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**Professor Alison Sheridan**  
Head of School

In last month's newsletter I flagged what was then my forthcoming trip to Indonesia. I visited Universitas Andalas in Padang, and IPB in Bogor in early July. At both institutions we had fruitful discussions with key staff who are alumni of UNE. I particularly enjoyed my time at Bogor, as I caught up with a number of alumni we had taught in Diploma and Masters programs in agricultural economics while they were here at UNE in 1989/90 in an AusAid sponsored project. Many then went on to do their PhDs at UNE, and at other universities internationally, in the mid-1990 and are now in senior roles within their academic institutions (the photos are of the group in 1989 and in Bogor in 2013). How to reinvigorate these links between IPB and UNE is something we are exploring, as our common focus in agriculture and regional development offers great opportunities for teaching and research collaborations.

We also had a busy month with the CPA merit awards evening and the public seminar, the Business of Being Creative, presented by Patrick McIntyre. Both are covered later in the newsletter but I would like to extend my thanks here to the staff who did a great job in organising the events. For the CPA Merit awards, Kerry Towns, Sophia Doran, Dr Peter Shanahan, Sharon Styles and Dr Omar Farooque made sure the event was a success. UNE Business School's ongoing relationship with the Armidale Business Chamber has been fostered by Dr Lou Conway and now by Dr Leopold Beyerlein through their roles on the Chamber, and our now regular co-hosted events add value to our business community. Through her role as MM200 (Contemporary Management) coordinator, Lou has been creative in identifying presenters who are engaging for our students as they reflect on the real world challenges they face in their roles, and through our co-hosted events with the Chamber, also appeal to the wider business community. In the past three years, she has had Jackie Johnson the CEO of IAG's online insurance arm, The Buzz, Rowan Dowland from the General Manager Development from bankmecu and this year Patrick McIntyre, the CEO of the Sydney Theatre Company deliver to MM200. The input of these dynamic speakers in the classroom, streaming online and an asynchronous recording is a great addition to the delivery of this key unit in our business degree. I know Patrick's presentation left me with a number of ideas to ponder.

Once again we have a number of research outcomes to report. It is great to see the research activity of the School translating into outcomes in so many quality journals, and invitations to present.

## Seminar Series

Dr Bligh Grant presented a co-authored paper (with Professor Brian Dollery and Dr Michael Kortt) in the UNE Business School Seminar on 5 July. The topic was on Recasting leadership reform in Australian local government: a taxonomy from political theory and reflections upon strategic management. As expected, vibrant discussions among seminar participants took place, particularly on the role of Australian local governments and the issue of the local government referendum. In addition, Dr Grant also shared his own research experience and strategies in the seminar.

Dr Sujana Adapa presented a co-authored paper (with Dr Jenny Rindfleish) in the UNE Business School Seminar on 26 July. The topic was on Corporate Social Responsibility in Small and Medium Sized Regional Accountancy Firms. It was a good turnout and well-represented by the Management Discipline. Some of the interesting themes to emerge from the discussion were that that most small and medium sized regional accountancy firms deliberately do not publicise their CSR activities, which tend to relate to internal factors such as staff satisfaction and retention.

### Three UNE Business School Seminars are scheduled in August:

#### Professor Oscar Cacho

Friday 2 August, LT4 @ 1pm

*Tropical deforestation and climate policy: the role of oil palm in Indonesia.*

#### Ms Leanne White

Friday 9 August, LT5 @ 1pm

*Understanding UNE's organisation culture: a clipper ship navigating the cultural archipelago.*

#### Dr Michael Kortt

Friday 9 August, LT5, 3pm

*Should metropolitan NSW councils be amalgamated?*



Dr George Chen  
Seminar Series Coordinator

## Calendar

### August

- 2 Professor Oscar Cacho Seminar
- 9 Ms Leanne White & Dr Michael Kortt Seminar
- 12 School Meeting
- 16 T2 lectures end
- 17 Intensive Schools start
- 19 Cupcake day
- 29 R&RT Committee Meeting
- 31 Intensive Schools end

### September

- 2 T2 lectures recommence
- 23 School Meeting
- 26 R&RT Committee Meeting

### October

- 4 T2 lectures end
- 8 T2 exams start
- 13 Mining in as Sustainable World Conference
- 21 School Meeting
- 21 T2 exams end
- 25 T3 orientation day
- 26 Graduation
- 28 T3 lectures start
- 31 R&RT Committee Meeting

*Everyone welcome,  
see you there!*

## The Business of Being Creative

On Tuesday 23 July the UNE Business School partnered with the Armidale Business Chamber and the TAS Hoskins Centre to host Mr Patrick McIntyre, the Executive Director of the Sydney Theatre Company to deliver a presentation titled 'The Business of Being Creative'. An audience of over 80 students, business and community people were treated to an exciting presentation highlighting the ways in which creative thinking can change organisational outcomes. In the afternoon session working with our MM200 students, Patrick delivered insights into the organisation design and management processes of Sydney Theatre Company.



## A\* Journal Success

Congratulations to our colleague, **Dr David Hadley**, for his recent paper published in the prestigious journal, Science. The article warranted the cover page.

### Bringing Ecosystem Services into Economic Decision-Making: Land Use in the United Kingdom.

Ian J. Bateman, Amii R. Harwood, Georgina M. Mace, Robert T. Watson, David J. Abson, Barnaby Andrews, Amy Binner, Andrew Crowe, Brett H. Day<sup>1</sup>, Steve Dugdale<sup>1</sup>, Carlo Fezzi, Jo Foden, **David Hadley**, Roy Haines-Young, Mark Hulme, Andreas Kontoleon, Andrew A. Lovett, Paul Munday, Unai Pascual, James Paterson, Grischa Perino, Antara Sen, Gavin Siriwardena, Daan van Soest, Mette Termansen.

To read the journal article click on the cover below or follow this link <http://www.sciencemag.org/content/341/6141/45.short>.



**Dr David Hadley**  
Lecturer in Economics



COVER: Aerial view of farmland, Epping Forest, and the city of London. Landscapes such as this one produce important ecosystem services, but minor increases in marketed goods often cause major losses in the value of those services. This situation can be reversed by combining science and economics in a comprehensive approach to target improvements in the natural environment. Photo: Andrew Holt/Alamy.



Professor Brian Dollery

## Palawan State University

Professor Brian Dollery gave a presentation entitled 'Research Collaboration in Applied Public Policy' at Palawan State University (PSU) in Puerto Princessa, Palawan, Philippines on Monday 1 July 2013. Professor Dollery was accompanied by research collaborators Dr James Alin, Dr Arnold Puyok and Dr Anthony Tibok from the University of Malaysia, Sabah. Together with Dr Alin, Professor Dollery is planning to form a collaborative research relationship between PSU researchers and UNE researchers and he has held preliminary discussions with PSU Vice President Research Dr Mike Pido. It is hoped inter alia to make ongoing arrangements for PSU staff members to undertake PhD degrees through UNE financed by AUSAid.



Dr Omar Al Farooque  
Senior Lecturer

## CPA Australia International Forum

Dr Omar Al Farooque attended the CPA Australia International Forum for Academics, 25-26 June, 2013 in Sydney to represent the UNE Business School (pictured below). It was a gathering of accounting academics from all Australian universities as well as China, Malaysia and Indonesia. The forum highlighted the future directions of accounting education in an online environment and how to utilise digital technologies.



## CPA Awards Night

The Accounting and Finance merit awards evening was held on 18 July 2013 as an annual event of the UNE Business School sponsored by the CPA Australia to present merit awards to our outstanding students in accounting course related units.

This year the event was attended by the CPA Australia General Manager (NSW Division) Mr David Lee and CPA Australia Policy Advisor (Audit and Assurance) Mr Amir Ghandar as the Guest Speaker. Amir's reflections on his time at UNE, and where his career has since taken him, were thought provoking and inspiring for our current students. UNE Chancellor the Honorary John Watkins, Deputy Vice-Chancellor Professor Annabelle Duncan, executives and academic staff of UNE, members of the accounting profession and local business community also attended the event to congratulate accounting and finance award receiving students and their parents. It was a successful event in recognising high performing students' achievements in studying accounting courses in the school. The preparations for this event were a collaboration of Kim Hwang of CPA Australia, **Dr Omar Al Farooque** (School's CPA representative), **Dr Peter Shanahan**, Sharon Styles, **Kerry Towns** and **Sophia Doran**.





**Sue Whale**  
Team Leader Educational Development & Communications Officer

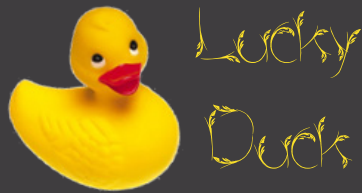
## EDC Update

This week the Educational Development and Communications team held their fourth Teaching and Learning Showcase. It was well attended with approximately 20 staff from across the School, LIH and the Schools of Law and Education. We were fortunate to have Sarah Thorneycroft, Peter Holford and Steve Grono present on a new development from LIH - the 'Sushi Menu'. This is an online collection of ideas used in units across the University, and was developed to provide some examples for staff involved in the Courseware Redevelopment Project. The menu is categorised and tagged, so there are a number of ways to search for ideas, and it also provides some recommended or related options to enable further exploration. This is a fantastic database of teaching and learning ideas and provides a forum to share ideas across the University. The 'Sushi Menu' is accessible through [Teaching Online @ UNE](http://adu.une.edu.au/sushi/) moodle site or directly via: <http://adu.une.edu.au/sushi/> It's nice to see quite a few examples from UNEBS!

The EDC team will hold another 'Showcase' towards the end of the year, but we are also planning a focused seminar on Social Media in late August/ early September. More about this to follow.

The Courseware Redevelopment Project will kick off for Trimester 3 units in the next few weeks with Llara, Tim and Naomi organising meetings and talking to you about possible enhancements for your units. For Trimester 3, most development work will be kept 'in-house' and we are likely to only ask Cubic to assist with enhancements that are beyond our skill sets. We would like staff to think about bigger picture enhancements, and have these recorded as we may be able to combine funds remaining from our allocation across the School to enable these to be developed and implemented.

As mentioned via email, we have set up a survey to audit staff on their access to equipment in teaching. If you have not yet completed this, please do so at: [http://uneprofessions.qualtrics.com/SE/?SID=SV\\_eECAuDkD7fa9Wmx](http://uneprofessions.qualtrics.com/SE/?SID=SV_eECAuDkD7fa9Wmx).



Every fortnight, the UNEBS and EDC teams will host a **LUCKY DUCK** morning tea. This will be held every pay day (so you can remember it), in the EBL cafe.

See you at the next **LUCKY DUCK** morning tea, Monday 19 August at 10 am.

**RSPCA** 

## Cupcake Day

The UNE Business School will have a stall selling cupcakes on:

**Monday 19 August from 10.30 - 11.30**

*More information will be available closer to the date*

You can donate online at our School's support page:

<https://cupcakeday-nsw2013.everydayhero.com/au/unebusinessschool>

For more information about Cup Cake Day:

<http://www.rspcacupcakeday.com.au/>



# IT Support

## Backing Up Your Computer

Everyone who uses a computer to save or store files will at some time or another experience data corruption which will cause the loss of precious files due to drive failure, inadvertent deletion, or other unwanted actions or events.

It is critically important to back up your files to an external drive, memory stick, space on UNE Barney mapped as your H: drive or on the EBL server mapped as your P: drive. External sources such as (Dropbox, SkyDrive or similar) are another option but security of data stored on these must be considered.

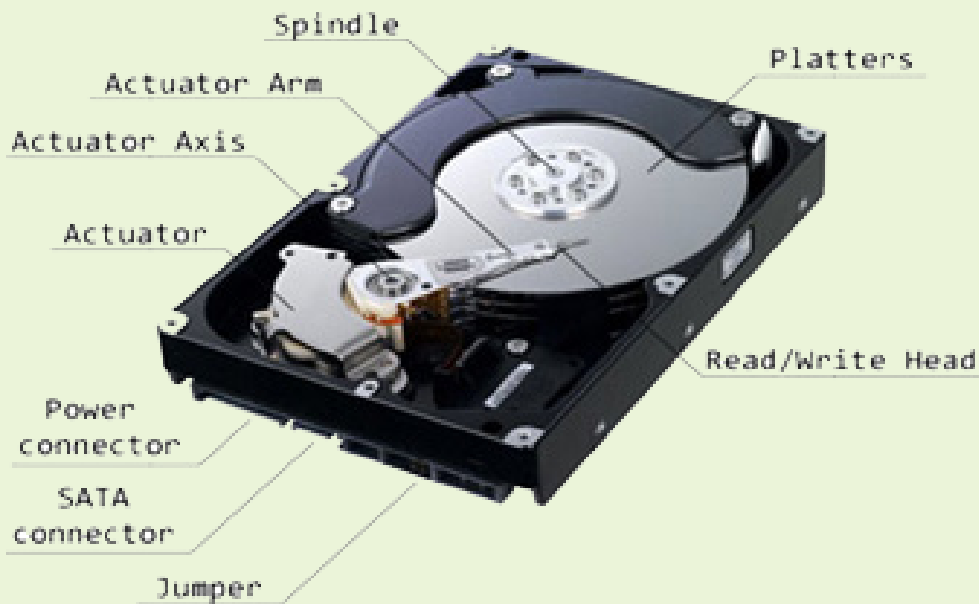
There are many different types of media that you may choose to backup onto, and each has their own advantages and disadvantages. The first thing you will need to work out is what suits your particular circumstance.



**Bernie Groen**  
Senior IT Officer



The computer hard drive that stores all your data has moving parts, and in time your hard drive will wear out and fail. It's just a matter of when. You need to keep a copy of all your important data somewhere else.

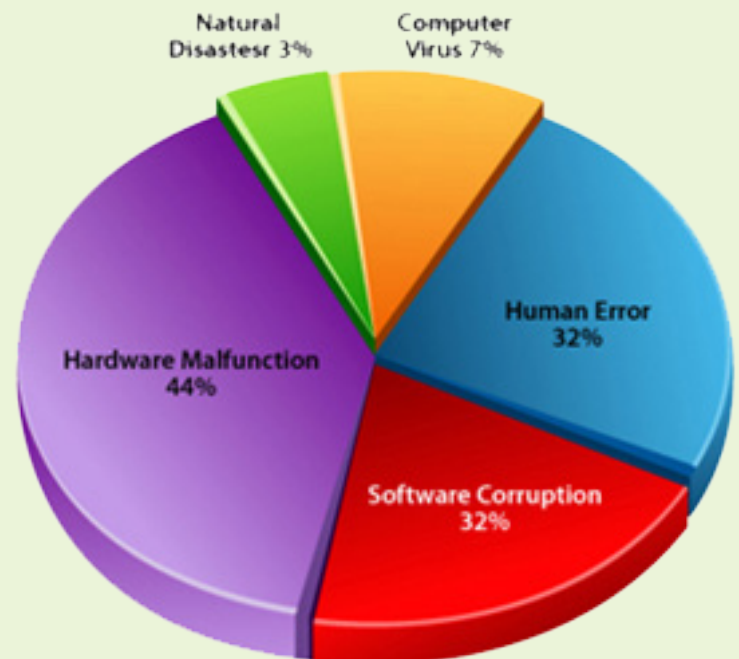


## Why do hard disks fail?


Because hard disks are mechanical devices, they are subject to wearing out. Hard disk failure might occur if any of the following happens:

- Your computer is bumped or jostled while it is running;
- The electric motor which allows the platter to spin fails due to bad bearings or other components;
- The filter on your air intake gets too clogged or the filter isn't working properly;
- Extreme heat while running causes the electronic circuit board to fail;
- There is a sudden power failure while the disk is writing.
- Other electronic Failures or Power Surges.
- Mechanical or Internal failure.
- Firmware or Manufacturer Faults.
- Corrupted Files.
- And for many other varied reasons.

## Causes of Data Loss



## PCs:

The school has available for UNE owned computers software called Second Copy which allows for scheduled backups to your nominated backup drive. Most UNE Business School staff computers should have this installed on them, there should be an icon in your system tray that looks like . If you think you do not have it installed please email me on [bgroen@une.edu.au](mailto:bgroen@une.edu.au) and I will arrange to have it installed.

## UNE Owned Macs:

The default application for backing up Macs is Time Machine; this seems to work best with external drives. Currently backing up to the network has unresolved issues that are being worked on. It is possible to map your EBL space and backup manually. As soon as a resolution is found, Mac users will be informed.

## Please note

While all efforts to ensure backup facilities are provided it is the individual user's responsibility to ensure that their data is being backed up using the resources available.

## Research Outcomes

### Book Chapters

Adapa, S. (2013) E-services efficiency of government organisations in Asia, Z. Mahmood (Ed) *Developing E-government Projects: Frameworks and Methodologies*, pp. 323-340, Hershey, PA, Information Science Reference.

Valenzuela, F., Fisher, J., and Whale, S. (2013) Lecturers' social presence and personality in the online environment: The perceptions of off-campus postgraduate and on and off-campus undergraduate management students, B. Tynan, J. Willems and R. James (Eds.), *Outlooks and Opportunities in Blended and Distance Learning*, pp. 383-402, Hershey, PA: Information Science Reference.

Stewart, C., Khan, A., and Hedberg, J. (2013) Curriculum Design for Developing Capacity to Deal with Complex Issues: theoretical Perspectives, B. Tynan, J. Willems and R. James (Eds.), *Outlooks and Opportunities in Blended and Distance Learning*, pp. 383-402, Hershey, PA: Information Science Reference.

### Journal Articles

Adapa, S. and Cooksey, R. (2013) Factors affecting consumer's continued usage of internet banking: Empirical evidence from Australia, *Australasian Journal of Information Systems*, 18 (1), 5-31.

Adapa, S. and Rindfleish, J. (2013), Internet banking non-users: Thematic matrix display analysis, *International Journal of Business and Information*, 9(2), (in print).

Arjomandi, A., Valadkhani, A., and O'Brien, M. (2012) Analysing banks' intermediation and operational performance using the Hicks-Moorsteen TFP index: The case of Iran, *Research in International Business and Finance*, (in print).

Bateman, I.J., Harwood, A.R., Mace, G.M., Watson, R.T., Abson, D.J., Andrews, B., Binner, A., Crowe, A., Day, B.H., Dugdale, S., Fezzi, C., Foden, J., Hadley, D., Haines-Young, R., Hulme, M., Kontoleon, A., Lovett, A.A., Munday, P., Pascual, U., Paterson, J., Perino, G., Sen, A., Siriwardena, G., van Soest, D., Termansen, M. (2013), Bringing ecosystem services into Economic Decision-Making: Land Use, United Kingdom, *Science*, 341(6141), 45-50. doi: 10.1126/science.1234379.

Behrendt, K., Cacho, O.J, Scott, J.M. and Jones, R. (2013) Optimising pasture and grazing management decisions on the Cicerone Project farmlets over variable time horizons, *Animal Production Science*, 53, pp. 796-805.

Behrendt, K., Scott, J.M., Cacho, O.J. and Jones, R. (2013) Simulating the impact of fertiliser strategies and prices on the economics of developing and managing the Cicerone Project farmlets under climatic uncertainty, *Animal Production Science*, 53, pp. 806-816.

Blackwell, B. and Dollery, B.E. (2013) The impact of mining expenditure on remote communities in Australia: The Ranger Uranium Mine and the Tanami Gold Mine in the Northern Territory, *Australasian Journal of Regional Studies*, (in print).

Chung, K.C., Fleming, E. and Fleming, P. (2013) The impact of information and communication technology on international trade in fruit and vegetables in APEC, *Asian-Pacific Economic Literature*, (in print).

WANTED

A\*

Publications

REWARD \$3,000

Per UNE Business School  
author to support your research  
activities.

FOR MORE INFORMATION:

[http://www.une.edu.au/  
business-school/forstaff/  
incentive-funding/index.php](http://www.une.edu.au/business-school/forstaff/incentive-funding/index.php)

Or speak to your Research &  
Research Training Committee  
Discipline Representative.

Cowan, L., Kaine, G. and Wright, V. (2013) The role of strategic and tactical flexibility in managing input variability on farms, *Systems Research and Behavioral Science*, 30(4) pp. 470-494.

Drew, J., Kortt, M., and Dollery, B. E. (2013) Did the Big Stick Work? An Empirical Assessment of Scale Economies and the Queensland Forced Amalgamation Program, *Local Government Studies*, (in print).

Drew, J. and Dollery, B. E. (2013) Does Size Still Matter? An Empirical Analysis of the Effectiveness of Victorian Local Authorities, *Local Government Studies*, (in print).

Scott, F., Scott, J.M. and Cacho, O.J. (2013) Whole-farm returns show true profitability of three different livestock management systems, *Animal Production Science*, 53, pp. 780-787.

Scott, F., Cacho, O.J. and Scott, J.M. (2013) Economic risk analysis of different livestock management systems, *Animal Production Science*, 53, pp. 788-795.

Scott, J.M., Behrendt, K., Colvin, A., Scott, F., Shakhane, L.M., Guppy, C., Hoad, J., Gaden, C.A., Edwards, C., Hinch, G.N., Cacho, O.J., Donald, G.E., Cottle, D., Coventry, T., Williams, G. and Mackay, D.F. (2013), Integrated overview of results from a farmlet experiment which compared the effects of pasture inputs and grazing management on profitability and sustainability, *Animal Production Science*, 53, pp. 841-855.

## Conference Papers

McFarlane, J., Mounter, S., Grant, B. and Fleming, E. (2013), Economic impacts of viticulture and winemaking on employment and income in the Central Ranges Zone of New South Wales, Australia, *7th Annual Meeting of the American Association of Wine Economists*, 26-29 June, Stellenbosch.

Mounter, S. Griffith, G. and Fleming, E. (2013) The creation of an off-premise wine demand index for the USA, *7th Annual Meeting of the American Association of Wine Economists*, 26-29 June, Stellenbosch.

Fleming, E., Griffith, G. and Mounter, S. (2013) Applying a 'chain goods solution' to decisions to fund R&D in the Australian wine value chain, *7th Annual Meeting of the American Association of Wine Economists*, 26-29 June, Stellenbosch.

## Keynote Address

Dollery, B. E. (2013) Amalgamation: Not the Path to Real Reform, *NSW Local Government Managers Annual Conference*, Wollongong, 23 July 2013.

Dollery, B. E. (2013) Research Collaboration in Applied Public Policy, *Palawan State University in Puerto Princessa*, Palawan, Philippines, 1 July 2013.

## Honorary Appointments

### Dr Erkan Yalcin

Adjunct Senior Lecturer  
15 June 2013 - 14 June 2014

### Dr Dessalegn Mihret

Adjunct Senior Lecturer  
20 July 2013 – 17 July 2015

## Conference Reports

Successful conference travel grant recipients report on their recent conference attendances.

### EWEPA

Dr David Hadley presented a paper at the 13th European Workshop on Productivity and Efficiency Analysis (EWEPA) in Helsinki in June. The paper reported some preliminary research that is attempting to include a measure of ecosystem services (biodiversity; using an index of farmland bird diversity) within the measurement of scope efficiencies of UK farms. Co-authors are Euan Fleming, Ian Bateman (from the University of East Anglia) and Garth Holloway (University of Reading). Some very useful comments on the progress made were received and overall the conference proved to be an interesting and fruitful use of time (and money!).

### AAWE

Dr Stuart Mounter and Professor Euan Fleming attended the 7th Annual Conference of the American Association of Wine Economists (AAWE) in Stellenbosch, South Africa (June 26-29, 2013). The conference was held at Spier, one of the oldest wine farms in South Africa, with a recorded history dating back to 1692. Dr Mounter chaired a session on the determinants of demand and presented two papers: 'The creation of an off-premise wine demand index for the US' with co-authors Adjunct Professor Garry Griffith and Professor Euan Fleming and the 'Economic impacts of viticulture and winemaking on employment and income in the Central Ranges Zone of New South Wales, Australia' by HDR student Jim McFarlane, Dr Stuart Mounter, Dr Bligh Grant and Professor Euan Fleming. Professor Fleming also presented a paper titled 'Applying a chain goods solution to decisions to fund R&D in the Australian wine value chain' with co-authors Adjunct Professor Garry Griffith and Dr Stuart Mounter.

Dr Mounter would like to extend his gratitude for the 2013 peer reviewed conference travel grant provided by the UNE Business School.



Dr David Hadley  
Lecturer



Dr Stuart Mounter  
Lecturer





### AFAANZ and SEAANZ

Dr Omar Al Farooque attended the Accounting and Finance Association of Australia and New Zealand (AFAANZ) Conference, on 7-9 July in Perth to present the paper titled 'An Exploratory Analysis of Earnings Management before and after the Governance and Disclosure Regulatory Changes in Australia and New Zealand', co-authored with Dr Lan Sun.

Dr Farooque also attended the 26th Annual Small Enterprise Association of Australia and New Zealand (SEAANZ) Conference, 11-12 July, 2013 in Sydney to present the paper titled 'Intergenerational Succession of Thai Small and Medium-sized Familyowned Businesses', co-authored with Dr Kanitsorn Terdpaopong.

**Dr Omar Al Farooque**  
Senior Lecturer



**Dr Bernard Bollen**  
Senior Lecturer



### PBFEM

Dr Bernard Bollen attended the 21<sup>st</sup> annual Pacific Basin Finance, Economics Accounting and Management (PBFEM) conference in early July in Melbourne. The conference was held at the Park Hyatt hotel. It was an 'invitation only' conference with well over 70% attendees coming from overseas.

Dr Bollen was thrilled that Professor Stephen Brown from the Stern School of Business at New York University attended. He is one of the most respected finance researchers in the world being editor of the Journal of Financial and Quantitative Analysis (A\* according to ABDC). An Australian who graduated from Monash University in Melbourne in the 1970's, his keynote address on 'Economic Uncertainty and the Cross-Section of Hedge Fund Returns' was brilliant.

Dr Bollen caught up with a former student who is now a lecturer in Finance at Deakin University. Dr Bollen presented a paper titled 'On the relation between asset returns and market returns' written during his time at the UNE Business School. Dr Bollen received invaluable feedback and now has a new perspective on how the paper should be done. He also has some new ideas for future research directions.

## UNEB *News*

To view earlier issues:

<http://www.une.edu.au/business-school/newsletters/index.php>

Send your contributions to:

[kflack2@une.edu.au](mailto:kflack2@une.edu.au)

Peace Studies, coordinator of the Master of Environmental Advocacy degree, invites you to attend

# Mining in a Sustainable World:

*Environmental, Social, and  
Political Economic Issues*



## An Interdisciplinary Conference

**13-15 October 2013**

University of New England  
Armidale, NSW, Australia

### CALL FOR PAPERS

We invite proposals for papers on the theme of sustainability and mining from a range of disciplines, particularly if the papers are interdisciplinary.

**une**  
University of  
New England

For more information, or to send an abstract, contact

<http://www.une.edu.au/humanities/peace-studies-conference.php>