from: Bangladesh, Lebanon, Nigeria and the United States of America.

Linguistic, Academic and Research Support

■ *Speaking and Listening in the Multicultural University* — With more than 100 staff and 1000 internal students identifying as being of non-English speaking background, UNE's Armidale campus is a genuinely multicultural environment. In late 2009 and early 2010 the Teaching & Learning Centre conducted a web-based intercultural communication survey, *Speaking and Listening in the Multicultural University*, open to all staff and students. Based on the responses, a series of interviews was conducted to explore some themes from the survey in more depth. Workshops for both English speaking and non-English speaking staff and students were developed and held throughout 2010. The paper outlining the project's findings *Speaking and*

listening in the multicultural University: A reflective case study by Helen Fraser, has been published in the online Journal of Academic Language and Learning, Vol 5, No 1 (2011). The findings from this project continue to underpin communication workshops during 2011 and into 2012. The skills gained through the workshops build competence in intercultural communication for both staff and students.

- **Learning Cultures Symposium**—The School of Business, Economics & Public Policy Equity Committee, in conjunction with the Teaching & Learning Centre and the English Language & International Services Centre, conducted a half-day *Learning Cultures Symposium*. Opened by the Pro Vice-Chancellor (Students & Social Inclusion) and attended by more than 70 staff and students, the symposium comprised three panel sessions focusing on opening up dialogue between domestic and international staff and students relating their experiences at

UNE. The symposium provided a forum aimed at developing strategies, raising awareness and enhancing learning within the university's multicultural context. This event is expected to be used as a model for similar symposiums to be conducted by other equity committees in 2012.

Support services available to persons from non-English speaking backgrounds include:

- **Dixson Library:** library literacy sessions for specific cultural groups; tailored services to individuals.
- **Teaching & Learning Centre, Academic Skills Office:** wide range of workshops and courses on academic and research skills for staff and students from culturally diverse backgrounds; staff mentoring; online tools to assist students, in particular, to familiarise themselves with Australian university academic practices, conventions and expectations; one-to-one consultative sessions available in person, by phone or online, requested when needed.

- **Research Services:** research grant writing and related assistance to staff and higher degree research students, including those from culturally diverse backgrounds.

- **Individual Schools:** under the university's Early Intervention Program, schools monitor students, including international and domestic students from culturally diverse backgrounds, referring those needing assistance to the Academic Skills Office for targeted workshops and individual consultations; staff mentoring.

- **The English Language & International Services Centre:** teams Chinese-speaking students with Australian students learning Chinese for lunch time chats in both languages; provides Australian "buddies" for Japanese students in the annual five month Chubu University program who offer support, advice, and talking companions during their stay. Efforts are made to employ staff with proficiency in languages used by UNE International

students. The Centre also provides advice and assistance to other areas of the university where needed.

- **Informal support:** is available through the schools and residences, and through student networks and clubs.

Staff working in these areas and others, such as postgraduate studies supervisors and staff in “front desk” positions, receive in-house cultural diversity and intercultural communication training to assist in understanding cultural differences, and in developing effective cross-cultural communication strategies, to ensure delivery of quality services within a framework of inclusiveness, support and collegiality. This training is also open to all staff who wish to avail themselves of it.

ADMISSION PROCEDURES

Student Administration & Services.

Admission rules and alternative pathways to tertiary study are utilised to assist with access issues for students with cultural and

linguistic diversity backgrounds and/or with overseas qualifications. Students from non-English speaking backgrounds remain at half the national average - this is not a decreasing participation trend, rather it reflects the traditional student cohort for UNE, defined as it is by its regional location. Engagement and retention are the major focuses of the University's Equity Support Project provisions and this will continue into 2012.

International Marketing & Pathways

International Marketing and Pathways provides international students with information regarding the admissions process to the university. This information includes specific advice regarding recognition of overseas-based qualifications, prior learning and arrangements for advance standing.

Complaint-handling support

The university provides internal avenues for speedy and confidential conflict resolution. Areas that can provide assistance to, or receive complaints and grievances

from, students from cultural and linguistically diverse backgrounds include:

Student Access & Equity: which provides policy advice and support to students and staff on student equity related matters. They also work to ensure equitable student access to study.

Service Quality Unit: grievances may be lodged with this unit, whose processes and procedures are compliant with the national code arrangements. As an independent body it also formally investigates student complaints about process and service delivery when an informal resolution cannot be reached.

Counselling Service: provides individual psychological counselling and support to UNE students and staff, including international and domestic students from culturally diverse backgrounds. They also provide resources, workshops, seminars and other skill-building programs. These services are free of charge.

Equal Opportunity Advisers:

who are trained in cross-cultural communication and include advisers from culturally diverse backgrounds, can provide personal support, as well as advice.

English Language &**International Services Centre:**

briefs university officers on national code regulatory requirements when international students are involved in a grievance process; provides advice and support and, if required, advocacy to international students who need to access grievance procedures.

Where additional support is required to access complaints processes, the university can assist the student to gain access to an interpreter. Grievance procedures are outlined during international student orientation sessions and included in their student handbook. Chinese-speaking students living in the UNE residential system have access to Mandarin translations of the university's grievance procedures, and anti-racism, discrimination and harassment policies.

Staff have access to the procedures and support outlined on the Employment Equity & Diversity website and in the university workplace agreements.

STUDENT WELFARE SUPPORT**UNE Mosque**

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

UNE Residential System

In 2011 the UNE residences have continued strategies to encourage an appreciation and respect for the cultural differences amongst the members of their residences. Services provided by the colleges include:

- Cultural diversity awareness training for student residential leaders appropriate to their interactions with students from culturally diverse backgrounds within the residential environment. Leadership teams reflect the cohorts of students in the respective residences.

- Access to culturally appropriate food and food preparation, for example, halal or vegetarian food, when required. Self-catered and catered accommodation options are available.

- Ensuring appropriate provision for religious and other significant cultural observations, for example, observance of Ramadan; appropriate allocation of rooms and amenities for Muslim women; alcohol-free accommodation areas.

- Translation into other languages of the residential system rules, and UNE equity policies covering harassment, discrimination, anti-racism and grievance procedures.

- Where appropriate, support is provided for students whose first language is not English, including an interpreter, at meetings to resolve difficulties a student may be having within the residences

Formal dinners and other informal social occasions, such

as multicultural sporting events and barbecues, are held which encourage residents to share their cultural backgrounds.

The English Language and International Services Centre

The English Language and International Services Centre is a specialist area of the university which provides English language support programs for international students prior to enrolment in UNE award-bearing courses, pastoral support to all UNE international students, monitoring of legislative compliance relating to provision of education courses to international students and IELTS testing for anyone within or outside the university needing this certification. as well as its input into course delivery and design and linguistic programs mentioned previously, the English Language Centre:

- Collaborates with the Armidale-Dumaresq Council in hosting the annual “Mayor’s Welcome to Armidale” ceremony for new international students held in the town hall, and the “Vice-Chancellor’s Welcome” held at UNE.

- Organises international student orientation sessions, which include information on dealing with homesickness, student safety and emergency contacts.
- Assists international students with accommodation, child care, health, religious requirements and personal safety issues, as well as to advise on eateries.
- Liaises with the Armidale International Association to provide excursions to explore the Australian bush, tradition and culture — including visits to the Aboriginal Cultural Centre & Keeping Place in Armidale, and to the Mount Yarrowick Nature Reserve to learn about the Aboriginal rock art site protected within the reserve.
- Organises homestay for students to introduce them to living and studying in Australia.

Yarm Gwanga Childcare Centre

The University’s on-campus Yarm Gwanga (“Place for Children”) Childcare Centre accommodates a large number of staff and students’ children with English as a second language. The centre supports

these families through a variety of resources such as:

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

Yarm Gwanga has access to support agencies to assist the children and families in the adjustment of child care, and funding for bilingual support staff to work in the rooms with the children, promoting their home languages as well as supporting their english.

Promoting community harmony and inter-cultural acceptance

The University and Armidale community as a whole enthusiastically support the many multicultural events celebrating national days, music and dance festivals, film nights and visits from overseas entertainers and dignitaries. They also band together in times of international natural disaster and, where opportunities arise, provide the university’s combined staff and student

expertise to support community programs. Events from 2011 included:

- *UNE staff and students support Japan disaster relief*—UNE staff and students and members of the wider Armidale community rallied behind the Armidale Japanese Association's "*Ganbare Tohoku!*" fund-raising campaign in the Markets on the Mall in March, April and May as well as at the annual UNE Japanese Cultural Festival.
- *Vibrant display of cultural diversity on campus*—In July, international students, dressed in colourful national costumes and serving exotic foods, filled the university's northern courtyard with the colours and sounds—as well as tastes—of nations including Bangladesh, Bhutan, Burma, China, Indonesia, Iran, Japan, Malaysia, Pacific Islands, Saudi Arabia, Sri Lanka, Thailand and Vietnam for their second annual International Fair. Staff, students and members of the wider Armidale community attended in force.

- *UNE to help link bicultural workers with local community*—As part of an initiative to link the resources of UNE with those of the New England community, information sessions for bilingual staff and students were held to promote part-time work opportunities in the Australian Governments' Bicultural Support Program. This program aims to provide additional resources to eligible children's services to assist with the inclusion of children from culturally and linguistically diverse backgrounds, and refugee children by offering time-limited support from bicultural support workers or bicultural support consultants. The sessions were organised in conjunction with the Bicultural Support Program by a team of UNE staff and the NSW Inclusion Support Agency.
- *8th Armidale International Film Festival* — The three-day 8th Armidale International Film Festival, showcasing thirteen foreign language films, was officially opened through video link by the ABC's "At the Movies"

presenter, David Stratton. Begun in 2004 as part of UNE's 50th anniversary celebrations, and sponsored by the University's Faculty of Arts & Sciences, it celebrates—and fosters awareness of—the diversity of national cultures represented in the university city of Armidale. The members of the organising committee are current and former staff members of UNE, as well as people from the wider Armidale community.

The university also supports, promotes and participates in community-organised events such as Harmony Day, Ramadan Feasting Day, Mosque Management Committee fund-raising events, Armidale International Association functions, and cultural activities associated with the annual Armidale Autumn Festival. The English Language & International Services Centre has appointed an events and community engagement officer to further develop UNE's cultural and social ties with the wider community.

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

Going forward - 2012

Events and services detailed in this report are ongoing, and have been a feature of university and community life in Armidale for many years. They are under continual evaluation and review, to

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

Supplementary information

AUDIT AND RISK UNIT

The Audit & Risk Unit plays a key role in governance at UNE as part of the Chief Governance and Planning Officer & Legal Counsel Directorate. The Audit & Risk Unit comprises a director, an internal audit officer and a risk and compliance officer.

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

A team of risk co-ordinators from every area of the University have a key role in conducting the self-assessment process and in inculcating a culture of awareness of risk management and compliance at UNE. This process is governed by the International Standard for Risk Management, ISO 3100:2009, and the AS 3806:2006 Compliance Programs.

INSURANCES

The primary areas of the university's insurance program were renewed through Unimutual and Austbrokers. These include property protection, general and products liability, professional indemnity, medical malpractice, and management liability. 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 Principles¹ and the National Privacy Principles² will underpin all aspects of the University's dealings with personal information. This policy shall apply to the university, its controlled entities and its affiliated bodies³.

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

In collecting personal information the university will

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

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

- 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.

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

The university will manage personal information responsibly by:

- taking reasonable steps to ensure that personal information held is relevant to the purpose for which it was collected, accurate, up to date and not misleading;
- retaining personal information for no longer than necessary; then disposing of it securely in accordance with approved methods;
- protecting it from loss or unauthorised access, use, disclosure, or misuse; and from unauthorised modification;
- taking reasonable steps to prevent its disclosure without authorisation by external service providers; and
- only disclosing personal information outside the university or its affiliated bodies where:
 - its disclosure has been consented to by the individual to whom it relates; or
 - its disclosure is required by law and requested in an authorised written form; or
 - it is reasonably believed to be necessary to prevent or lessen a serious threat to life or health of any person.

The university's privacy management plan is published on the policies and related documents pages of the UNE Web pages.

INTERNAL REVIEW

No internal reviews were conducted in 2011.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ANNUAL REPORT 2011

1 Open Access Information

Section 6(2) of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act) requires UNE to provide Open Access Information publically available free of charge on a web site maintained by UNE. UNE's Open Access Information can be found at www.une.edu.au/vc/legaloffice/gipa-act/.

Open Access Information includes a list of UNE's publications, documents tabled in the NSW Parliament by UNE or on behalf of UNE, a Disclosure Log of Access Applications, a Register of Government Contracts and a list of Open Access Information not released to the public.

2 Review of the GIPA Act

Section 7(a) of the GIPA Regulation 2010 No 252 requires that UNE provide details of the review of the GIPA Act it has carried out during the year and list any information it has made publically available as a result of the review. In 2011 UNE did not change the information it makes publically available.

3 Total number of Access Applications from 1 January 2011 to 31 December 2011 (including withdrawn applications but not including invalid applications)

Ten.

4. Total number of Access Applications from 1 January 2011 to 31 December 2011 refused because the application was for disclosure of information referred to in Schedule 1 to the GIPA Act

Two.

5 Statistical information about access applications from 1 January 2011 to 31 December 2011

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	3	3						
Members of Parliament								
Private sector business								
Not for profit organisations or community groups	2		24	1	1			
Members of the public (application by legal representative)	59	4	1					
Members of the public (other)	62	10	16					

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information application*	121	13	4					
Access applications (other than personal information applications)	5	4	37	1	1			
Access applications that are partly personal information applications and partly other								

* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications	
Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	
Application contravenes restraint order (section 110 of the Act)	
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act	
	No of times consideration used*
Overriding secrecy laws	
Cabinet information	
Executive Council information	
Contempt	
Legal professional privilege	2
Excluded information	
Documents affecting law enforcement and public safety	
Transport safety	
Adoption	
Care and protection of children	
Ministerial code of conduct	
Aboriginal and environmental heritage	

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act	
	No of occasions when application not successful
Responsible and effective government	42
Law enforcement and security	
Individual rights, judicial processes and natural justice	40
Business interests of agencies and other persons	21
Environment, culture, economy and general matters	
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

Table F: Timeliness	
	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	10
Decided after 35 days (by agreement with applicant)	
Not decided within time (deemed refusal)	
Total	10

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review		3	3
Review by Information Commissioner*			
Internal review following recommendation under section 93 of Act			
Review by ADT			
Total		3	3

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	No of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

6 Access arrangements, procedures and points of contact

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

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

Enquiries about access to policy documents or student files should be made to the manager, Records Management Office during office hours (normally 9.00am to 5.00pm) on (02) 6773 2140 or email rmo@une.edu.au.

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

A GIPA Access Application is not necessary for an individual to access their own personal files except when they include documents which may be considered exempt under the GIPA Act.

Applications under the GIPA Act

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

How to lodge an application

All applications must be in writing using the GIPA Access Application Form located at www.une.edu.au/vc/legaloffice/pdfs/GIPA%20Application%20Form.pdf, accompanied by an application fee and directed to:

GIPA Access Officer
Legal Office
University of New England
Armidale NSW 2351

A table of the relevant fees are listed below.

Processing of applications

UNE must respond to all applications within 20 working days. In addition to the application fee a processing charge may also be levied, although every effort will be made to minimise the cost of processing an application. If the applicant feels that the processing charges are unreasonable the fees may be challenged. The right to challenge is not abrogated if the charges are paid; this allows the applicant to proceed with the enquiry pending the outcome of the challenge.

Schedule of charges

Nature of Application	Application	Processing Charge
Access to records by natural person about their personal affairs	\$20 for up to 20 hours processing ¹	\$30 per hour after first 20 hours ¹
All other requests	\$20 - \$30 for up to 20 hours processing ¹	\$30 per hour after first 20 hours
Internal review	\$20 - \$40 ^{1, 2}	Nil
Amendment of records	Nil ²	Nil

Notes:

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

CONSUMER RESPONSE

The university collects information from its students in a number of questionnaires that invite students to give their feedback on services provided and to rate their satisfaction with their courses. Soon after graduation, students are also invited to participate in the Australian Graduate Survey (AGS), a national survey facilitated by Graduate Careers Australia (GCA). Results from the AGS published in the Good Universities Guide show that, beginning in 2000, UNE has achieved a 5-star rating for student satisfaction in 12 of the 13 years, an achievement unmatched by any other university. Results from these surveys are addressed through the UNE quality assurance processes, which are designed to ensure that any issues raised by students are met by improvements in activities.

In addition, individual units of study are evaluated by students each and every time a unit is offered, with action plans for improvement being requested for low performing units and high performing units receiving a commendation. Lecturers and their heads of school are responsible for considering the results of evaluation of units by students and responding to them.

The Service Quality Unit (SQU) also provides a mechanism for immediate response to specific complaints made by students, handling 236 complaints in 2011. The main complaint categories for 2011 were:

- Academic service delivery/academic process – 32.9%
- Unfounded or contact only – 21.4%
- Student misunderstanding of process – 15%

A total of 22 overall UNE business improvement recommendations were made in 2011 as a direct result of complaint management.

In 2010, the SQU began recording and responding to requests for follow-up from students who had responded to the customer satisfaction survey sent by

the Student Administration and Services Directorate to all students who contacted the directorate through the Student Relationship Management System. This is in line with the SQU plan to ensure a pre-emptive as well as reactive response to student issues as they present. The aim of this is to address potential systemic and individual issues before they reach the complaint level wherever possible. A further 289 students were individually contacted on this basis in 2011.

Where a SQU investigation outcome is not in the student's favour, the SQU advises students of the avenues open to them for further review. This is best practice procedure under the NSW Ombudsman Office's published guidelines and can be through external bodies or through the UNE Ombudsman's Office. The UNE ombudsman handles complaints only after all other internal avenues have been exhausted and looks at processes and procedures – not the decision reached, although comment may be made.

Of complaints referred to the university ombudsman for investigation during 2011, 10 student and two staff complaints were formally accepted, investigated and reports provided to the Vice-Chancellor. One ongoing staff case was carried forward from 2010.

Student enquiries

During 2011, 13 student enquiries were handled by the chief ombudsman. This compares with eight in 2010, 28 in 2009, 25 in 2008 and 16 in 2007.

These cases did not lead to a formal investigation and are therefore not reflected in reports submitted to the Vice-Chancellor. However they involved interviews with the person concerned, a review of documentation provided by that person, and contact with one or more university officers who could potentially assist in resolving the problem in question. The time commitment required to deal with such cases was significant.

In addition, the service regularly receives requests for assistance from students at other Australian universities and from overseas. These are responded to and referred to the relevant jurisdiction where this is known.

Investigations of Student Complaints

Ten formal student investigations were completed in 2011, resulting in seven full reports. The other complaints were resolved by negotiation or referral.

The nature and number of student complaints was as follows:

Nature of Complaint	Number
Process of academic assessment	3
Expulsion or suspension from UNE	1
Level of fees charged	1
Handling charge of misconduct	2

Staff Complaints and Enquiries

In almost all cases, staff complaints and enquiries are handled by the chief ombudsman. Staff complaints are often complex with multiple issues running and usually do not result from process failure. Inevitably they involve a consideration of whether the staff member has been treated fairly.

Twelve staff complaints were referred to the Ombudsman Service during 2011. Nine were handled as enquiries. The most common outcome of these was referral to an existing channel of redress, although in some instances the university ombudsman's informal contact with a relevant university officer resolved the matter. Of the three cases formally handled in 2011, one has been ongoing since 2009 and remains so.

ENVIRONMENTAL MANAGEMENT REPORT

Sustainability and environmental management have been major themes at UNE throughout 2011. The university has implemented several initiatives which directly contribute to the core thematic areas of the UNE Master Plan, including wildlife and biodiversity, the built environment, and sustainable transport.

One significant initiative was a joint project between UNE and Southern New England Landcare under the technical guidance of the High Country Urban Biodiversity project (HiCUB). This project identified management strategies for the conservation of high-value remnant vegetation across campus, establishing wildlife corridors and "green-links" throughout the university. This initiative not only furthered the university's commitment to improving biodiversity but also facilitated the growth of the UNE Landcare group by way of a proactive community engagement programme.

A notable addition to the built environment at UNE was the commissioning of a web-based energy management system. This technology enables highly detailed energy monitoring and reporting throughout the university, providing the capacity for UNE to actively identify and mitigate energy inefficient processes. The capability of this system will directly result in beneficial environmental management outcomes such as energy use and carbon emission reductions.

The university's commitment to enhancing sustainable transportation has been evidenced by the introduction of the UNE e-Bike scheme at the start of the year. Throughout 2011, a fleet of twenty e-Bikes has been on loan to students, fostering a positive and environmentally friendly on-campus experience. The e-Bike scheme is a flagship initiative that represents strengthened student engagement and meets the demand for sustainable transport alternatives at UNE.

UNIVERSITY LAND SALES

There were no university land sales in 2011.

EXECUTIVE PERFORMANCE SUMMARY

The sum of the values of remuneration (base salary, superannuation, vehicle allowance) are reported as 2011 remuneration package in the table below. The base salary of senior executive officers was increased by 3.5% from 1 July 2011.

The at-risk incentive (or performance-based pay) for 2010, which was paid in 2011, is reported in the table below. This is reported separately, as required.

Position

Vice-Chancellor and Chief Executive Officer

Name

Prof Jim Barber

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$389651

Superannuation: \$66241

Vehicle allowance: \$20000

At-risk incentive payment 2010: \$75000 (for 3/2/10 to 31/12/10)

Statement of performance

Was in the role for the full 2011 reporting period. Corporate performance was trending well with ongoing execution of the strategic plan required. Portfolio performance included improvements at senior executive level structure and functioning and in management performance, and improved clarity on strategic direction to meet future years objectives. Individual performance noted achievements at corporate strategy and management levels.

Position

Senior Deputy Vice-Chancellor and Deputy Vice-Chancellor (Academic)

Name

Prof Graham Webb

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$74924*

Superannuation: \$12737*

Vehicle allowance: \$5366*

At-risk incentive payment 2010: \$25000

Statement of performance

*Pro-rata - was in the role from 1/1/11 to 11/4/11. Delivered institutional and academic leadership outcomes.

Position

Deputy Vice-Chancellor (Research)

Name

Prof Annabelle Duncan

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$260897

Superannuation: \$44352

Vehicle allowance: \$20000

At-risk incentive payment 2010: \$6000 (for 6/9/10 to 31/12/10)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered on ERA and associated tasks. Improved the performance and management of research services portfolio. High level individual performance.

Position

Chief Development Officer

Name

Mr Chris Patton

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$269987

Superannuation: \$45898

Vehicle allowance: \$17500

At-risk incentive payment: \$13000 (for full 2010 year)

Statement of performance

Was in the role from 1/1/11 to 29/12/11. Delivered positive international results and progress in commercial partnerships.

Position

Chief Operating Officer

Name

Mr Peter Enlund

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$260897

Superannuation: \$44352

Vehicle allowance: \$17500

At-risk incentive payment: \$7270 (for 21/6/10 to 31/12/10)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered significant improvements in financial processes and IT performance. Individual performance of a high standard.

Position

Legal Counsel and Chief Governance and Planning Officer

Name

Ms Kim Cull

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$251526

Superannuation: \$42759

Vehicle allowance: \$17500

At-risk incentive payment: \$10500 (for 8/3/10 to 31/12/10)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered governance changes and project outcomes.

Position

Pro Vice-Chancellor and Dean, Faculty of The Professions

Name

Prof Victor Minichiello

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$224982

Superannuation: \$38247

Vehicle allowance: \$15000

At-risk incentive payment: \$18300 (full 2010 year)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered improvements in learning and teaching performance. High standard and outcomes in individual performance.

Position

Pro Vice-Chancellor and Dean, Faculty of Arts and Sciences

Name

Prof Jennie Shaw

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$198413

Superannuation: \$33730

Vehicle allowance: \$15000

At-risk incentive payment: \$11423 (from 25/4/10 to 31/12/10)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered increased enrolments and ERA performance. Individual performance and leadership at a high standard.

Position

Pro Vice-Chancellor, Students and Social Inclusion

Name

Ms Evelyn Woodberry

Remuneration, and at-risk payment based on 2010 performance

Base salary: \$209605

Superannuation: \$35633

Vehicle allowance: \$15000

At-risk incentive payment: \$10600 (for full 2010 year)

Statement of performance

Was in the role for the full 2011 reporting period. Delivered effective portfolio management and the trimester implementation project.

Statistics

Students in 2011*

Course type	Armidale campus		Other	Totals
	External	Internal	centres	
Higher Degree Research	345	339		684
Postgraduate Coursework	4,950	334	278	5,562
Undergraduate	8,802	3,551		12,353
Non-award and other	631	21		652

Funding source				
Research Training Scheme	321	183		504
Commonwealth supported	12,552	3,274		15,826
Domestic fee	1,530	6		1,536
International fee	261	782	278	1,321
Other	64			64

Attendance				
Full-time	3,328	3,677	251	7,256
Part-time	11,400	568	27	11,995

Students who commenced an award course	5,616	1,614	199	7,429
--	-------	-------	-----	-------

Gender				
Female	9,802	2,388	138	12,328
Male	4,926	1,857	140	6,923

Residency status				
Domestic resident	14,467	3,463		17,930
International student	261	782	278	1,321

Source of students (home address at enrolment)				
New England and NW NSW	1,307	1,320		2,627
NSW North coast	1,408	743		2,151
Sydney	3,247	265		3,512
Remainder of NSW	3,827	806		4,633
Southern Queensland	836	100		936
Brisbane	678	31		709
Remainder of Queensland	358	38		396
Other States & Territories	2,495	132		2,627
Overseas (Domestic)	311	28		339
Overseas (International)	261	782	278	1,321

Age profile				
Under 21	392	1,317	1	1,710
21-24	1,702	1,839	85	3,626
25 and over	12,634	1,089	192	13,915

Total students at 31 December, 2011	14,728	4,245	278	19,251
--	---------------	--------------	------------	---------------

Total students at 31 December, 2010	14,200	3,991	261	18,452
--	---------------	--------------	------------	---------------

* reporting year 1 January 2011 to 31 December 2011

Load by school & discipline at 31 December, 2011

	Undergraduate	Coursework postgraduate	Higher Degree research	Total
FACULTY OF ARTS & SCIENCES				
Arts				
Chinese	38.4	4.4	0.3	43.1
Communication	193.0	18.1	6.9	218.1
English	109.5	15.4	5.5	130.4
French	76.8	6.3	0.3	83.3
German	27.0	1.5	0.5	29.0
Indonesian	27.9	1.4	1.4	30.7
Italian	36.5	1.9		38.4
Japanese	58.6	2.1	0.2	61.0
Music	63.4	2.0	10.5	75.9
School	2.6	3.4	0.1	6.1
Theatre Studies	44.1	5.0	2.6	51.7
<i>School total</i>	677.8	61.4	28.4	767.5
Behavioural, Cognitive And Social Sciences				
Geography And Planning	184.8	46.9	11.2	242.9
Linguistics	63.9	61.1	4.3	129.3
Psychology	417.1	133.1	12.4	562.6
School	1.3		0.5	1.7
Sociology	285.1	6.6	7.9	299.6
<i>School total</i>	952.1	247.8	36.2	1,236.2
Environmental And Rural Science				
Agronomy And Soil Science	74.1	18.1	20.5	112.7
Animal Science	92.6	21.4	26.5	140.4
Botany	70.3	8.3	7.1	85.7
Earth Sciences	57.8	1.7	1.2	60.7
Ecosystems Management	71.4	24.5	19.7	115.6
Environmental Engineering	45.9	8.5	2.7	57.1
Genetics	14.3	2.7	4.6	21.5
School	0.9			0.9
Zoology	52.2	2.0	8.2	62.4
<i>School total</i>	479.4	87.2	90.5	657.0
Humanities				
Archaeology And Palaeoanthropology	89.6	8.4	4.7	102.7
Classics And Ancient History	103.6	19.8	7.6	131.0
History	188.4	53.0	14.7	256.1
Humanities	20.5	16.9	0.1	
Indigenous Studies	40.5	3.1		43.6
Peace Studies	29.1	5.9	10.7	45.7
Philosophy	67.1	10.8	3.7	81.5
Political And International Studies	99.1	14.8	4.8	118.7
Religion	42.8	7.4	0.5	50.6
School				0.0
<i>School total</i>	680.8	139.9	46.9	867.5
Science And Technology				
Chemistry	147.7	8.6	4.9	161.2
Computer Science	108.3	50.7	6.2	165.3
Human Biology And Physiology	191.0	7.6	15.0	213.6
Mathematics	170.2	11.7	1.1	183.0
Molecular And Cellular Biology	88.9	8.3	2.4	99.6
Physics And Electronics	51.2	3.7	4.4	59.3
School	0.4			0.4
Statistics	54.6	4.4	0.9	59.8
<i>School total</i>	812.3	95.0	34.9	942.2
<i>Faculty total</i>	3,602.3	631.2	236.9	4,470.3

	Undergraduate	Coursework postgraduate	Higher Degree research	Total
FACULTY OF THE PROFESSIONS				
Business, Economics And Public Policy				
Accounting And Finance	272.3	195.1	13.6	481.0
Economics	328.1	90.2	18.3	436.5
Management	219.6	250.9	18.2	488.7
School	0.1	0.1	7.8	8.0
<i>School total</i>	820.1	536.3	57.9	1,414.3
Education				
Contextual Studies	150.6	146.8	8.7	306.1
Early Childhood	151.9		9.4	161.3
Humanities Education	334.1	221.5	21.5	577.1
Learning And Teaching	229.5	183.0	12.9	425.4
School Experience Practicum	72.6	1.1		73.8
Science Education	322.9	152.4	7.6	482.9
<i>School total</i>	1,261.7	704.8	60.1	2,026.6
Health				
Complementary and Allied Health	2.6	14.9	2.8	20.3
Counselling	26.9	36.9	7.9	71.7
Health Management and Gerontology	53.3	25.1	9.1	87.4
Nursing	277.6	45.5	9.4	332.5
Social Work	59.9	6.0		65.9
<i>School total</i>	420.3	128.4	29.2	577.8
Law				
Law	776.6	171.0	11.1	958.7
Rural Medicine				
Medicine	238.8	14.3	4.1	257.1
<i>Faculty total</i>	3,517.4	1,554.7	162.4	5,234.5
Load outside faculties				
Oorala Aboriginal Centre	23.4			23.4
Teaching And Learning Centre	99.5			99.5
<i>Total</i>	122.9	0.0	0.0	122.9
Load by funding source				
Research Training Scheme			264.7	264.7
Commonwealth funded	6,861.6	1,340.4		
Domestic fee	27.3	447.4		474.6
International fee	340.3	398.1	134.7	873.1
Non-award and other	13.4			13.4
Total load at 31 December, 2011	7,242.5	2,185.9	399.3	9,827.7
Total load at 31 December, 2010	6,903.7	2,016.5	398.0	9,318.2

STAFF AT 31 MARCH 2011

Staff in faculties and centres

	Female	Male	Total
Professor (E)	11	42	53
Associate Professor (D)	20	33	53
Senior Lecturer (C)	52	69	121
Lecturer (B)	106	94	200
Tutor (A)	25	21	46
Total academic in faculties and centres	214	259	473
Senior administrative/technical	20	25	45
Administrative/technical	107	43	150
Total in faculties and centres	341	327	668

Staff in management, administration and support sections

	Female	Male	Total
Senior Executive and Deans	4	4	8
Managers and Senior staff	11	18	29
Academic	12	2	14
Senior administrative and technical	63	70	133
Administrative and technical	255	149	404
Total	345	243	588
UNE Total at 31 March, 2011	686	570	1,256
UNE Total at 31 March, 2010	663	576	1,239

FINANCIAL SUMMARY FOR THE YEAR ENDING 31 DECEMBER 2011

	2011	2010
	\$m	\$m
Total revenue (excluding controlled entities)	232.5	208.7
Australian Government grants		
Commonwealth grant scheme	79.6	70.5
Research block funding	11.8	12.5
Capital development pool	4.9	0.3
Scholarships	3.3	2.3
Research program grants	15.3	13.0
Other operating income	10.2	8.2
Subtotal Australian Government grants	125.1	106.8
Australian Government grants as a percentage of total revenue	53.7%	51.2%
Other income		
HECS and contributions by students	48.9	44.7
Domestic student tuition fees	8.4	7.8
International student fees	13.2	11.7
External income for research purposes	2.7	4.9
Consultancies	0.5	0.4
Subtotal other income	73.7	69.5
All other sources^o	33.7	32.4

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

