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**Professor
Alison Sheridan**
Head of School

The UNE Business School Advisory Board met last week and once again the meeting stimulated lively discussion about what we can do to shape our awards to better meet the needs of students and employers, while being very clear about the UNE strategy and the changing national and international context graduates will face. We are privileged to have such a dynamic and engaged Advisory Board helping us to ensure we remain relevant and distinct in a very competitive market.

In visiting our partners in China earlier

this month, I had the honour of being recognised as an Honorary Professor at Shandong Institute of Business and Technology (pictured above with, from left, Dr Honghai Cui, Vice President Guojun Sheng and Professor Tony Mou, Dean of the SDIBT International Business College). We are seeing the deepening of this relationship through our growing student numbers from this pathway, and the recent and ongoing visits from academic staff from SDIBT to UNE – Tong (Karen) Wang and Haijing (Grace) Wang – and our staff visiting SDIBT.

Plans for the inaugural UNE Business School Summer Retreat (7-9 February 2014) are well in train. The theme, A Deeper Conversation about Change, aims to provide participants with unique opportunities to question and learn about organisational practices and issues, to imagine futures that create hope and energy and forward movement – something we believe is vital for sustaining our regional communities. Dialogue and action learning will be our offering, all within

the glorious New England landscape. More information – <https://www.facebook.com/SummerRetreat>, find us on facebook.

The AQF compliance project continues to be progressed by course coordinators through the School's Teaching and Learning Committee, and I appreciate the extensive work this has entailed. All changes to our courses must be complete by early in 2014, for their approval through the Academic Program Committee to be AQF compliant for 2015.

This month we have added a new section to the UNE Business School newsletter – Alumni news. In this section we will be profiling our alumni, who are found all over Australia and internationally. We take great pride in their success and want to share their stories more widely. This month we begin with three – Brendan Smyth, Kathleen Plowman and Muhidin Abbas. Enjoy.

Outcomes for UNE Seed Grants

Congratulations to the following staff for their success in attracting UNE funds to support their research projects. The application process is very competitive and it is heartening to see our colleagues' research being recognised.

Dr Omar Al Farooque

Sustainable financial reporting practice in Australian companies - Does quality matter? (\$12,040).



Dr Leopold Bayerlein

Business cases for rural science research (\$18,300).



Dr Simone De Souza

Central Queensland local government infrastructure backlog and climate change adaptation (\$17,030).



Professor Brian Dollery

Local government structure and financial sustainability: System-wide empirical analyses (\$18,640).



Mr Joseph Drew

Local government financial assistance grants: comparison of state approaches (\$17,560).



Dr Ashfaq Khan

Bridging the expectations gap (\$5,690).

Professor Mahinda Sirwardana

Australia's future environmental policies: Market based emissions trading vs non-market based regulatory approach (\$18,670).



Calendar

December

- 18 School meeting
- 20 T3 lectures end
- 25 Christmas day
- 26 Boxing day

January

- 1 New year's day
- 6 Intensive schools start
- 6 T3 lectures recommence
- 26 Australia day
- 27 Public holiday
- 28 T3 examinations start

February

- 7 Summer retreat
- 10 T3 examinations end
- 14 Orientation - International students
- 17 Orientation - Domestic students
- 23 Intensive schools end
- 24 T1 lectures start

March

- 22 UNE Business School Graduation

Welcome Professor Derek Baker



Professor Derek Baker

Derek Baker joins the UNE Business School as Professor of Agribusiness and Value Chains. He holds a first class honours degree in Animal Science and Farm Management from Massey University in New Zealand and a PhD in Agricultural Economics from the Pennsylvania State University.

Derek's research interests are in measurement and analysis of food industry performance, particularly in the development of empirical value chain analysis. He has worked in the

private and public sectors of food, farm and primary industry in over 40 countries. Most recently he spent 5 years leading a value chain research programme for the Consultative Group for International Agricultural Research while based in Nairobi, Kenya. Prior to that he led the agribusiness innovation programme at Copenhagen University's Faculty of Life Sciences in Denmark. He worked extensively on food industry restructuring throughout Central and Eastern Europe, and Asia, during periods of economic reform.

Proletarian and Gendered Mass Migrations



Professor Amarjit Kaur

Professor Kaur is one of the world's leading scholars in the fields of migration and Southeast Asian economic history. Her latest book, *Proletarian and Gendered Mass Migration*, co-edited with Professor Dirk Hoerder from Arizona State University, was launched by Professor Alison Sheridan, head of UNE Business School on 18 November, 2013.

This latest book, bringing together contributions from a number of esteemed experts in the field, gives a fascinating insight into migration – one of the most topical and politicised issues facing the global community currently. The contributors examine

different migration trends around the world, migration categorisations and policy responses of states, as well as the migration and development nexus.

Professor Kaur writes that since the 1990s “the demand for domestic workers, nurses and caregivers suddenly began to be highlighted, and thus migration became ‘a women’s thing.’ In the curiously gendered academic world, most male researchers continue to work on male proletarian migrations of the past, while women scholars analyse the female working migrants of the present.”

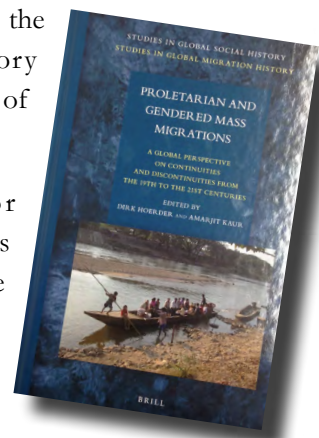
Professor Kaur also puts a particular emphasis on Asian migration. “In this volume, we privilege Asia as a migration arena... While all major regions have been included, the case studies concentrate on migrations within and from Asia.”

The potential consequences of migration are also of concern. “International labour migration has created a large underclass with limited opportunities for upward mobility and access to universal human rights,” Professor Kaur and Professor Hoerder

write in the introductory chapter of the book.

Professor Kaur has been at the University of New England since 1990

and has written 11 books (sole-authored, edited and co-edited), 49 book chapters, and numerous journal articles and encyclopaedia entries on a number of fields, particularly relating to Asian labour, migration and the economic history of Southeast Asia.



Bullying of Staff in Australian Schools



Dr Dan Riley
Adjunct Senior
Lecturer

On Friday 22 November Dr Dan Riley presented a UNE Business School Seminar titled “Bullying of Staff in Australian Schools” detailing the research that he and colleagues Dr Deirdre Duncan (Adjunct Professor in Educational Leadership at the Australian Catholic University) and John Edwards, a Statistical Analyst (pictured right) completed in 2012. In summarising the outcomes of their research, based on over 2500 responses from Australian Government, Catholic

and Independent School employees, this research team has now released a National Framework for a Bully-free School Workplace. For more information please go to <http://www.schoolbullies.org.au/>.





Brendon Smyth
RFDS General Manager,
Marketing & Fundraising

For my career, the MBA program was the perfect launching pad for progress to executive leadership.

When I entered the program, I was working as Business Development Manager of a not-for-profit organisation: the Teachers Health Fund. The concept of

a not-for-profit business model had always appealed to me, and the UNE degree program offered units of study that were relevant to the not-for-profit sector. I learnt much that I find useful to this day.

With the help of the MBA I moved into an executive managerial role at the Teachers Health Fund, before taking up a similar position as the General Manager, Marketing and Public Relations with the Royal Flying Doctor Service (RFDS).

The RFDS, with its use of aviation to bridge the gap in health service delivery that affects people living in rural and remote areas, is a fascinating organisation to work for.

"The MBA program was the perfect launching pad for progress to executive leadership"

Photos: Dubbo Photo News



Royal Flying Doctor Service
Proudly serving Australia for 85 years

Bachelor of Economics (Honours) 1984



Kathleen Plowman
Animal Health Australia
Chief Executive Officer

It's just amazing what you can do with an Economics or Agricultural Economics degree. Before leaving UNE I was offered a graduate position with the Reserve Bank of Australia – and that was the making of me. It was there that I developed the love of policy that has continued throughout my career. I held the positions of Policy Director for the Wool Council of Australia, and then General Manager Policy for Australian Pork Ltd, before becoming Chief Executive Officer of Animal Health Australia in July this year. My current role enables me to continue to

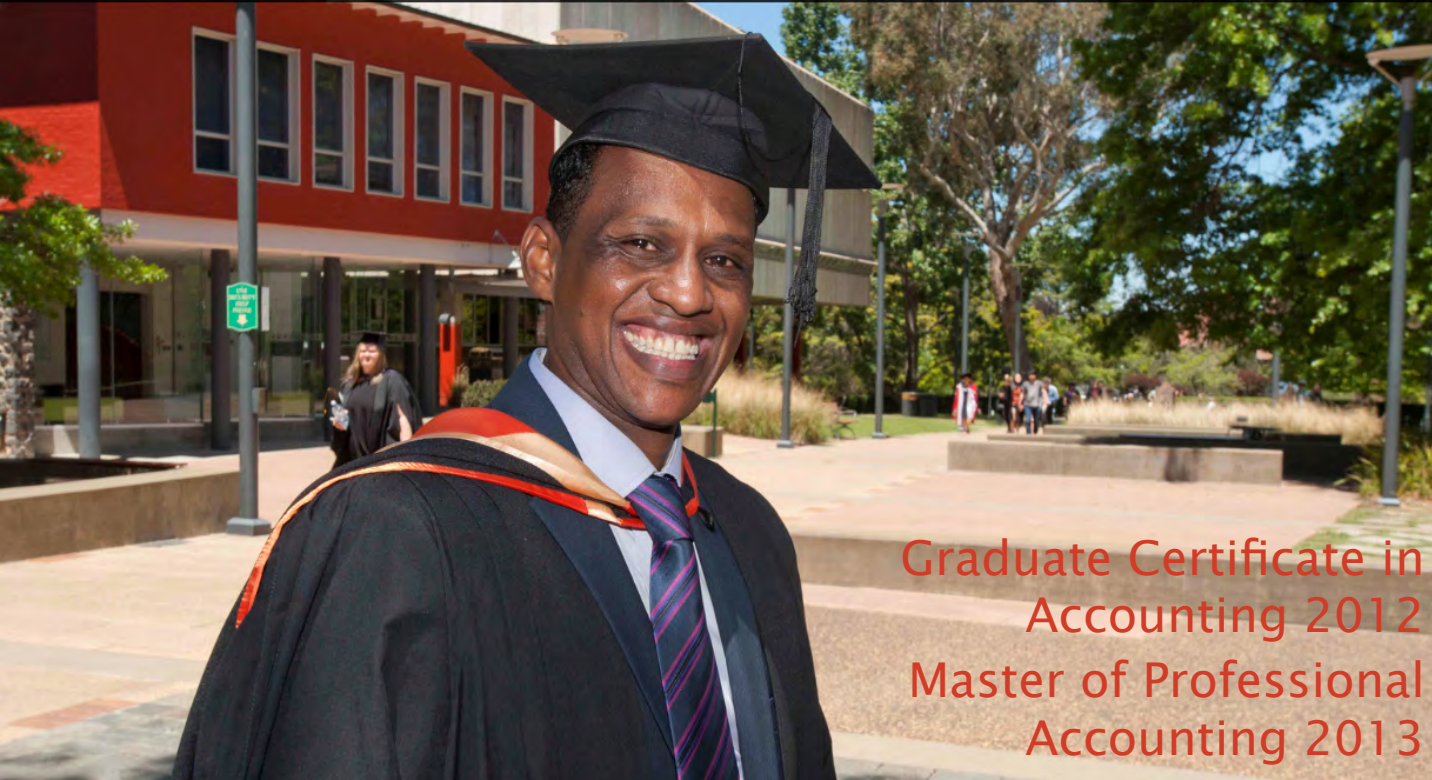
contribute to biosecurity and economic viability of our livestock industries in Australia.

*"It's just amazing
what you can do
with an Economics or
Agricultural Economics
degree!"*

Pictured below:

Presentation to the recipients of Biosecurity Farmer of the Year Award at the annual Australian Farmer of the Year Awards. Peter and Frances Bender's fish farm and processing business, Huon Aquaculture Pty Ltd took out this fiercely contended prize in the animal category.





Graduate Certificate in Accounting 2012 Master of Professional Accounting 2013



Muhidin Abbas
Financial Consultant
UNAMID, Finance Section

I was working with the United Nations peacekeeping mission in East Timor while I studied for my Graduate Certificate in Accounting through UNE.

Studying at a distance requires quite a bit of discipline – especially when you're on a peacekeeping mission

in a developing country where the communication infrastructure is unreliable. But the UNE experience was so rewarding that, although still working in East Timor, I enrolled in a Master of Professional Accounting.

I've always been interested in diplomatic work, and enjoy the role of providing financial services to peacekeeping missions. It's very rewarding to be part of an operation that brings peace to a country.

When the mission in East Timor had achieved its objectives I returned to my native Kenya. Then, at the beginning of 2013, after a short interlude as a self-employed accountant in Nairobi,

I was invited to join the UN mission in Darfur as a consultant.

My graduation ceremony in Armidale was an experience I wouldn't have missed – even though getting there involved seven successive flights

(Darfur – Khartoum – Entebbe – Nairobi – Johannesburg – Perth – Sydney – Armidale) over five days of travel. I'm planning further studies through UNE – probably

focusing on management and administration that may lead to a doctorate.

"Although still working in East Timor, I enrolled in a Masters of Professional Accounting"



Expanding Business Sustainability for Members



Tim Cotter
Regional Manager
AusIndustry

The UNE Business School is proud to work with the Northern Inland Sustainable Business Network (NISBN). NISBN covers the 13 Local Government Areas (LGAs) of Northern Inland NSW and is a unique (and award-winning) collaboration formed between AusIndustry, TAFE NSW - New England Institute, Trade & Investment NSW, NSW Office of Environment and Heritage, University of New England and Regional Development Australia - Northern Inland.

Its aims are to provide:

- Opportunities for businesses to improve their sustainability.
- A one-stop-shop for business environmental resources.
- Access to expert speakers on topics of sustainability.
- Case studies of sustainable champions in the Northern Inland region.
- A showcase for sustainable initiatives and projects.
- A supportive environment for linking with like-minded businesses.

The NISBN membership is large and diverse. Members range from small businesses to larger corporations, shopping centre precincts, professional services providers, community groups, clubs and Councils.

All members are interested in saving energy and water costs, reducing their carbon footprint, managing their waste streams more efficiently and cost-effectively; and above all sharing their experiences, strategies and wins with other members.

NISBN has recently expanded the range of business sustainability supports it offers for members with a new tailored program for 50 medium-to-large enterprises throughout the Northern Inland region. This builds on the success of the Sustainability Advantage program which has been running for several years now.

NISBN has recently appointed Starfish Enterprises to facilitate the NISBN network and lead the development and roll out of its business sustainability programs.

Liz Gardiner from Starfish has undertaken member research to identify business sustainability priorities and needs. Some clear themes have emerged around energy, waste and water costs and usage. There also seems a clear need for environmental cost footprinting to be able to provide a baseline which clearly flags opportunities and challenges and enables performance measurement over time.

A tailored program of business sustainability workshops, courses, technical assistance and support will be made to meet the needs identified in the member research. This tailored program draws on the NSW Government's extensive resources, particularly the Environmental Protection Authority and Office of Environment & Heritage.

To date, three workshops have been organised for members. The first of these was an Energy Saver training



day held in Tamworth and attended by 14 members representing 13 different businesses.

A second Energy Saver training day will be held very soon in Moree to meet demand from the north-west sector of the Northern Inland region. To date 16 people have registered for this training session, representing 13 different businesses.

In addition, a Waste Management training day is to be held in Armidale soon, with registrations still being taken, but interest being shown from a wide range of businesses. Since the workshop program has commenced, several more businesses have become members of NISBN.

UNE is part of NISBN and Valerie Dalton, Program Director of the Graduate School of Business sits on the Steering Committee. UNE is also part of the Sustainability Advantage program run by the Office of Environment and Heritage of the NSW Government. Our involvement with this program has struggled over the last 18 months due to the lack of a UNE wide Environment Officer. UNE Business School took a special interest in the program in 2012 and offered to be a pilot for the rest of the University. We established a committee with members from both the Business and Law schools and explored what we could do to improve the sustainability of our own practices.

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Continued.....

We had our energy use and waste management examined. A delamping project was undertaken early in 2013 and early indications were that power use was reduced by around 20% on the same time the previous year across the building complex.

We are pleased that Enis Ruzdic has now taken up the appointment as Environment Officer and will be working to revitalise the Sustainability Advantage Program more broadly across the campus. UNE Business

School has indicated that we want to take a leading role in any initiatives. To that end, UNE Business School along with Dr Robyn Bartel, chair of the Talloires Committee have sought the reconstitution of the Strategic Sustainability Committee and our Head of School, Professor Alison Sheridan has volunteered to chair. We wish to explore a more detailed energy audit in order to achieve more efficiencies. Once those are realised we will explore alternative power sources such as solar. Not only will



that see us living what we teach but it will also provide significant research opportunities.

For more details on NISBN and details of how to become involved and join the network, please go to www.nisbn.org.au.



Left: NISBN Steering Committee member, Tim Cotter; Program Director of UNE's Graduate School of Business, Valerie Dalton; Senior Project Officer with the NSW OEH's, Richard Birdsey; Qantas Maintenance operation at Tamworth, Vic Garland; and Bindaree Beef's, Ben Boland.

Right: Andrew Strudwick, Tim Cotter, Elizabeth Gardiner and Adam Blakester from Starfish Enterprises.



Enduring Community Value from Mining



Stuart Robertson
PhD Student

Mine Lifecycle Planning and Enduring Value for Remote Communities Project

Stuart Robertson, a researcher with the Cooperative Research Centre for Remote Economic Participation's Enduring Community Value for Mining Project is undertaking a research project entitled mine lifecycle planning and enduring value for remote communities, as a part of his Doctor of Philosophy with the University of New England.

The research aims to explore the degree of dependence local communities, and the region more generally, have upon a mine and its related community for a range of goods, services and infrastructure.

The principal mines and related communities involved in the study are Olympic Dam/Roxby Downs and Leigh Creek. The study will also examine the interaction of surrounding communities and pastoral properties with Roxby Downs and Leigh Creek.





Naomi McGrath
Ed Development
& Communications
Officer

Teaching and Learning Showcase

Thank you to everyone who attended the EDC Team's Teaching & Learning Showcase on 14 November. Thank you also to our presenters; it was a great demonstration of what's on offer and the exciting work that is being developed within the School.

The sessions included:

- Virtual worlds - Brent Gregory (pictured below).
- New ideas for conditional release in Moodle – Sue Whale.
- Using the lesson module (an in progress example) – Euan Fleming and Tim Cluley.
- The AQF and the external review

of units - Sue Whale.

- Developing specific assessment criteria - Eddie Blass.
- The 'new' Postgraduate Business Community (PBC) Site - Naomi McGrath.
- Our prospective student 'Showcase Site' - Llara McClenaghan.

If you would like more information about the T&L Showcase, or would like to express interest in presenting in the future please contact a member of the EDC Team.

Quality Unit Audit Process

The quality unit audit reviews have been a steady process within the School. We have been busy working with Coordinators looking at the Learning Outcomes and Graduate Attributes to align with the AQF standards and discussing the recommendations made by the external reviewers to help enhance our units within the School. The units processed so far have either been accepted and are ready for AQF compliance in 2014, or are waiting approval by the Courseware Quality Manager. Please keep an eye out for an email from either Sue or Naomi in relation to your unit and the review process.

Trimester 1 2014

Trimester 1 2014 sites have been set up and unit coordinators should all have access. A member of the EDC Team or Admin Team will be contacting you shortly (if they haven't already) in relation to your materials assessments and deadlines. Unit material provided should include revisions to materials and assessment tasks, as well as any new readings to be submitted to eReserve. Please keep this in mind when scheduling your leave in December/January.

REMINDER:

Trimester 1 goes live to students on Monday 10 February 2014

Web Updates

The new CMS was launched at the end of October and members of the EDC Team and Admin Team have attended training this week. If there are any queries or updates please contact a member of the EDC Team.

UNE Business School Showcase Site

The UNE Business School Showcase Site was an initiative from the School retreat in May. This site will give prospective students an opportunity to browse some of the units, tools, layouts and activities offered by the different disciplines at the UNE Business School and it will also be useful for students looking to change majors and electives. The site will be used as a marketing tool at events such as Ag Quip and Open Day. Thank you to Alana Blackburn for all her hard work in creating the site.

Click the link below to access the Showcase site.

<http://moodle.une.edu.au/course/view.php?id=7214>



Research Outcomes

Journal Articles

Drew, J. D. and Dollery, B. E. (2013) Would bigger councils yield scale economies in the greater Perth metropolitan region? A critique of the Metropolitan Local Government Review for Perth Local Government, *Australian Journal of Public Administration* (in print).

Conference Papers

Adapa, S. (2013) Corporate social responsibility: Small and medium sized accountancy firms in Malaysia, *World Business and Social Science Research Conference*, Bangkok, Thailand, 24-25 October 2013.

Adapa, S. and Laukkanen, T. (2013) Heritage destination revisitation: *Malaysian perspective*, *World Business and Social Science Research Conference*, Bangkok, Thailand, 24-25 October 2013.

Honorary Appointments

Dr Peter Carberry

Adjunct Senior Lecturer, Economics Discipline, 1 November 2013 - 31 October 2014.

IT Support



Bernie Groen
Senior IT Officer



SPSS Statistics is a software package used for statistical analysis. Long produced by SPSS Inc., it was acquired by IBM in 2009, and current versions are officially named IBM SPSS Statistics.

SPSS is among the most widely used programs for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of “sociology’s most influential books” for allowing ordinary researchers to do their own statistical analysis. In addition to

statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the datafile) are features of the base software.

Statistics included in the base software:

- Descriptive statistics: Cross tabulation, Frequencies, Descriptives, Explore, Descriptive Ratio Statistics.
- Bivariate statistics: Means, t-test, ANOVA, Correlation (bivariate, partial, distances), Nonparametric tests.
- Prediction for numerical outcomes: Linear regression.
- Prediction for identifying groups: Factor analysis, cluster analysis (two-step, K-means, hierarchical), Discriminant.

The many features of SPSS Statistics are accessible via pull-down menus or can be programmed with a proprietary 4GL command syntax language.

The graphical user interface has two views which can be toggled by clicking on one of the two tabs in the bottom left of the SPSS Statistics window. The ‘Data View’ shows a spreadsheet

view of the cases (rows) and variables (columns). Unlike spreadsheets, the data cells can only contain numbers or text, and formulas cannot be stored in these cells. The ‘Variable View’ displays the metadata dictionary where each row represents a variable and shows the variable name, variable label, value label(s), print width, measurement type, and a variety of other characteristics. Cells in both views can be manually edited, defining the file structure and allowing data entry without using command syntax. This may be sufficient for small datasets.

The current version of IBM SPSS Statistics UNE has is 21.0 and is available from the ITD help desk by contacting 5000, servicedesk@une.edu.au or via the form at: https://une.service-now.com/internal/sw_install_request.do.

There is an IBM Software Web Seminar On-Demand that shows why advanced analytics tools are essential to sustain a competitive advantage. You will need to fill out the form at, http://forms.cognos.com/?red=1&elqPU RLPage=4206&offid=wp_spssrc_seven_reasons_you_need_predictive_analytics_ytw03080.

IT Support Continued.....

How to Set Up a Database in the SPSS System

Open SPSS: Click the Start button in the bottom left-hand corner of the screen and select SPSS from the menu of programs.

In the SPSS Data Editor, there are two components: data view and variable view. Choose the data view by clicking the data view button on the left-hand corner of the screen to enter the data.

After entering the data, to change the screen to the variable view, simply click the variable view button which is right beside the Data View button.

To provide a variable name, click on the current variable name (for example, var00003) and type a name for it (for example, reasons).

To give the variable a more detailed designation, known in SPSS as a variable label, click the cell in the label column for this variable, then type in the variable label (for example, reasons for visiting).

To provide the value of the variable: To assign value labels, click the cell in the values column for the variable in question. A small button with three dots on it will appear. Click that button. The value labels dialogue box appears.

To define the value labels: Enter the value in the area to the right of value and type in the value label in the area to the right of label, then click add.

Save the data: Click the file and then choose the save as. Enter the name for the file and choose the destination drive, then save it.

Analysing the data and variables: Make a selection from the menu bar at the top of the screen, for example, Analyse11. From the menu that will appear, make a selection, for example descriptive statistics.

This will bring up another menu where you provide more information, such as the operation to be performed, for example frequencies. You will get a new dialogue box which will provide the information for the whole statistics.

Tips

- To input the data into the Data View, make sure that the top left-hand cell in the grid is highlighted. If it is not, simply click once in that cell.
- The label will appear on the output, just like a designer label appears on clothes. If no variable label is specified, the variable name is used for the output.
- To define the values of the variable, you need to click Add for each value in the Value Label box.
- To save the data for future use, make sure that the Data Editor is the active window.

Conference Reports

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



Dr Sujana Adapa
Lecturer

Dr Sujana Adapa attended the World Business and Social Science Research Conference held in Bangkok, Thailand from 24-25 October 2013. Sujana presented two research papers and chaired a session on 'Marketing'.

This conference was well attended by international participants and opened up networking opportunities for further research. The feedback received was fruitful and the discussions were enlightening. Sujana would like to thank UNE Business School for providing the conference support.



Conference Reports Continued.....



**Associate Professor
Rene Villano**

Associate Professor Rene Villano attended the 2013 International Society for Southeast Asian Agricultural Sciences Conference (ISSAAS) held in Manila Philippines from November 11-15, 2013. Rene acted as a resource speaker and his

presentation was based on a paper entitled “Structural Causal Model for Cacao Marketing in West Sumatra Indonesia” – co-authored with Dr Hasnah, Professor Euan Fleming and Associate Professor Ian Patrick. He also chaired sessions on environmental management and poverty alleviations.

ISSAAS Conference was a great venue for sharing ideas, experiences and breakthroughs in the role of agriculture in the global effort to attain self-sufficiency in food, poverty alleviation and boosting the economy of a nation. The conference also tackled the challenges for a holistic approach to addressing problems and promoting progress and development in Science and Technology in regional agricultural development. This year’s

theme was “Linking Agriculture with Tourism: Meeting Global Challenges of the Future”.

Rene is delighted to have attended this conference. Some of the insights and networks will be very beneficial and will have direct significance to the enhancement of our Master of Economic and Regional Development Program. Rene would like to extend his gratitude for the 2013 travel grant provided by the UNE Business School.



Above: Rene presenting Certificate of Recognition to delegates of the conference.



Above: Rene with Professor Yusman Syaikat (UNE Alumnus and Dean Faculty of Economics and Management Bogor Agricultural University).



Left: Rene in his Hawaiian outfit during the Conference Social Night.