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**Dr Jenny Rindfleish**  
Acting Head of School

It is with great pleasure that I introduce our February School Newsletter in my new role as Acting Head of the UNE Business School. February has been an exciting month as we welcome back our on-campus students for Trimester 1 of the teaching year. Orientation week is always enjoyable because we can participate in the Academic Procession as part of the Welcome Ceremony in Lazenby Hall. The ceremony, for new students and their families, is an opportunity for us all to appreciate the enthusiasm and anticipation of

our students as they start their study at university for the first time.

February has been a very busy month for the UNE Business School with numerous strategic projects that have proved highly successful and productive for the School. The inaugural UNE Summer Retreat provided Graduate School of Business students and alumni, academics, professional staff and business leaders, a wonderful opportunity to collaborate, explore and share ideas on the topic of Change Management. The great success of the event allows the Graduate School of Business to further strengthen the relationships it has with its students and alumni and provide leadership around a topic of ever increasing importance to the world of business. I am sure those who attended will be looking forward to the event in 2015 and those who couldn't attend will be making space in their calendars for the 2nd UNE Summer Retreat. I wanted to personally thank all who supported and facilitated such a great event.

In the second week of February our School hosted a visit by 11 academic colleagues from one of our partner universities in China, Henan Agricultural University. The visitors (pictured above) came to the UNE Business School following their attendance at the AARES 58th Annual Conference sponsored by our School in Port Macquarie (see article on page 7). Our visiting colleagues joined with academic staff from within our School, in the disciplines of Economics and Management, to participate in a series of Collaborative Teaching Workshops over three days. The innovative collaboration was an idea led by our Head of School, who is currently the Acting Pro Vice-Chancellor Academic at UNE, Professor Alison Sheridan. The Director of Learning Futures at UNE, Professor Greg Winslet, designed the workshops for the visit.

[Report continued on next page....](#)



## HoS Report Continued....

The workshops allowed academics from our School and academics from HAU to share their experiences of teaching and collaborate in the production of innovative cross-cultural video case studies focused on agricultural management issues relevant to China and Australia. The video case studies will be produced by UNE's Learning Futures team for use by our academic staff and our colleagues from HAU for online teaching. Thank you to all of the academics from our School who participated in the workshops. The visit was a great example of cross-cultural collaboration between HAU and UNE Business School and a model that could be replicated to strengthen the relationships between our School and other partner Universities.

Dr Leo Bayerlein and Naomi McGrath's success with their flexible online learning initiative has been the product of many hours of hard work. Their commitment to providing our students with an innovative and exciting online learning environment is extremely important to the future of learning for our students. Such a partnership between our highly skilled and engaged Educational Development Team and academics in our School provides a wonderful model for us all in terms of what can be achieved in the online environment. The Educational Development Team's Learning Showcase activity this month also highlighted new and interesting innovations by staff that can be applied to our online learning environments.

Congratulations to Sophia Doran for her Outstanding Achievement Award and also to Dr Lou Conway, Dr Theresa Smith-Ruig and Professor Alison Sheridan for their commitment to community engagement activities with Year 10 students from Bellingen.

Finally, thank you to all our staff, including Dr Lou Conway, Bernie Groen, Associate Professor Rene Villano, Dr Ian Tiley and Dr Susie Hester who contributed to this month's newsletter. Our newsletter is an important way to make our achievements in the School more visible so a big thanks to Kylie Flack for her highly professional production of the newsletter. Looking forward to what we have in store for March.





# Summer Retreat



Dr Lou Conway

We can very proudly report the success of the UNE Business School's inaugural UNE Summer Retreat titled 'A Deeper Conversation About Change' on the 7-9 February. With sixty participants drawn from a range of industries, roles and locations the Retreat offered the opportunity to bring together our Graduate School of Business students, with Alumni and business leaders to discuss the topic of organisational change. The Retreat was skilfully facilitated by Mr Peter Thompson and drew on the expertise of Dr Simon Longstaff (Director of St James Ethics Centre), Mr Patrick McIntyre (Executive Director of the Sydney Theatre Company), Ms Jacki Johnson (CEO, IAG Insurance New Zealand), Professor Mary Gentile (Babson College, Boston), Ms Liz Skelton (Principal Consultant, Social Leadership Australia), Mr John Bruce-Smith (ex-CFO of Atlassian and UNE alumni), Professor Jim Barber (UNE Vice-Chancellor) and local expert workshop facilitators, Dr Brian Connor (Self-Care), Ms Lilian Wissink (Creativity) and Ms Barbara Wilson (Tai Chi). Our UNE Business School academic and professional staff supported and facilitated conversations throughout the weekend.

The idea of bringing our alumni, current students, regional peers and business leaders together onto the campus in

our third trimester was born in the UNE Business School by Professor Alison Sheridan and fostered through our collaboration with Elizabeth Egan and her team in External Relations. Elizabeth's vision to showcase our UNE campus, the beautiful New England environment and it's hospitality through this event added a stunning dimension to the program. Together the team, Dr Lou Conway, Valerie Dalton, Associate Professor Muayyad Jabri and Elizabeth Egan, prepared an inspirational program. The master classes, workshops and panel and participant conversations drew out the importance of: engaging staff in a positive dialogue; reflecting on change that is morally responsible; using rehearsal to build momentum; being courageous; turning your values into action; and understanding your purpose. The inclusion of an early morning bushwalk to Blue Hole (the Gara Gorge) on Sunday morning and the residential experience of staying in Mary White College, made for a much deeper learning experience of change.

The following reflection by Peter Thompson captures this sentiment. Further reflections and photos on the Summer Retreat can be seen on the UNE Summer Retreat facebook page <https://www.facebook.com/SummerRetreat>

"Every so often, some magic happens. People

come together, share conversation and ideas at a deep level, and leave, refreshed and renewed. That happened to me at the UNE Summer Retreat. Our theme for the weekend was exploring the subject of change – how change happens, ethical change, leading change and communicating change. It was a weekend, held at the beautiful campus of UNE, that I will long remember for connecting my mind and heart."

**Mr Peter Thompson,**  
UNE Summer Retreat facilitator,  
Fellow, the Australia and New Zealand  
School of Government,  
Director, Centre for Leadership.





# Leading the Way to Flexible & Open Education



## Excellent Paper Award and 1st place in International Best Practice in Flexible Learning Competition

Dr Leopold Bayerlein, Naomi McGrath and Alana Blackburn (Lecturer) from the School of Arts (Music) attended the Inaugural International Conference on Open and Flexible Learning (ICOFE) at the Open University of Hong Kong in January.

The conference featured Academics and Learning Designers from across the world presenting papers on flexible and open education.

Naomi and Alana submitted a full paper which they co-wrote titled “Educating ‘the net generation’: Enhancing student engagement with Web 2.0 tools and mobile technology in music education”. The session chair and audience were impressed with the progressive nature of an online music unit, designed to suit any student with little to no background in music studies.

The paper received an ‘Excellent Paper’ award and the Chair of the conference programme committee, Dr K C Li, invited the paper for publication in the edited book “Making learning open and flexible” to be published by the end of this year.

The paper showcased the development work by Naomi and Alana of a music unit (MUSI111), which is offered both face-to-face and online in Trimester 2 and fully online in Trimester 3. The use of Web 2.0 tools and mobile technology, including mobile apps, allows students to practise music theory and share work and ideas ‘on-the-go’ both through Moodle and social media. The flexible design of the unit encourages students to take control of their own learning, creates motivation through e-tivities and instant feedback, and provides different levels of instruction and practice to suit individual learners. All resources are found online including e-textbooks, learning resources, and links to external educational sites through international symphony orchestras.

Naomi also presented a joint paper from the award winning UNE Business School Educational Development and Communications (EDC) Team: “Moving online: A best practice approach to achieving a quality learning experience for online education”. Naomi demonstrated the learning template and guidelines used by UNE Business School to ensure that students are provided with the information and resources required to successfully

complete their studies, and that their experience is enhanced by reducing the need to search for key information each time they commence a new unit of study. The consistency in learning resources means that

key information, assessment and learning outcomes are always presented in the same location across all courseware, thus reducing the cognitive stress students report in navigating educational materials. The paper also described the provision of support to Academic staff provided in the School ensuring that they concentrate on high quality learning materials, and not focus their time with the application of technology. The presentation was received with much interest and great response from the audience.

Leopold showcased the award winning “Balancing Life” online teaching platform in the conference’s Best Practices of Flexible Learning Awards Competition and the project was awarded 1st place in the competition. In addition, Leopold presented a paper entitled “Time feedback in online education: Are student expectations realistic?” (an updated version of this paper is currently in print at Assessment and Evaluation in Higher Education (ERA ranked A) <http://www.tandfonline.com/doi/full/10.1080/02602938.2013.870531#.Uv2NZhDZU9c>).

Continued on next page....



# Leading the Way to Flexible & Open Education Continued....

The “Balancing Life” online teaching platform, which was developed to embed learning activities into the social setting in which students are expected to apply their skills after leaving university study, won the conference’s Best Practices of Flexible Learning competition. The competition was comprised of an international field of high quality learning platforms designed to provide flexible online learning experiences to distance education students. The selection committee highlighted that the “Balancing Life” project outperformed all other entries in terms of flexibility, student engagement and innovation. In its decision, the committee also highlighted that “Balancing Life”

allows students to develop critically important soft skills through engaging social settings, rather than traditional instruction.

Leopold’s paper, entitled “Time feedback in online education: Are student expectations realistic?”, focused on students reaction to changes in feedback timeliness and feedback construction. The paper highlights that students do not distinguish between timely and extremely timely feedback. In addition, the paper demonstrates that students perceive well designed automatically generated assignment feedback as a high quality alternative to manually constructed margin feedback in assessment tasks.

## Outstanding Achievement

On Thursday 13 February TAFE New England held their annual graduation ceremony. Sophia Doran (pictured below) graduated with a Certificate IV in Business Administration.

Sophia also received the Outstanding Achievement award, sponsored by Armidale Dumaresq Council, for 2013. Congratulations Sophia!



## Calendar

### March

- 22 UNE Business School Graduation
- 25 School Meeting

### April

- 4 Trimester 1 lecture break
- 5 Intensive Schools start
- 17 Intensive Schools end
- 18 Good Friday
- 21 Easter Monday
- 22 Trimester 1 lectures recommence
- 29 School Meeting

### May

- 2 UNE Open Day
- 27 School Meeting
- 30 Trimester 1 lectures end

### June

- 2 Trimester 1 exams start
- 30 Trimester 1 lectures end
- 17 Intensive schools start
- 29 Intensive schools end
- 30 Trimester 2 lectures start

## UNE Business School

### 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)



# The Big Idea – Enterprise Learning is Real



Dr Lou Conway

In July 2013, the UNE Business School was invited by Youth Directions (a youth brokerage organisation based at Coffs Harbour) to evaluate an enterprise learning program with Year 10 students from the Bellingen High School. This innovative pilot program, The Big Idea, was created by the Bellingen Shire Business and Education Alliance, a strategic alliance formed to assist

young people in the region develop employability and entrepreneurial attributes. The UNE Business School evaluation team consisted of Dr Lou Conway, Dr Theresa Smith-Ruig and Professor Alison Sheridan and involved the evaluation of a six week program.

Students took part in a weekly program to develop a business idea and, with business mentoring, turn the idea into a reality. This group of ten students created a youth event called 'Here Comes the Sun' which took place on 7 December

(see below press release from the Coffs Harbour Advocate 7/12/13). The Evaluation Report highlights the value of enterprise learning for young people and particularly the opportunity to connect with the business community in real world learning.



## Big ideas made reality by talented group of students

### Youths putting on music/skate event

BELLINGEN'S young entrepreneurs will today be putting their passion to the punters, running a youth music/skate event Here Comes the Sun.

The event is being co-ordinated by ten Bellingen High School students who are participating in an enterprise learning program The Big Idea, in partnership with Youth Directions, Bellingen High School, University of New England and Bellingen Shire Business and Education Alliance.

The students were selected for their individual talents and have spent weeks brainstorming and innovating their big ideas.

Today's music and skating event is the culmination of all their hard work.

Here Comes the Sun runs from 3-7pm this afternoon, with skaters required to register for competition between 3-3.30pm.

■ For details, go to [www.facebook.com/herecomesthesun2013](http://www.facebook.com/herecomesthesun2013).



**BIG PLANS:** Bellingen High School's Big Idea 2013 crew planning today's youth music and skate event.

PHOTO: TONY ALLISON



# AARES 58th Annual Conference



**Associate Professor  
Rene Villano**

The New England Branch of the Agricultural and Resource Economics Society (AARES) organised the 58th Annual Conference held at the Glasshouse Arts Conference and Entertainment Centre in Port Macquarie NSW from 4 - 7 February, 2014. Approximately 250 delegates attended the conference from Australian and Overseas Universities, Government and Non-Government Institutions and Private Sectors. Approximately 40% of delegates were from overseas including North America (USA and Canada), Europe (UK, France, Norway and Germany) and Asia-Pacific (China, India, Vietnam, Singapore, Philippines and New Zealand).

The theme of this year's conference was Global, Local, Private, Public: Rethinking the Categories, Bridging the Gaps. It was a very successful event with an excellent program of invited speakers, selected and contributed papers and mini-symposia sessions themed around the regional economic impact of the Australian wine industry; the impact of food and wine labels upon consumption and the market; the drivers of participation in agri-environmental schemes and, the design of emission trading schemes

in China.

Papers were presented by the following members of the School:

**Professor Derek Baker;** Identification and analysis of constraints on producers: development of analytical tools,

**Dr Emilio Morales;** Price transmission and relationships between agri-food value chains in Australia and Colombia,

**Jonathan Moss;** Accounting for localised heterogeneity. Is it worth the effort?

**Professor Euan Fleming, Dr Bligh Grant and Jim McFarlane** presented papers and organised the wine mini-symposium session.

Members of the local organising committee were: Dr David Hadley, Associate Professor Rene Villano, Professor Oscar Cacho, Professor Euan Fleming, Dr Robyn Hean, Dr Susie Hester, Dr Vic Wright, Dr Stuart Mounter, Dr Emilio Morales, Dr Miriam East, Dr Simone Valle de Souza, Ms Fiona Scott, Dr Terence Farrell and selected non-NE Branch members.

We are grateful for the support provided by the UNE Business School and the School of Environmental and Rural Science and all sponsors who made this year's event very successful. Likewise, we extend our appreciation to our postgraduate students Kodjo Kondo, Omphile Temoso, Tsan Wang and Hilary Sims for the excellent support provided on the smooth operation of the registration desk.





**Bernie Groen**  
Senior IT Officer

## Searching Google: Tips & Tricks

Generally, most punctuation and special characters are ignored in Google Search. However, you can use some characters that modify search terms to help you find exactly what you're looking for.

### Basic Examples

<b>This search</b>	<b>Finds pages containing...</b>
biking Italy	the words <b>biking</b> and <b>Italy</b>
recycle steel OR iron	information on recycling steel or recycling iron
"I have a dream"	the exact phrase <b>I have a dream</b>
salsa -dance	the word <b>salsa</b> but NOT the word <b>dance</b>
Louis "I" France	information about <b>Louis</b> the First ( <b>I</b> ), weeding out other kings of <b>France</b>
castle ~glossary	<b>glossaries</b> about <b>castles</b> , as well as <b>dictionaries</b> , lists of <b>terms</b> , <b>terminology</b> , etc.
fortune-telling	all forms of the term, whether spelled as a single word, a phrase, or hyphenated
define:imbroglio	definitions of the word <b>imbroglio</b> from the Web

## Calculator

<b>Operators</b>	<b>Meaning</b>	<b>Type Into Search Box (&amp; Results)</b>
+ - * /	basic arithmetic	12 + 34 - 56 * 7 / 8
% of	percentage of	45% of 39
^ or **	raise to a power	2^5 or 2**5
old units <b>in</b> new units	convert units	300 Euros in USD, 130 lbs in kg, or 31 in hex

## Restrict Search

<b>Operators</b>	<b>Meaning</b>	<b>Type Into Search Box (&amp; Results)</b>
city1 city2	Book flights	sfo bos (Book flights from San Francisco (SFO) to Boston (BOS))
site:	Search only one website or domain	Halloween site:www.census.gov (Search for information on Halloween gathered by the US Census Bureau)
[#]..[#]	Search within a range of numbers	Dave Barry pirate 2002..2006 (Search for Dave Barry articles mentioning pirates written in these years)
filetype: (or ext:)	Find documents of the specified type	Form 1098-T IRS filetype:pdf (Find the US tax form 1098-T in PDF format)
link:	Find linked pages, i.e., show pages that point to the URL	link:warriorlibrarian.com (Find pages that link to Warrior Librarian's website)



# IT Support Continued....

## Specialised Information Queries

Operators	Meaning	Type Into Search Box (& Results)
book (or books)	Search full-text of books	book Ender's Game (Show book-related information. Note: No colon needed after book)
define, what is, what are	Show a definition for a word or phrase	define monopsony, what is podcast (Show a definition for the words monopsony and podcast. Note: No colon after define, what is, or what are)
define:	Provide definitions for words, phrases, and acronyms from the Web	define: Kerning (Find definitions for kerning from the Web)
movie:	Find reviews and showtimes	movie: traffic (Search for information about this movie, including reviews, showtimes, etc.)
stocks:	Given ticker symbols, show stock information	stocks: goog (Find Google's current stock price)
weather	Given a location (US zip code or city), show the weather	weather Seattle WA, weather 81612 (Show the current weather and forecast. Note: No colon after weather)

## Alternative Query Types

Operators	Meaning	Type Into Search Box (& Results)
cache:	Display Google's cached version of a web page	cache:www.irs.gov (Show Google's cached version of the US Internal Revenue Service home page)
info: (or id:)	Find info about a page	info:www.theonion.com (Find information about The Onion website)
related:	List web pages that are similar or related to the URL	related:www.healthfinder.gov (Find websites related to the Healthfinder website)

## Restrict Search to Sites where Query Words Appear

Operators	Meaning	Type Into Search Box (& Results)
allinanchor:	All query words must appear in anchor text of links to the page	allinanchor:useful parenting sites (Search for pages that are called useful parenting sites by others)
inanchor:	Terms must appear in anchor text of links to the page	restaurants Portland inanchor:kid-friendly (Search for pages on Portland restaurants for which links to the page say they are "kid friendly")
allintext:	All query words must appear in the text of the page	allintext:ingredients cilantro chicken lime (Search for recipes with these three ingredients)
intext:	The terms must appear in the text of the page	Dan Shugar intext:Powerlight (Find pages mentioning Dan Shugar where his company, Powerlight, is included in the text of the page, i.e., less likely to be from the corporate website)



# IT Support Continued....

## Restrict Search to Sites where Query Words Appear

Operators	Meaning	Type Into Search Box (& Results)
allintitle:	All query words must appear in the title of the page	allintitle: Google Advanced Operators (Search for pages with titles containing “Google,” “Advanced,” and “Operators”)
intitle:	The terms must appear in the title of the page	movies comedy intitle:top ten (Search for pages with the words movie and comedy that include top ten in the title of the page)
allinurl:	All query words must appear in the URL	allinurl:pez faq (Search for pages containing the words <b>pez</b> and <b>faq</b> in the URL)
inurl:	The terms must appear in the URL of the page	pharmaceutical inurl:investor (Search for pages in which the URL contains the word investor)

## Restrict Search to Google Groups

Operators	Meaning	Type Into Search Box (& Results)
author:	Find Groups messages from the specified author	flying author:Hamish author:Reid (Search for Hamish Reid’s articles on flying)
group:	Find Groups messages from the specified newsgroup	ivan doig group:rec.arts.books (Search for postings about Ivan Doig in the group rec.arts.books)
insubject:	Find Groups messages containing crazy quilts in the subject	insubject:”crazy quilts” (Find articles containing crazy quilts in the subject line)

## Restrict Search to Google News

Operators	Meaning	Type Into Search Box (& Results)
location:	Find News articles from sources located in the specified location	queen location:uk (Find British news articles on the Queen)
source:	Find News articles from specified sources	peace source:ha_aretz (Show articles on peace from the Israeli newspaper Ha’aretz)



# Research Outcomes

## Journal Articles

- Battin, T., Riley, D. and Avery, A. (2014) The ethics and politics of ethics approval, *Australian Universities' Review*, 56(1), pp. 4-12.
- Kortt, M.A., Dollery, B. E. and Grant, B. (2014) Religion and life satisfaction down under, *Journal of Happiness Studies* (in print).
- Kortt, M.A. and Dollery, B.E. (2014) Religion and BMI in Australia, *Journal of Religion and Health*, 53(1), pp. 217-228.
- Meng, S., Siriwardana, M. and McNeill, J. (2014) The impact of the Australian Carbon Tax on industries and households, *Margin: The Journal of Applied Economic Research*, 8, pp.15-38.
- Panetta, F.D. and Cacho, O.J. (2014) Designing weed containment strategies: An approach based on feasibilities of eradication and containment, *Diversity and Distributions*, 1(12), pp. 1-12.
- Power, B. and Cacho, O.J. (2013) Identifying risk-efficient strategies using stochastic frontier analysis and simulation: An application to irrigated cropping in Australia, *Agricultural Systems*, 125(2014), pp. 23-32.
- Sinden, J.A., Downey, P., Cacho, O. and Hester, S. (2013) Economic efficiency, site selection and funding policies to protect native plant communities from the weed, bitou bush, in Australia, *Journal of Environmental Management*, 128, pp. 1071-1080.
- Siriwardana, M. and Sajeewani, D. (2013) Trade between Australia and South Asia: Prospects for a bilateral free trade agreement, *Academy of Taiwan Business Management Review*, 9, pp.1-11.
- Tozer, P. and Villano, R. (2013) Decomposing productivity and efficiency among Western Australian grain producers, *Journal of Agricultural and Resource Economics*, 38 (3), pp. 312-326.

## Conference Papers

- Adapa, S. (2014) Corporate social responsibility activities in Australian small and medium sized accountancy firms, Institute of Research of Business and Management, *Global Research Conference GRC 2014*, 14-16 January, Goa, India.

## What we've been doing.....



**Dr Ian Tiley**, Honorary Research Fellow in the Centre for Local Government visited the UNE Business School in mid-February to discuss joint research work with Professor Brian Dollery on NSW local government.

A former mayor of the Clarence Valley Council, and currently Chair of the Northern Rivers Regional Development Australia Board, Ian served as a member of the Taskforce into the NSW local Government Act, appointed by Minister Don Page (a UNE alumni) in 2012, which produced its final report, A New Local Government Act for New South Wales and Review of the City of Sydney Act 1988, in late 2013.



**Dr Susie Hester**, Senior Research Fellow, attended the 20th International Congress on Modelling and Simulation (MODSIM2013) at the Adelaide Convention Centre in Adelaide, from 1-6 December 2013. She presented a paper titled "When is it optimal to eradicate? A decision tool applied to Siam weed" co-authored with Professor Oscar Cacho. Her presentation detailed a simple spreadsheet-based tool that allows biosecurity managers to determine the area of an invasion at which eradication is no longer the optimal course of action (the Switching Point), and she discussed its application to the invasion of Siam weed (pictured right) in Queensland. This work was undertaken by Oscar and Susie thanks to funding from the Australian Centre of Excellence for Biosecurity Risk Analysis.

