



50 { ANNUAL REPORT  
The University of New South Wales – Volume One

Volume  
**1**

**UNSW**  
THE UNIVERSITY OF NEW SOUTH WALES



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The University of New South Wales  
UNSW Sydney NSW 2052 Australia

Telephone: +61 2 9385 1000  
Facsimilie: +61 2 9385 2000  
Website: [www.unsw.edu.au](http://www.unsw.edu.au)

**Operating Hours**

UNSW operates under standard business hours. As many departments operate beyond these hours, please contact the relevant area to confirm availability.

**Production Team**

*Compilation* Cecilia White  
*Editing* Blanche Hampton  
*Proofing* Dina Christofis, Ben Allen  
*Review Panel* Cecilia White, Judith Davoren, Morgan Stewart,  
Lyndell Carter, Elisabeth Nyssen, Helena Brusic  
*Design* Helena Brusic, UNSW Publishing & Printing Services  
*Photography* Karen Mork, Helena Brusic, [www.photospin.com](http://www.photospin.com)  
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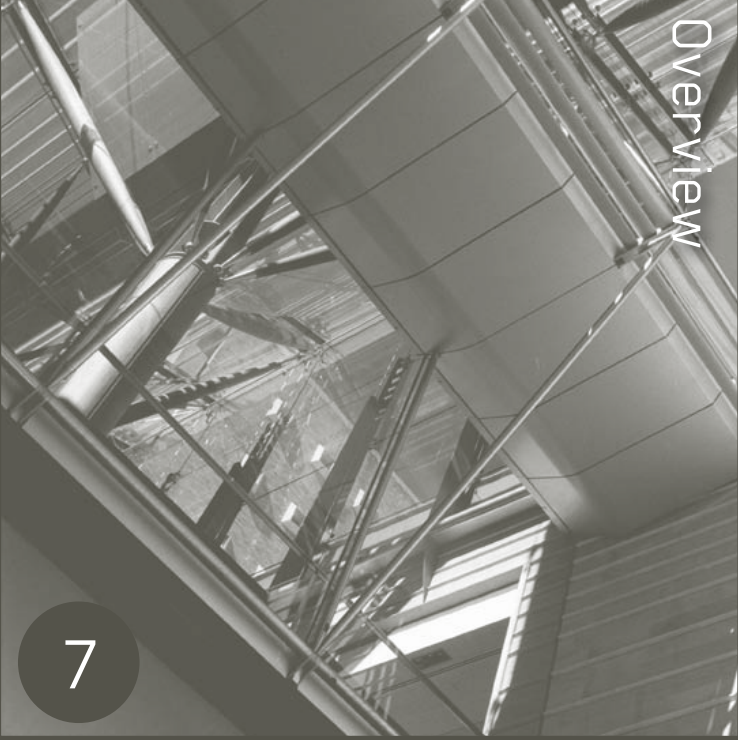
THE UNIVERSITY OF  
NEW SOUTH WALES

*'It is the passion and  
commitment of the UNSW  
community that will ensure  
we continue to make such a  
valuable contribution to the  
wider community, our country  
and our region'*

Professor Mark Wainwright, AM  
Vice-Chancellor and President

2005 { ANNUAL REPORT  
The University Of New South Wales - Volume One

UNSW



Overview

7



Governance

23



2005 in Review

35



Community

113



2005 { ANNUAL REPORT  
The University Of New South Wales - Volume One

PART 1: Overview .....	7
PART 2: Governance .....	23
PART 3: 2005 in Review .....	35
PART 4: Community .....	113

## THE FUNCTIONS OF THE UNIVERSITY

The functions of the University (within the limits of its resources) include:

- a) the provision of education and research facilities of university standard;
- b) aiding, by research and other suitable means, the advancement, development and practical application of science to industry and commerce;
- c) the provision of instruction and the carrying out of research in the disciplines of human studies and medicine and in such other disciplines as Council may from time to time determine; and
- d) the conferring of the degrees of Bachelor, Master and Doctor and the awarding of diplomas and other certificates.

*University of New South Wales Act 1989, Section 6 (1)*

## VISION

Our vision is to be Australia's leading international research university with a reputation for excellence in scholarship, learning and the student experience.

## PURPOSE

- To excel in research as a contribution to a productive and sustainable economy, the prosperity of our nation, the health and well-being of its people, and the protection of our environment.
- To advance human knowledge through our research, teaching and scholarship, and our engagement with the community.

- To contribute to the development, the well-being and stability of our region of South-East Asia through scholarship, collaboration, consultation, training and exchange.
- To enable all our students to have an outstanding learning experience and to reach their full potential.
- To be a dynamic point of contact for the life-long learning and social engagement of our alumni.

## UNSW GRADUATE ATTRIBUTES

The University of New South Wales will provide an environment that fosters in our students:

1. the skills involved in scholarly enquiry
2. an in-depth engagement with the relevant disciplinary knowledge in its interdisciplinary context
3. the capacity for analytical and critical thinking and for creative problem-solving
4. the ability to engage in independent and reflective learning
5. information literacy - the skills to appropriately locate, evaluate and use relevant information
6. the capacity for enterprise, initiative and creativity
7. an appreciation of, and respect for, diversity
8. a capacity to contribute to, and work within, the international community
9. the skills required for collaborative and multidisciplinary work
10. an appreciation of, and a responsiveness to, change
11. a respect for ethical practice and social responsibility
12. the skills of effective communication.

# UNSW



PROFESSOR  
MARK S WAINWRIGHT AM  
VICE-CHANCELLOR  
AND  
PRESIDENT

12 April 2006

Annual Report of the Council of  
The University of New South Wales  
For the year ended 31 December 2005

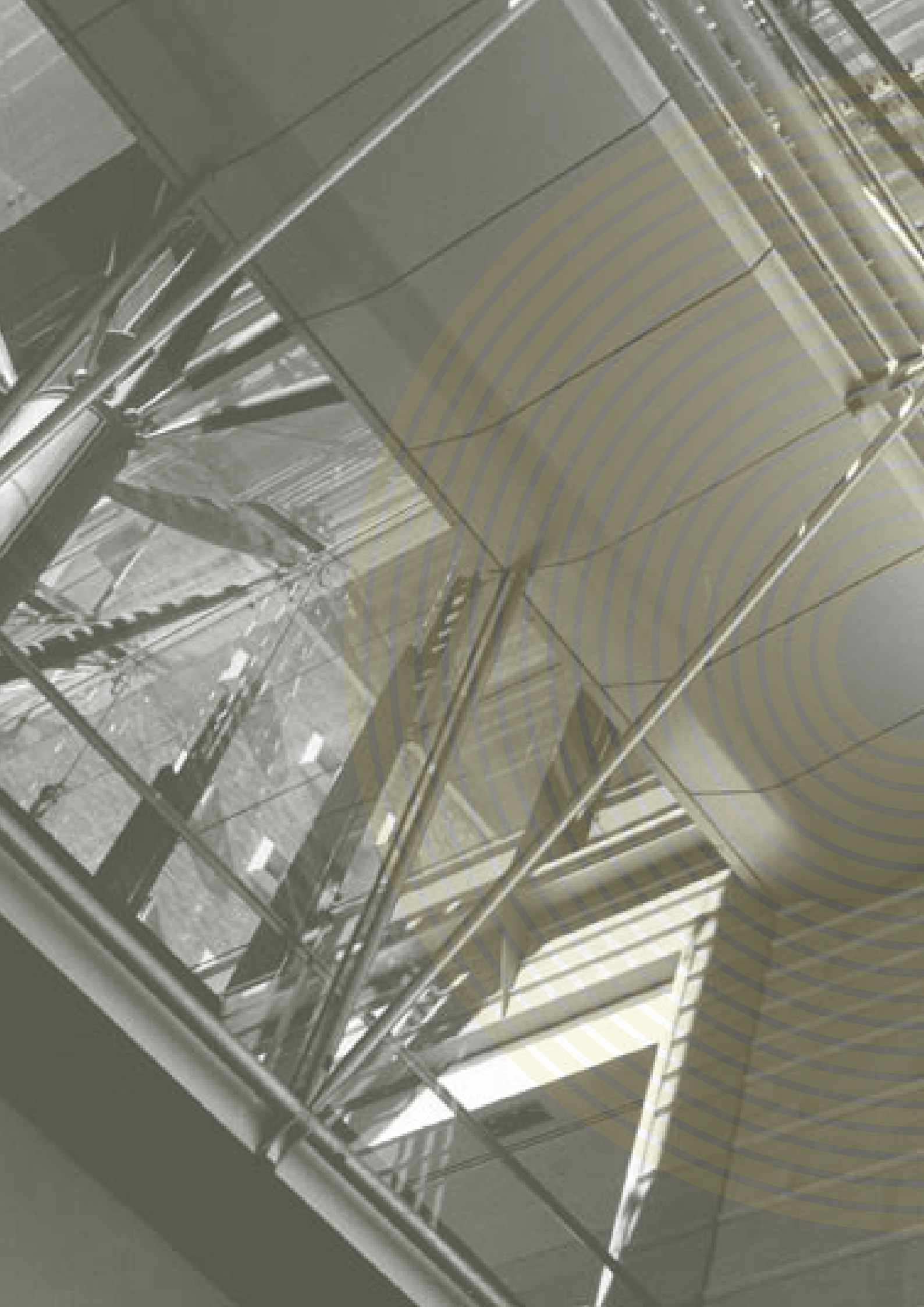
The Honourable Carmel Tebbutt MP  
Minister for Education and Training  
NSW Legislative Assembly  
Level 33 Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister

In accordance with the Annual Reports (Statutory Bodies) Act 1984, the Council of the University of New South Wales has the honour to transmit the following report upon the proceedings of the University during 2005.

Mr David Gonski AO  
Chancellor

Professor Mark S Wainwright AM  
Vice-Chancellor and President





# 1 { OVERVIEW

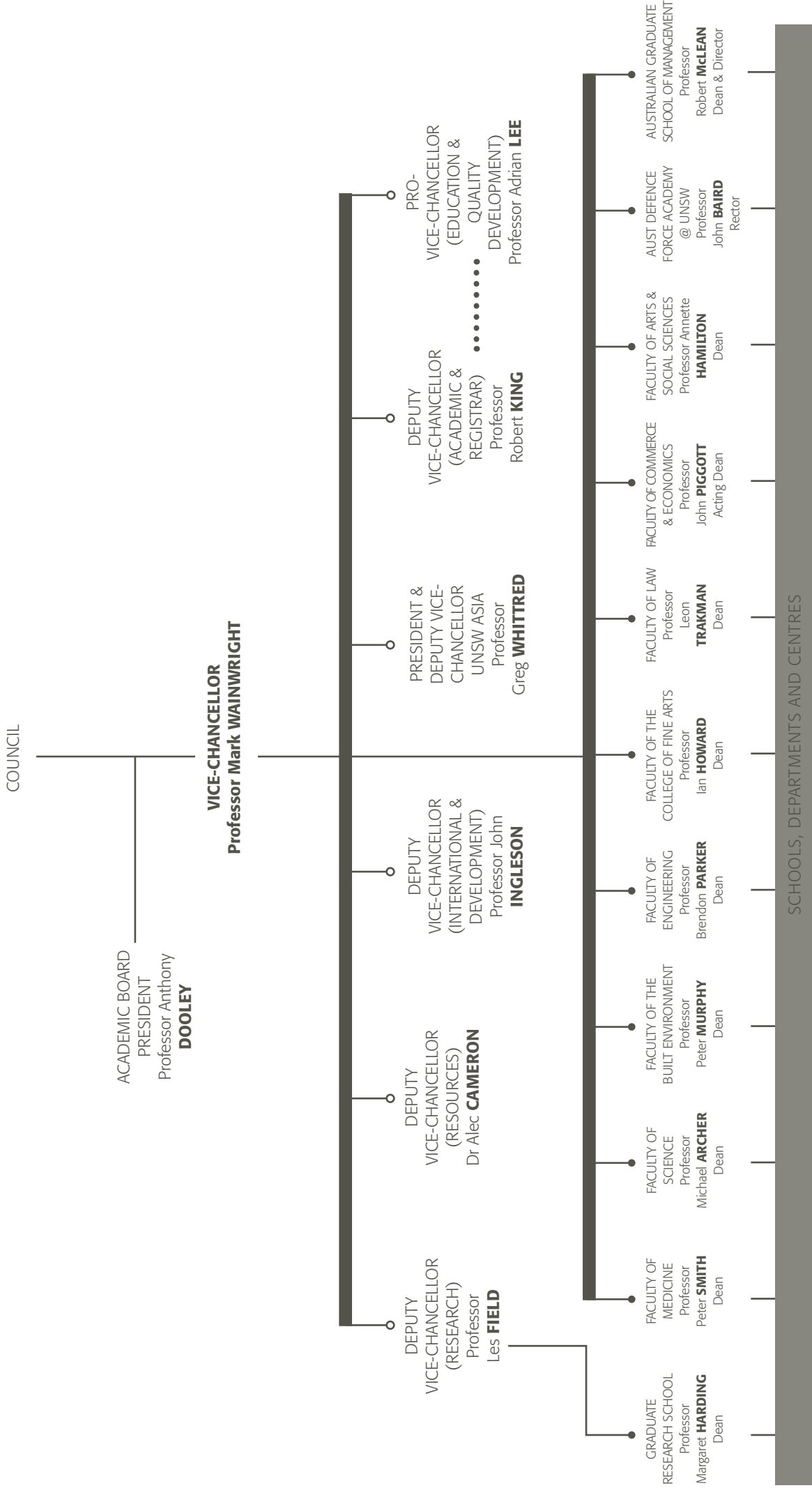
UNSW ANNUAL REPORT

## PART ONE: OVERVIEW

The Structure of the University .....	8
Facts in Brief .....	9
The Chancellor's Report.....	10
The Vice-Chancellor's Report.....	14

# STRUCTURE OF THE UNIVERSITY

(UNSW as at 31 December 2005)



<b>ENROLMENTS</b>	
Students (head count)	38,089
Total enrolments	38,292
Higher doctorate and PhD	2,252
Masters research and Masters coursework	7,679
Cross-institution and non-award	1,479
Bachelor degrees and undergraduate diplomas	23,745
Postgraduate qualifying, diplomas and certificates	3,137
<b>STAFF (FULL-TIME EQUIVALENT)</b>	
Total staff	5,369
Academic – teaching only, teaching and research	1,894
Academic – research only	391
Academic – other	55
Non-academic	3,029
<b>FINANCE (2005)</b>	
Total assets	\$1.99 billion
Annual operating revenue	\$885.5 million
Total expenditure	\$868.5 million
<b>ACADEMIC UNITS</b>	
Faculties	8
AGSM (a Faculty of both UNSW and the University of Sydney)	1
UNSW@ADFA	1
Schools (including ADFA)	76
Centres (including NHMRC programs)	69
Institutes	4
Principal teaching hospitals	4
<b>AWARDS</b>	
Total awards in 2004	10,101
Higher degrees	4,106
Postgraduate diplomas and graduate certificates	752
Bachelor degrees and undergraduate diplomas	5,243
Total degrees and diplomas awarded since the University's foundation	204,167
Undergraduate programs available	281
Postgraduate programs available	517





## THE CHANCELLOR'S REPORT

I was appointed to the Chancellorship by Council on 1 August 2005. To be the first Chancellor who is an alumnist of the University is an extraordinary honour and another demonstration that the University has greatly matured. My association with the University has been as a student and a part-time lecturer and is now as a parent of two current students. It is a special place for me and one I want to serve well and diligently in my new role.

There were a number of important developments in 2005, following the University Council's approval in 2004 to establish UNSW Asia in Singapore. The University received approval from the New South Wales Government to borrow the funds necessary to establish the Singapore campus and the University Council subsequently approved a funding agreement. Council also authorised the signing of an agreement with the Economic Development Board of Singapore for financial and other support for UNSW Asia over its initial ten years of operation. The legal framework for the operating structure of UNSW Asia has been established and Council has also approved the organisational structure. UNSW Asia will be headed by a President, Professor Greg Whittred, formerly Dean of the Faculty of Commerce and Economics, and it will also have three Deputy Presidents who will be responsible for academic matters, research, finance and management.

The *University Legislation Amendment Act 2004 (NSW)*, which came into effect on 21 December 2004, made significant changes to the *University of New South Wales Act 1989 (NSW)* to assist the University in complying with the requirements of the Commonwealth Government's National Governance Protocols. Compliance with the protocols allows the University access to additional funding under the Commonwealth Grant Scheme.

Among other effects of the legislative amendment was the abolition of the two positions on the University Council reserved solely for parliamentarians. Instead, under the amended Act, the number of positions for Ministerial appointments was increased from four to six. UNSW has had the good fortune over the years to be well served

by the parliamentarians on its Council and Council had no hesitation in recommending to the New South Wales Minister for Education that Mr Paul Pearce MP and the Hon Peter Primrose be appointed to the two new positions. The Minister made these appointments with effect from 11 February 2005, with the terms to expire at the same time as the other Ministerially appointed positions, on 30 June 2006.

The National Governance Protocols and the amendments to the University's Act also required a number of changes to the University's By-Law. The opportunity was taken to review the By-Law comprehensively and incorporate a number of desirable amendments. In cooperation with the New South Wales Government, a new By-Law was prepared, approved by Council and the Governor and gazetted on 7 October 2005. A major change is the introduction of systematic procedures for the nomination of candidates to be recommended for appointment to Council by the Minister, or to be appointed by Council itself. Another change is the increase in the number of positions on Council for members appointed by Council itself from one to two, one of whom must be a graduate of the University. Council appointed Mr Terry Davis to fill the 22<sup>nd</sup> member Council appointed position and the Minister appointed Ms Jillian Segal, AM, to fill the casual vacancy created by the resignation of Ms Catherine Rossi Harris, PCM from one of the six Ministerially appointed positions.

Another change in the composition of Council took place when Professor Jill McKeough, elected to Council in 2004 as an academic staff member, resigned to accept the appointment of Dean of Law at the University of Technology, Sydney. The vacancy was filled by Scientia Professor Brien Holden, OAM.

The year also saw the retirement of Dr John Yu, AC, from the position of Chancellor on 31 July. Dr Yu was elected to the position of Chancellor on 1 January 2000.

Dr Yu strongly felt a need for the Chancellor to take a pastoral role and to listen to people. During his

Chancellorship he demonstrated his care for students and his belief that universities have real responsibilities to them. Major events during his Chancellorship included the appointment of two Vice-Chancellors; the commencement of a new building program, the North Mall Development Zone, which includes a new Law Building; and the genesis of UNSW Asia. Dr Yu saw this last initiative as the single most important decision Council made during his time as Chancellor.

The University is very grateful to Dr Yu for all he has done for our community. We are very pleased that he remains involved with the University through UNSW Asia.

When the position of Vice-Chancellor fell vacant in 2004 due to the resignation of Professor Rory Hume, Professor Mark Wainwright AM, then Deputy Vice-Chancellor (Research) at UNSW, accepted the appointment and was warmly welcomed. Council has extended Professor Wainwright's appointment to the middle of 2006, when his wish is to retire as Vice-Chancellor.

The Vice-Chancellor Selection Committee, established by Council in February 2005, made a recommendation at a special Council meeting on 14 October and Professor Fred Hilmer AO was appointed to become Vice-Chancellor from June 2006. Professor Hilmer was Dean of the Australian Graduate School of Management at the University from 1989 to 1998 and over the last seven years has served as Chief Executive Officer of John Fairfax Holdings Limited. Professor Hilmer will bring a unique blend of corporate and academic expertise to the University at a crucial period in its development.

The University was fortunate in appointing Professor Les Field to the position of Deputy Vice-Chancellor (Research) in February 2005. Appreciation is due to Professor Ian Petersen of UNSW@ADFA, who acted in the vacant position for a lengthy period prior to Professor Field's appointment.



In 2005, Mr Chris Lidbury resigned from the position of Chief Financial Officer of the University. Mr Lidbury oversaw many changes in the University's financial operations, including the introduction of a new financial software system. In August, University Council appointed Mr Garry McLennan to the position of Chief Financial Officer. Mr McLennan, former Chief Operating Officer and Executive Director of HSBC in Australia, brings to UNSW a wealth of financial and senior management expertise. The appointment recognises the increasing scale and complexity of the University's commercial and financial operations, with its annual operating revenue of \$885.5 million and total assets of \$1.99 billion. The University is delighted to have attracted someone of Mr McLennan's skills and experience to the role.

Council recognises the importance of good governance and proper monitoring of the University's controlled entities. Following the 2004 review of Unisearch, Council approved its restructure in 2005. Unisearch has been renamed NewSouth Innovations Pty. Limited, with the consulting arm and assets transferred to NewSouth Global Pty. Limited. Also in 2005, a review of NewSouth Global Pty. Limited was conducted. The external consultant determined it to be one of the best-performing controlled entities in the Australian tertiary sector and a benchmark for that sector.

Following these two external reviews of the University's most complex and (from a business perspective) significant controlled entities, Council resolved to strengthen future monitoring by establishing a system of quarterly reporting to Council, through the Finance Committee, on the performance of the University's controlled entities.

An issue confronting the University in 2005 was the Commonwealth Government's plan to introduce 'voluntary student unionism'. An external consultant was commissioned to report on its implications and recommend options for the University's response. Council and its Committees and UNSW senior management, along with student organisations, have been involved in ongoing discussions on how the University will respond.

In June 2005 Council endorsed the draft Campus 2020 Master Plan for the Kensington campus, which was then exhibited internally to give the whole University community the opportunity to view and comment on the document before its submission to Randwick City Council on 14 October 2005. However, amendments to the *Environmental Planning and Assessment Act* have altered the status of Master Plans and a single Development Control Plan (DCP) for the Kensington campus site is now required. Work on this will continue in 2006.

In October 2005, UNSW was audited by the Australian Universities Quality Agency (AUQA). This was the first time that the University had been audited publicly by AUQA, although it volunteered for and underwent a trial audit when AUQA was first established. The AUQA Performance Portfolio was approved by the University Council, following its preparation by Pro-Vice-Chancellor Adrian Lee and the Quality System Development Group, with the benefit of extensive consultation across the University. The University will be able to comment on AUQA's draft response in early 2006 and the final report is expected in April 2006. Positive feedback has been received from the AUQA panel thus far and the University community has welcomed the self-review process, which will lead to quality improvement.

I thank the Government officers who have assisted the University in 2005.

Finally, I would also like to thank all the members of Council and the external members of Council Committees for their work for the University, all of which is conducted on a voluntary basis. I would particularly like to thank the University's senior officers and staff for their work during 2005 under the continuing leadership of the Vice-Chancellor, Professor Mark Wainwright.

**DAVID GONSKI, AO**  
**CHANCELLOR**



## THE VICE-CHANCELLOR'S REPORT

2005 was an extremely productive and successful year for the University, with a number of major initiatives coming to fruition or progressing significantly, as well as the implementation of several important new endeavours.

I am pleased to begin by reporting that following an extensive search process, the University Council elected a new Chancellor for UNSW in 2005.

Leading businessman and philanthropist Mr David Gonski, AO, took the chair as Chancellor of UNSW in August, following the retirement of Dr John Yu, AC, who served as Chancellor from 2000 to 2005. Mr Gonski has had a long association with UNSW and is the first alumnist of the University to be appointed to the role. He graduated BCom LLB from UNSW in 1977, was a part-time lecturer in Law between 1978 and 1982 and has been a Member of the Board of Directors of the UNSW Foundation since 1999. Mr Gonski is one of Australia's most distinguished business leaders, with a deep commitment to corporate responsibility, the arts, education and community service. He is director of a number of companies, has a range of chairmanships to his credit and is well known for his advocacy of corporate social responsibility. He is also widely regarded as one of the foremost thinkers in Australian corporate law, as well as being a leading figure in the arts community. He has already contributed much to the University through his work on the UNSW Foundation, where he has made a major contribution by both providing and attracting philanthropic support. As Chancellor, he now plays the leading role in the University's corporate governance.

I also take this opportunity to pay tribute to Dr Yu, who served the University as Chancellor with distinction. Dr Yu was an outstanding ambassador for UNSW in many ways, both in Australia and Asia. During his time as Chancellor and through his considerable efforts, the Asian Alumni Chapters both expanded and thrived. Throughout Dr Yu's prestigious career he has provided leadership through his passions, which include not only education, but also children, refugees and art. His service and commitment to these important fields have been encompassed in his many endeavours, which have also enhanced the standing of UNSW in Australia and abroad.



2005 saw significant advances in planning for our UNSW Asia campus in Singapore, which will open in 2007 and which has already generated a great deal of public interest in Australia, Singapore and the region. In February 2005, UNSW and A\*STAR, Singapore's peak research funding body, held a joint conference to showcase UNSW's expertise in research, with considerable opportunities emerging for future research collaborations and initiatives at UNSW Asia. After an international competition, the Singapore-based firm Kerry Hill Architects was appointed as the master planners and architects for the first stage of the new campus, with a highly acclaimed and visionary tropical environment campus design. Also during 2005, the full range of undergraduate and postgraduate programs to be offered were developed and approved by the Academic Board and Council, the first stages of the international marketing and publicity campaigns commenced and the appointment of Professor Greg Whitted as the inaugural President of UNSW Asia was confirmed.

UNSW was audited by the Australian Universities Quality Agency (AUQA) in October 2005, prompting valuable review and reflection. In preparation for the audit, the University undertook a critical self-review of its quality assurance arrangements. The outcomes of this self-review formed the basis of the UNSW Performance Portfolio, which, along with supplementary material, was submitted to AUQA as evidence of the University's quality assurance arrangements and their effectiveness. In early 2005 the Quality System Development Group (QSDG) developed the web-based Quality System Map (QSM) to facilitate the self-review process and provide a structured framework and information base for viewing, understanding and communicating UNSW's quality system.

During their visit to UNSW, the AUQA panel interviewed approximately 400 academic and general staff, students and external stakeholders to interpret and make a judgement about the University's quality assurance arrangements. AUQA's informal feedback was positive and supportive of many of the initiatives currently in place to improve our quality system, including the QSM. AUQA will publicly release its report on UNSW early in 2006.

Another of the University's most important achievements in 2005 was the establishment of the Graduate Research School to serve the 3,000 graduate research students at UNSW, with Professor Margaret Harding appointed as the inaugural Dean of Graduate Research on 1 July. Professor Harding, in close consultation with the University's Faculties and Schools, will provide strategic direction and leadership to improve the overall research student experience and ensure excellence in research training at UNSW.

The Graduate Research School, which was officially opened on 5 December, provides the full spectrum of administrative and other services required to support postgraduate research students and their supervisors, including administering research student candidature, scholarships, thesis examination, recruitment, information seminars, training programs and advice to potential and current research students. It will act as a central hub for social events and networking opportunities and will maintain a strong working relationship with the postgraduate student body, the Postgraduate Board.

Already, the Graduate Research School is working to review, improve and implement policies and procedures affecting research training at UNSW, such as the *Guidelines for Postgraduate Research*, the *Policy on Supervision and Examples of Good Practice* and the *UNSW Policy on Minimum Facilities and Resources for Postgraduate Research Students*. The latter policy focuses on the issue of space and resources needed to support research students to ensure they have the infrastructure required for them to perform to their full potential. As such, the Graduate Research School is working with other areas of the University to identify suitable postgraduate research student study space and to develop a transparent mechanism for the management and allocation of this space.

Policy management and review were priorities for the University throughout 2005, with the introduction of a Policy Management Project to provide an overarching framework for the development, management and implementation of policy across UNSW. A number of key University policies were also reviewed and implemented,

including a comprehensive review of the management of student plagiarism at UNSW. The review's recommended strategies were trialled during Session 2, 2005, and included the establishment of the Learning Centre's Plagiarism & Academic Integrity website; the appointment of a centrally located Student Ethics Coordinator; the introduction of a new four-level scheme for dealing with incidents of plagiarism; the trial of a similarity detection tool; and the creation of a Central Plagiarism Register. These strategies were supported by the preparation of comprehensive new educative guidelines for staff and students that will allow students to understand the issues early in their university career.

A major review of grievance and complaint-handling policies for staff and students of UNSW was also undertaken, with revisions to key policies and Council approval for the trial of a new Independent Grievance Officer position for the University. New policies on Paid Outside Work by Academic Staff, Conflict of Interest and Competitive Neutrality and Pricing were also developed in 2005. The policies are closely related and came into effect on 1 January 2006. Key features of the new policies include the requirement for all academic staff to seek formal approval prior to undertaking any paid outside work and the management of all University-paid outside work through UNSW's commercial arm, NewSouth Global (NSG) Pty Limited.

The UNSW Centres Policy was reviewed and revised in 2005 to better define the principles and processes for the establishment, management and review of centres. This, together with the *Guidelines for Commonwealth/State Funded Centres*, which covers UNSW's strategic involvement in and commitment to externally funded research centres (particularly Cooperative Research Centres (CRCs) and Australian Research Council (ARC)/National Health and Medical Research Council (NHMRC) Centres of Excellence), will provide a comprehensive quality assurance approach at UNSW in the administration of centres. The UNSW Centres Secretariat, to be established in early 2006, will provide the full spectrum of services spanning the life-cycle of all UNSW centres and ensure improved integration and alignment with

academic/administrative structures and lines of reporting across the University.

During 2005, the University continued its affiliation with four major medical research institutes and had two National Centres of Excellence, three Federal Government-funded National Centres, two ARC Centres of Excellence, eight NHMRC programs, 14 CRCs and over 40 internal research centres based at UNSW. The University was a core participant in the ARC Centre of Excellence in Design in Light Metals (Monash University), which was approved in the 2005 funding round, in addition to participating in the new ARC Research Network Program through the ARC Research Network for a Secure Australia (University of Melbourne) and the ARC Cultural Research Network (University of Queensland).

UNSW's involvement in the Sydney Harbour Institute of Marine Science (SHIMS) has been particularly noteworthy. This is a collaborative venture with Macquarie University and the University of Technology, Sydney, to create the first research centre to focus on one of the world's richest marine environments, Sydney Harbour. The Institute will provide a focal point for marine science expertise and will encourage collaborations and developments in research and teaching with applications for harbour-based cities and coastal communities elsewhere.

In addition, the City Futures Research Centre is an exciting new interdisciplinary project involving the areas of the built environment, engineering and design and linked to the appointment of the NewSouth Global Professorship in Multidisciplinary Design. City Futures is dedicated to developing a better understanding of our cities, their people and the policies that shape them, with research covering topics such as high-density living, housing affordability, energy and water.

UNSW, as one of Australia's leading research-intensive universities, is committed to excellence in fundamental research at all levels and the commercialisation of innovative technologies through NewSouth Innovations Pty Limited (the University's technology transfer company, formerly Unisearch). In executing the recommendations arising from the Unisearch review in 2004-05, UNSW

has finalised arrangements for entry into membership of the Uniseed Fund, the first specialist pre-seed commercialisation fund for university technology in Australia. Membership of Uniseed Management Pty Limited brings UNSW into an existing partnership between the University of Queensland, the University of Melbourne and Westscheme (a Western Australia-based superannuation fund).

In 2005, UNSW had an excellent result in competitive funding to support world-class inter- and multidisciplinary research in all our Faculties, Schools and dedicated Centres. The University secured research grant income totalling over \$115M (\$16M from international grant funding sources), with \$34M from the ARC Discovery Project Grants Scheme and over \$9M from the ARC Linkage Project Grants Program (which attracted an extra \$14.3M in industry partner contributions). Almost a further \$9M was awarded under the ARC Linkage Infrastructure Equipment and Facilities (LIEF) Grants Scheme, with UNSW as the lead or collaborating institution. UNSW researchers also received an additional \$15M through the NHMRC funding program. This is a very good result for UNSW, both in terms of the ARC Discovery Project Grant funding and NHMRC Project Grant funding relative to the Group of Eight (Go8) universities – the best result in both schemes since 1997, with UNSW rising in ranking from fifth to third place nationally in one year.

In addition, two rounds of contestable funds for international projects were made available to Faculties to encourage strategic international engagement with UNSW's existing partner universities and institutions. This funding provided support for 23 Faculty-based initiatives for a wide range of international activities including joint projects, seminars, conferences and a Summer School program, all of which have greatly raised the profile of the University and strengthened linkages around the globe.

At the individual level, our staff and students have been recognised both locally and internationally for their many achievements, with UNSW's outstanding researchers continuing to receive major fellowships and awards in 2005.

Scientia Professor Tom Davis and Associate Professor Matthew England were awarded two of the 24 prestigious ARC Federation Fellowships. In addition, more than a quarter of the highly esteemed Australian Professorial Fellowships – seven of the 23 nationally awarded Fellowships – went to UNSW in 2005. Four UNSW researchers were awarded the high-profile 2005 Australian Museum Eureka Prizes: Associate Professor James Franklin, Professor Veena Sahajwalla, Professor Brett Neilan and Adjunct Lecturer Dr Brendan Burns. Professor Miraca Gross (Director of the Gifted Education Research, Resource and Information Centre), received the prestigious Distinguished Scholar Award from the American National Association for Gifted Children. Professor Levon Khachigian (Centre for Vascular Research) was awarded the 18<sup>th</sup> Khwarizmi International Award for Science and Technology and was appointed President of the Australian Society for Medical Research.

UNSW researchers in the Centre for Vascular Research have enjoyed particular success this year as recipients of a number of research awards and prizes from organisations such as the National Heart Foundation and the Cancer Council NSW, as well as the 2005 NSW Young Tall Poppies Science Awards.

UNSW's strong teaching capabilities were recognised when the University achieved a national award for teaching excellence. Associate Professor Sue Green, Director of Nura Gili, received the 2005 Neville Bonner Award in the Australian Awards for University Teaching (AAUT), having been a finalist the previous year. Associate Professor Jacquelyn Cranney and Dr Sue Morris from the School of Psychology were finalists in the 2005 AAUT institutional awards category 'Teaching large, first-year classes', with a submission entitled *Making the Big Small: Personalising the Large Class Experience and Promoting Life-Long Learning Skills*. UNSW also received an international learning and teaching award for the unique online education initiatives developed through *The Omnium Project* at the College of Fine Arts (COFA). The Australasian Society of Computers in Learning in Tertiary Education (Asclite) presented its 2005 President's Award to *The Omnium Project* (UNSW) at the recent 22nd

# THE VICE-CHANCELLOR'S REPORT

Asclite Conference in Brisbane. The award recognised Omnium for its "exemplary application of ICT to teaching and learning in tertiary education."

UNSW graduates have also been successful in the internationally renowned Fulbright Scholarships scheme. Dr David Ziegler was awarded the Fulbright Postgraduate Alumni (WG Walker) Award and Ms Olivia Coldrey was awarded the 2005 Fulbright Professional Business/ Industry (Coral Sea) Award to conduct research in the United States.

I also congratulate our current students for their many successes and achievements this year, including Ms Victoria Tan (Commerce/Law), Mr Liam Wyatt (International Studies/Sociology), Mr Gaurav Sharma (Commerce/Law) and Ms Nicole Keupper (Photovoltaics/ Solar Energy), who won four of the eight Australian fellowships offered in 2005 under the Goldman Sachs Global Leaders Program. These students join a group of 100 outstanding students from around the world who were awarded the prestigious fellowships, which recognise both academic performance and contribution to the community.

Our students are also involved in many activities that contribute directly to the community, including the establishment of the Australian Medical Students Association Developing World Group, which will help deliver medical aid to developing countries. UNSW students have taken a leading role in establishing the national group that will draw on the strengths and experiences of UNSW's Medical Students Aid Project (MSAP), the first organisation of its kind in Australia. MSAP has sent more than \$200,000 worth of medical equipment and medications to hospitals in developing countries. The aim of the national group is to coordinate the efforts of individual medical-school charities across the country.

Among other UNSW contributions to the wider community, I am particularly proud of the University's response to the Boxing Day 2004 earthquake and subsequent tsunami that affected so many countries in our region. The UNSW

Tsunami Response Group, a cross-faculty working group headed by Professor Anthony Zwi from the School of Public Health and Community Medicine (SPHCM), was established to enable the University to most effectively utilise and coordinate the depth and breadth of expertise and research interests on campus.

Almost immediately after the tsunami, a team of UNSW staff travelled to Sri Lanka to help develop health and psychosocial programs for the survivors. Professor Zwi, Dr Chinthaka Balasooriya and Ms Natalie Grove, all from SPHCM, contributed to the development of a United Nations Population Fund (UNFPA) work plan for longer-term planning in response to the tsunami. Dr Eileen Pittaway from the Centre for Refugee Research and Ms Linda Bartolomei from the School of Social Work worked with UNFPA, the Sri Lankan Government and local women's groups to provide psychosocial support and training to assist women and girls affected by the tsunami. Two other academics from the School of Social Work, Dr Eileen Baldry and Emeritus Professor Tony Vinson, acted as consultants to the International Red Cross in Colombo on a rapid needs assessment of the water and sewerage needs of damaged villages and communities along the Sri Lankan coast.

Dr Rob Brander from the School of Biological, Earth and Environmental Sciences and Professor Roger McLean from the School of Physical, Environmental and Mathematical Sciences at UNSW@ADFA were part of a group of Australian and New Zealand academics who conducted a post-tsunami survey of the Maldives to provide significant guidance in the rebuilding of damaged islands.

Dr Pradeep Ray from the School of Information Systems, Technology and Management was joint leader of a project using the latest technology to bring high-quality medical advice and treatment to survivors in the most remote areas of the affected region. The project, which is a joint initiative of *Technologie sans Frontiers*, the Institute of Electrical and Electronics Engineers and the International Telecommunications Union, utilises medical kiosks with laptops, satellite terminals and telemedicine equipment to allow doctors to remotely assess patients and provide medical advice.

On behalf of the University, I would like to thank these and all other academic and general staff who contributed and continue to contribute their time and expertise in the aftermath of the tsunami.

In addition to the activities outlined earlier, considerable progress has also been made on a number of initiatives to enhance the experience of our student and staff community and ensure that we continue to provide and strive for excellence in teaching and research.

UNSW's Gender Equity Project increased its momentum in 2005, with a range of ongoing projects and planned future strategies. Among the continuing activities are Gender Equity Initiative Grants for projects at School, Faculty and Centre level; staff PhD scholarships for those affected by family, carer or community responsibilities or disability; promotion workshops for women considering applications for Associate Professorships; and the Career Advancement Fund for Female Academics Returning from Maternity Leave. The Equal Opportunity for Women in the Workplace Agency (EOWA) recognised the value of the Gender Equity Project by granting UNSW its citation of Employer of Choice for Women for 2005 as a prestigious acknowledgement of UNSW's recognition and advancement of women employees. The Gender Equity Project also assisted in UNSW being named among the five finalists in 2005 for EOWA's coveted Business Achievement Awards as a Leading Organisation for the Advancement of Women with over 500 Employees. UNSW was placed second among a group comprising ANZ Banking Group Limited (the ultimate winner), Ikea, Deloitte Touche Tohmatsu and Jones Lang LaSalle.

In the student equity area, UNSW Council has approved an integrated pathway and support program for low socio-economic status (SES) students at UNSW to help address some of the barriers they face when entering higher education and to increase their representation in the student body. The three-year low-SES pilot strategy will commence in 2006 with the provision of 20 additional places at UNSW for low-SES ACCESS Scheme students, 20 Commonwealth-supported student exemption scholarships and 20 living-allowance scholarships valued at up to \$6,000 per annum. In addition to promoting

these benefits to prospective low-SES students, an outreach program for disadvantaged schools is also being developed to encourage university aspirations among school students in Years 9-12.

Significant headway was made on campus building developments during 2005 to enhance our teaching and research facilities and improve resources for the UNSW community. In particular, I am pleased to report that the University has progressed a number of key initiatives aimed at providing additional student accommodation on Kensington campus and its surrounds. A program of refurbishment is underway to improve the aesthetics and amenities of the Kensington Colleges, with the works scheduled for completion early in 2006. Other housing initiatives in the planning and development stage will provide several hundred additional student beds over the longer term, principally in the planned development of the Gate 2 precinct as a student housing village on High Street.

The University continues to work to increase the number of childcare places available to the UNSW community, especially in the high-cost and high-demand zero-to-two-years age group, through a variety of initiatives currently being pursued. The Kanga's House Childcare Centre will become, over the next two to three years, mainly a staff-based centre, and a residential property adjacent to Kanga's has been acquired with a view to incorporating the building into the centre.

Smaller, but no less important projects such as the Staff Dining Room, located in the Scientia, have also been successful milestones in 2005. The 'Tyree Room' was opened on 4 April 2005 by Sir William Tyree with the express purpose of providing a focal point for members of our University community and their guests to meet over morning coffee or lunch. Representatives from Faculties and administrative units planned the facility, which is managed by Campus Conferencing, a commercial business unit within UNSW.

Each major and much-needed project in the North Mall Development Zone – comprising the new Law Building, the Analytical Centre and the refurbishment of the Heffron



Building – is on schedule. The Faculty of Law is expected to move into its new premises in Session 2, 2006, vacating its accommodation in the Library Tower. The Library Master Plan will be developed in 2006 for a staged implementation in 2007-2009 and 2010-2011. There will be a significant improvement to the Library's internal environment including the consolidation of the collection with one catalogue system, postgraduate study space with 24-hour access zones, a greater variety of study spaces and increased seating from 1,900 to more than 3,700.

In December, the UNSW Campus 2020 Master Plan was adopted by the Randwick City Council, subject to the finalisation of a single Development Control Plan (DCP) for the campus, in accordance with the latest requirements of the *Environmental Planning and Assessment Act*. As part of the Master Plan, a number of other refurbishment initiatives are foreshadowed, including recasting the Goodsell Building as the main student centre for the University. This will bring together all services, including administrative services for undergraduate and postgraduate coursework students, which are currently split between the Chancellery, the Quadrangle Building and other sites spread across the Kensington campus. The Goodsell Building's proximity to the Library will make for a more vibrant student centre, with two major student foci linked by the Commerce Courtyard.

A review of the Student Administration Department, currently located in the Chancellery, was completed in September. The review focused, in the first instance, on building a different structure following the creation of the Graduate Research School. Immediate impacts of the review were: renaming the department to UNSW Student Services; appointing Ms Jane Gatwood as its Director; and putting revised structures in place in key areas such as accommodation services and undergraduate and postgraduate coursework student administration and records, scholarships and financial support.

Other areas of the University also initiated or completed some restructuring in 2005, including UNSW Finance, which has undergone significant changes, with further process and systems improvements to follow in 2006.

Mr Garry McLennan was appointed as the new Chief Financial Officer for the University in August, following the departure of the long-serving Mr Chris Lidbury. 2005 also saw the restructure of the former Division of Institutional Advancement into a broader Marketing and Development Office within the Division of the Deputy Vice-Chancellor (International and Development). This brings together, for the first time, all marketing, recruitment and fundraising activities in one unit. The UNSW Media Office is also part of the Division.

In October 2005 the University announced the appointment of Professor Fred Hilmer, AO, as its next Vice-Chancellor and President. Professor Hilmer has had a highly distinguished academic career and from 1989 to 1998 he was Dean and Professor of Management at the Australian Graduate School of Management (AGSM). Since then, Professor Hilmer has served for seven years as Chief Executive Officer of John Fairfax Holdings Limited. He has also held directorships with some of Australia's leading public companies and has chaired a number of major public bodies. With a rare combination of experience at the highest levels of business, academia and public life, Professor Hilmer is uniquely placed to lead the University in its exciting next phase. He will officially start in the role in June 2006, following my retirement.

I am confident that both Professor Hilmer and the Chancellor, Mr Gonski, will provide inspired leadership at a time of considerable challenge, not only for this University but also the entire higher education sector.

The AUQA audit and other initiatives have provided an opportunity for self-reflection and review in 2005. I am pleased that we have been able to identify so many areas of excellence within our institution and that we have continued to build on and improve our systems and infrastructure to ensure a quality experience for our students and staff. I have been a part of the University for over 31 years and I am passionate about this institution and its people. It is the passion and commitment of the UNSW community that will ensure we continue to make such a valuable contribution to the wider community, our country and our region. I would like to take this

opportunity to thank all staff for their individual support of, and contributions to, the University's "pursuit of knowledge by hand and mind" in 2005.

**PROFESSOR MARK WAINWRIGHT, AM**  
**VICE-CHANCELLOR AND PRESIDENT**





## PART TWO: GOVERNANCE

The Council of the University .....	24
Membership of the Council .....	25
Membership of the Committees of Council.....	26
Council and Committee Members' Attendance .....	27
UNSW Senior Officers .....	29
Codes of Conduct .....	30

## THE COUNCIL OF THE UNIVERSITY

The Council is the University's governing body and is constituted in accordance with the provisions of the *University of New South Wales Act 1989*.

The Council consists of the following 22 members:

- three official members (Chancellor, Vice-Chancellor and President of the Academic Board);
- six Ministerial appointments;
- eleven elected members – staff, students and graduates; and
- two additional members appointed by the Council.

The Council is chaired by the Chancellor, who is elected by the members of Council. Until his retirement on 31 July 2005, the Chancellor was Dr John Yu, AC. Mr David Gonski, AO, was elected Chancellor for a four-year term that commenced on 1 August. He is the seventh holder of the office.

The Deputy Chancellor is elected by and from the members of Council. During 2005 the Deputy Chancellor was Mr John Pascoe, AO.

The positions of both Chancellor and Deputy Chancellor are honorary.

The Vice-Chancellor and the President of the Academic Board are members of the Council *ex officio*. The University's sixth Vice-Chancellor, Professor Mark S Wainwright, AM, took office in April 2004.

The Council's principal functions include:

- acting for and on behalf of the University in the exercise of the University's functions;
- having the control and management of the affairs and concerns of the University;

- acting 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;
- monitoring the performance of the Vice-Chancellor;
- overseeing the University's performance;
- overseeing the academic activities of the University;
- approving the University's mission, strategic direction, annual budget and business plan;
- overseeing risk management and risk assessment across the University;
- approving and monitoring systems of control and accountability for the University (including in relation to controlled entities);
- approving significant University commercial activities;
- establishing policies and procedural principles for the University that are consistent with legal requirements and community expectations;
- ensuring that the University's grievance procedures and information concerning any rights of appeal or review conferred by or under any Act are published in a form that is readily accessible to the public;
- regularly reviewing its own performance;
- investing any funds belonging to or vested in the University; and
- promoting, establishing or participating in partnerships, trusts, companies and other incorporated bodies or joint ventures.

## COUNCIL OF THE UNIVERSITY OF NEW SOUTH WALES

(AS AT 31 DECEMBER 2005)

### OFFICIAL MEMBERS (THREE)

(for the terms of the respective offices)

Mr David Michael Gonski, AO  
BCom, LLB *UNSW*, FAICD, FCPA  
Chancellor  
(four-year term from 1 August 2005 to 31 July 2009)

Professor Mark Sebastian Wainwright, AM  
MAppSc *Adel*, PhD *McM*, DSc *S.Aust*, CPEng, FTSE, FRACI, FIEAust  
Vice-Chancellor and President  
(term from 1 July 2004 to 31 May 2006)

Professor Anthony Haynes Dooley  
BSc PhD *ANU*  
President, Academic Board  
(two-year term from 1 August 2004 to 31 July 2006)

### MINISTERIAL APPOINTMENTS (SIX)

(four-year terms to 30 June 2006)

Ms Catherine Mary Rossi Harris, PSM  
BCom *UNSW*, FAICD

Mr Peter Edward Mason, AM  
BCom (Hons) MBA *UNSW*

Mr John Henry Pascoe, AO  
BA LLB (Hons) *ANU*, FAICD

The Hon Susan Maree Ryan, AO  
BA *Syd*, MA *ANU*, FAICD

Mr Paul Ronald Pearce, MP  
MA *Syd*, LLB(Hons) *Lond*  
Member of the Legislative Assembly of New South Wales

The Hon Peter Thomas Primrose, MLC  
BSocStud *Syd*  
Member of the Legislative Council of New South Wales

### ELECTED MEMBERS (ELEVEN)

#### Elected graduate members (four)

(four-year terms to 30 June 2006)

Dr Penelope Anne FitzGerald  
BSc (Hons) *Syd*, PhD *UNSW*, MIEAust, MRACI, MASM, MAWWA,  
MAWWA (US)

Mr Geoffrey Francis Lawson, OAM  
BOptom *UNSW*, OAA

Dr Jessica Ruth Milner Davis  
BA (Hons) PhD *UNSW*

Ms Gabrielle Cecelia Upton  
BA LLB *UNSW*, MBA *NYU*, GAICD

#### Elected members of academic staff (four)

(two-year terms to 30 June 2006)

Professor Branko George Celler  
BSc BE (Hons) PhD *UNSW*, FIREE, MIEEE, MAPPS

Professor Wai Fong Chua  
BA (Hons) PhD *Sheff*, ACA, CPA

Professor Joseph Albert Wolfe  
BSc *Qld*, BA *UNSW*, PhD *ANU*

Scientia Professor Brien Anthony Holden, OAM  
BAppSc *Melb*, PhD *City Lond*

#### Elected member of non-academic staff (one)

(two-year term to 30 June 2006)

Mr Alan Ernest Egan  
BA *UNSW*

#### Elected student members (two)

(two-year terms to 30 June 2006)

Mr Nicholas Carney  
BCom LLB *UNSW*  
(undergraduate)

Ms Angela Mary Barrett  
BE (Hons) *UNSW*  
(postgraduate)

### MEMBERS APPOINTED BY COUNCIL (TWO)

Mr Brian Edward Suttor  
BCom *UNSW*, FCA, CPA  
(four-year term to 2 August 2008)

One vacancy

### CHANGES IN MEMBERSHIP DURING 2005

The following ceased to be members of Council during 2005:

Dr John Samuel Yu, AC  
Professor Jill Patricia McKeough

The following became members of Council during 2005:

Mr David Michael Gonski, AO  
Professor Brien Anthony Holden, OAM

# MEMBERSHIP OF COMMITTEES OF COUNCIL

## MEMBERSHIP OF COMMITTEES OF COUNCIL

(AS AT 31 DECEMBER 2005)

### **Chancellor's Committee**

Mr David Gonski, Chancellor (Presiding Member)  
Mr John Pascoe, Deputy Chancellor  
Professor Mark Wainwright, Vice-Chancellor and President  
Professor Anthony Dooley, President, Academic Board

### **Audit Committee**

Mr Brian Suttor (Presiding Member)  
Ms Gabrielle Upton  
Dr Jessica Milner Davis  
Mr James Anderson  
Mr John Brown  
Mr John Couttas

### **Buildings and Grounds Committee**

Mr Paul Pearce, MP (Presiding Member)  
Professor Mark Wainwright, Vice-Chancellor and President  
Professor Anthony Dooley, President, Academic Board  
Professor Branko Celler  
Ms Caroline Pidcock, BSc (Arch) *Syd*, RAIA  
Ms Gabrielle Morrish, BArch (Hons) *UNSW*, RAIA  
Ms Angela Barrett

### **Finance Committee**

Mr Peter Mason (Presiding Member)  
Mr David Gonski, Chancellor  
Mr John Pascoe, Deputy Chancellor  
Professor Mark Wainwright, Vice-Chancellor and President  
Professor Anthony Dooley, President, Academic Board  
Ms Catherine Harris  
Dr Jessica Milner Davis  
Professor Wai Fong Chua

### **Honorary Degrees Committee**

Mr David Gonski, Chancellor (Presiding Member)  
Mr John Pascoe, Deputy Chancellor  
Professor Mark Wainwright, Vice-Chancellor and President  
Professor Anthony Dooley, President, Academic Board  
Professor Maria Skyllas-Kazacos  
Professor Ken Trotman

Professor John Gascoigne (alternate for Professor Skyllas-Kazacos)

Professor Ian Dawes (alternate for Professor Trotman)

Ms Gabrielle Upton

The Hon Susan Ryan

The Hon Peter Primrose, MLC

### **Nominations and Remuneration Committee**

Mr Peter Mason (Presiding Member)  
Mr David Gonski, Chancellor  
Mr John Pascoe, Deputy Chancellor  
Professor Mark Wainwright, Vice-Chancellor and President  
Professor Anthony Dooley, President, Academic Board  
Ms Catherine Harris

### **Risk Management Committee**

The Hon Susan Ryan (Presiding Member)  
Professor Mark Wainwright, Vice-Chancellor and President  
Dr Dale Cooper  
Ms Gabrielle Upton  
Mr Nicholas Carney  
Dr Ron Cameron

### **Student Affairs Committee**

Professor Joe Wolfe (Presiding Member elected on 28 April 2005)  
Professor Anthony Dooley, President, Academic Board  
Professor Robert King, Deputy Vice-Chancellor (Academic) and Registrar  
Professor Adrian Lee, Pro-Vice-Chancellor (Education & Quality Improvement)  
Mr Nicholas Carney  
Ms Angela Barrett  
Dr Penelope FitzGerald  
Mr Geoffrey Lawson  
Mr Alan Egan

# COUNCIL AND COMMITTEE MEMBERS' ATTENDANCE

## COUNCIL AND COMMITTEE MEMBERS' ATTENDANCE

In 2005 the Council met ten times, including one special meeting.

The business of the Council is normally channelled through one of its standing committees, namely the Audit Committee, the Buildings and Grounds Committee, the Finance Committee, the Honorary Degrees Committee, the Risk Management Committee or the Student Affairs Committee. Academic matters are referred through the Academic Board. The agenda for the Council meeting is set by the Chancellor's Committee.



<b>Council</b>	Possible	Actual	<b>Audit Committee</b>	Possible	Actual
Dr J S Yu	5	5	Mr B E Suttor	6	6
Mr D Gonski	5	5	Mr J H Anderson	6	3
Mr J H Pascoe	10	7	Mr J Brown	3	3
Professor M S Wainwright	10	10	Mr G Coultas	3	3
Professor A H Dooley	10	9	Dr J R Milner Davis	6	6
Ms A M Barrett	10	9	Ms G C Upton	6	5
Mr N E Carney	10	10			
Professor B G Celler	10	6	<b>Buildings and Grounds Committee</b>		
Professor W F Chua	10	9	Mr P R Pearce	5	4
Mr A Egan	10	10	Professor M S Wainwright	5	4
Dr P A FitzGerald	10	10	Ms A M Barrett	5	5
Ms C M R Harris	10	9	Professor B G Celler	5	2
Professor B Holden	9	8	Professor A H Dooley	5	4
Mr G F Lawson	10	4	Ms G Morrish	5	3
Mr P E Mason	10	9	Ms C A Pidcock	5	4
Dr J R Milner Davis	10	10			
Mr P R Pearce	10	10	<b>Chancellor's Committee</b>		
The Hon P T Primrose	10	6	Dr J S Yu	7	7
The Hon S M Ryan	10	7	Mr D Gonski	4	4
Mr B E Suttor	10	9	Mr J H Pascoe	11	8
Ms G C Upton	10	10	Professor M S Wainwright	11	11
Professor J A Wolfe	10	10	Professor A H Dooley	11	11

# COUNCIL AND COMMITTEE MEMBERS' ATTENDANCE

	Possible	Actual		Possible	Actual
<b>Finance Committee</b>			<b>Nominations and Remuneration Committee</b>		
Mr P E Mason	9	9	Mr P E Mason	5	5
Dr J S Yu	6	5	Dr J S Yu	3	3
Mr D Gonski	3	2	Mr D Gonski	2	2
Mr J H Pascoe	9	0	Mr J H Pascoe	5	0
Professor M S Wainwright	9	8	Professor A H Dooley	5	5
Professor W F Chua	9	8	Ms C M R Harris	5	5
Professor A H Dooley	9	8	Professor M S Wainwright	5	5
Ms C M R Harris	9	7	<b>Risk Management Committee</b>		
Dr J R Milner Davis	9	8	The Hon S M Ryan	4	4
<b>Honorary Degrees Committee</b>			Professor M S Wainwright	4	1
Dr J S Yu	2	2	Dr R Cameron	4	3
Mr D Gonski	2	2	Mr N E Carney	4	3
Mr J H Pascoe	4	3	Dr D Cooper	4	4
Professor M S Wainwright	4	4	Ms G C Upton	4	3
Professor A H Dooley	4	4	<b>Student Affairs Committee</b>		
Professor J Gascoigne	0	0	Dr P A FitzGerald	7	7
Professor M Skyllas-Kazacos	4	4	Professor A H Dooley	7	5
Professor I Dawes	2	2	Ms A M Barrett	7	7
Professor K Trotman	2	2	Mr N E Carney	7	7
The Hon P T Primrose	4	0	Mr A Egan	7	6
The Hon S M Ryan	4	2	Professor R J King	7	7
Ms G C Upton	4	4	Mr G F Lawson	7	1
			Professor A Lee	7	4
			Professor J A Wolfe	7	6

## UNSW SENIOR OFFICERS

**Vice-Chancellor and President**

Professor Mark S Wainwright, AM  
BAppSc MAppSc Adel, PhD McM, DSc UniSA, CPEng, FTSE, FRACI,  
FIEAust

**Deputy Vice-Chancellor (Research)**

Professor Leslie Field  
BSc PhD DSc Syd, FRACI, FAAS  
From 29 March 2005

Professor Ian R Petersen  
BE Melb, MSEE PhD Roch, SIMEEE, FIEAust, MSIAM CP Eng  
Until 28 March 2005

**Deputy Vice-Chancellor (Academic) and Registrar**

Professor Robert J King  
BSc DipEd PhD Melb

**Deputy Vice-Chancellor (International and Development)**

Professor John E Ingleson  
BA MA WAust, PhD Monash

**Deputy Vice-Chancellor (Resources)**

Dr Alec J Cameron  
BSc BE Syd, DPhil Oxon, MS (Mgmt of Tech) Polytech Univ NY,  
FAICD

**Pro-Vice-Chancellor (Education and Quality Improvement)**

Professor Adrian Lee  
BSc PhD Melb, FASM

**President of the Academic Board**

Professor Anthony H Dooley  
BSc PhD ANU

**Chief Financial Officer**

Mr Garry McLennan  
BBus UTS, FCPA, GAICD, FFin  
From 30 August 2005

Dr Alec J Cameron (Acting)  
BSc BE Syd, DPhil Oxon, MS (Mgmt of Tech) Polytech Univ NY,  
FAICD  
From 15 July 2005 until 29 August 2005

Mr Chris Lidbury  
BCom UNSW, ASA  
Until 14 July 2005

**Dean, Faculty of Arts and Social Sciences**

Professor Annette Hamilton  
MA PhD Syd

**Dean, Faculty of the Built Environment**

Professor Peter A Murphy  
BA (Hons) Syd, PhD Macq, MPIA MIAG

**Dean, College of Fine Arts**

Professor Ian G Howard  
DipArtEd NAS, GradDip Film/TV Middlesex, MFA C'dia

**Dean, Faculty of Commerce and Economics**

Professor John Piggott (Acting)  
BA Syd, MSc PhD Lond ASSF  
From 18 November 2005

Professor Greg Whittred  
BCom Qld, MEc Syd, PhD UNSW  
Until 17 November 2005

**Dean, Faculty of Engineering**

Professor Brendon Parker  
BSc (Eng) ARSM DIC PhD Lond, CPEng, FIM, FIEAust

**Dean, Faculty of Law**

Professor Leon Trakman  
BCom LLB Cape Town, LLM SJD Harv

**Dean, Faculty of Medicine**

Professor Peter J Smith, RFD  
MBBS BSc MD Qld, FRACP FRCPA  
From 29 August 2005

Professor Richard Henry (Acting)  
MBBS Syd, MD Dip Clin Epi N'de, MRACMA  
From 28 January 2005 until 28 August 2005

Professor S Bruce Downton  
MBBS MD Syd, FACMG, FRACP  
Until 27 January 2005

**Dean, Faculty of Science**

Professor Michael Archer  
BA Prin, PhD WAust

**Dean and Director, Australian Graduate School of Management**

Professor Robert McLean  
BEc Stats NE, MBA Columbia

**Rector, UNSW@ADFA**

Professor John Patrick Baird  
BSc PhD ANU

**Dean, Graduate Research School**

Professor Margaret M Harding  
BSc (Hons) PhD DSc Syd, FRACI CChem  
From 1 July 2005

## CODE OF CONDUCT FOR MEMBERS OF COUNCIL

This Code of Conduct is intended to guide members of the Council in the performance of their duties. The Code does not exclude or replace the rights and obligations of Council members according to law.

The provisions of this code apply to Council committees and to any members of those committees who are not members of the Council.

Council members must act honestly in the best interests of the University, at all times preferring the University's benefit to:

- personal advantage, whether financial or otherwise;
- the advantage of any other person or organisation; or
- the advantage of any group qualifying a member for election or appointment to Council.

### **Conflict of Interest**

Council members should disclose any interest, direct or indirect, which conflicts with their duty to the University. It is not obligatory to disclose an interest which naturally follows from membership of the group qualifying the member for election or appointment to the Council and is not otherwise special or personal to the member.

Council members should not use information obtained in the course of official duties to obtain, directly or indirectly, any financial advantage for themselves, or for any other person or organisation.

### **Personal Behaviour**

Council members should strive for the highest standards of personal behaviour in their dealings with other members of the Council and with other members of the University community, in accordance with the following ethical principles. Council members are also entitled to expect that the same principles should guide the treatment they receive from others.

Council members must:

- i) be courteous and promptly responsive, and treat people with respect;
- ii) not behave towards a person in a way which harasses, intimidates, bullies, coerces, threatens, humiliates, insults or vilifies him or her;
- iii) behave fairly, and respect the rights and obligations of others, including their right to fair working conditions and their right to privacy;
- iv) keep personal information in confidence;
- v) not allow personal relationships to affect professional relationships and in particular, avoid patronage and favouritism;
- vi) not harm people's reputations or career prospects in a way that is gratuitous or otherwise unfair, and give due acknowledgement to the work and contribution of others;
- vii) not discriminate on prescribed grounds, which in the University context includes: gender and/or sexual orientation; racial, ethnic, cultural, and/or religious background; disability; marital status; age; union membership; political affiliation or belief; and family responsibilities;
- viii) accept the right to hold personal beliefs and not insult personal beliefs; and
- ix) accept the rights of others to express personal opinions and to act on personal beliefs, within legal and ethical limits, and handle differences of opinion through rational debate, allowing different points of view to be expressed.



## Confidentiality

The purpose of Council confidentiality is to assist the Council to perform its functions while providing proper protection to the legitimate interests of the University and of individuals. Council members have a right to expect that the scope of Council confidentiality should not be extended beyond what is necessary and should not hamper them in the role and responsibility of Council member.

Members of the Council have an obligation not to disclose confidential information accessed in fulfilling their obligations to the University.

For Council members to comply with the obligation of confidentiality, all information should be considered confidential unless otherwise stated. The established practices of the Council will normally make clear the status of information presented. Clear explanation of these practices will be provided through the formal induction process and members must familiarise themselves with the established practices.

Where a Council member is in any doubt about the status of Council information, they must obtain clarification. As a general guide, Council confidentiality requirements include:

- any matter explicitly designated as confidential;
- personnel matters affecting specific employees of the University, such as appointments and promotions, salary matters, disciplinary proceedings, or investigations of alleged misbehaviour;
- any proposal to grant a honorary degree, the title of 'emeritus', or any other special honour; and
- information about commercial matters, where disclosure might lead to the improper taking of financial advantage.

Matters cease to be confidential once they have been officially made public by authority of the Council.

It is the responsibility of the Chancellor to guide the Council on the application of this Code.

## Breach of Code

In the event of a breach of confidentiality or any provision of this Code of Conduct, the Council may apply such procedures and take such actions as it considers appropriate in the circumstances, having regard to the nature and circumstances of the breach, its seriousness and consequences, and the requirements of law and procedural fairness.



## THE UNIVERSITY OF NEW SOUTH WALES CODE OF CONDUCT

This Code of Conduct is intended to guide UNSW staff to identify and resolve issues of ethical conduct that may arise in their employment. It is designed to guide staff in their dealings with colleagues, students, the University and the national and international communities. The Code is written as a set of general principles rather than detailed prescriptions. The Code stands beside, but does not of course exclude or replace, the rights and obligations of staff under common law.

The University is a complex organisation comprising a diversity of populations with different relationships to one another. These may be relations of power and/or of status. It is essential in such a community that all members recognise and respect, not only their own rights and responsibilities, but also the rights and responsibilities of other members of the community and those of the University itself.

The University recognises that many of its academic and other professional staff are also bound by codes of conduct or ethics defined by learned or professional societies or groups. Academic staff in particular have multiple allegiances: to their disciplines or profession at national and international levels (the invisible colleges); to the academic profession; to the community at large; and to the University. It is recognised that these allegiances are not always in harmony. It is an obligation of a staff member to weigh the importance of these allegiances in each particular set of circumstances and notify an appropriate officer of the University where such conflict does or may arise.

The University recognises and protects the concept and practice of academic freedom as essential to the proper conduct of teaching, research and scholarship within the University. While academic freedom is a right, it carries with it the duty of academics to use the freedom in a manner consistent with a responsible and honest search for and dissemination of knowledge and truth. Within the ambit of academic freedom lies the traditional role of academics in making informed comment on societal

mores and practice and in challenging held beliefs, policies and structures. Where such comments are offered by academics as members of the University, it is expected that those commentaries will lie within their expertise. That expectation is not intended to restrict the right of any academic to freely express their opinions in their private capacity as an individual member of society.

Every member of staff at UNSW has three primary obligations:

- a duty of care to observe standards of equity and justice in dealing with every member of the University community;
- an obligation to the University in terms of responsible stewardship of its resources and protection of its reputation in the wider community; and
- an obligation to act appropriately when a conflict arises between a staff member's own self interest and duty to the University. Where such conflict does or may arise, the issue should be disclosed to an appropriate officer of the University and, wherever feasible, the staff member should play no role in decision-making that might be associated with that issue.

When a staff member whose position or role entails supervisory or management duties is notified or becomes aware of a conflict or potential conflict of interest, his or her duty is to:

- a) inform the staff member involved of the provisions of the Code of Conduct as a basis for deciding on an appropriate way to handle the issue;
- b) where appropriate, notify the matter to a more senior colleague for further attention.

With respect to their duty of care, members of staff should:

- treat students and other staff with respect;

- not allow personal relationships to affect professional relationships;
- refrain from all forms of harassment;
- give due credit to the contributions of other members of staff or students;
- refrain from acting in any way that would unfairly harm the reputation and career prospects of other staff or students;
- consider the desirability of intervening constructively where a colleague's behaviour is clearly in breach of this code and be prepared to report any suspected fraud, corrupt, criminal or unethical conduct to an appropriate officer of the University;
- consider the impact of decisions on the well-being of others;
- respect individuals' rights to privacy and undertake to keep personal information in confidence, including information gained through case records from outside the University.

With respect to their obligation to the University, members of staff should:

- refrain from representing themselves as spokespersons for the University unless authorised to do so;
- refrain from representing themselves as acting for, or on behalf of, the University when undertaking any outside work;
- refrain from engaging in any outside work that would compromise their integrity and independence;
- avoid improper use of the resources of the University for private gain or the gain of a third party; and
- foster collegiality among members of the University community.

With respect to conflicts of interest, staff members:

- should take suitable measures to avoid, or appropriately deal with, any situation in which they may have, or be seen to have, a conflict of interest arising out of their relationship with another staff member or student. In particular, staff should avoid situations that may require them to supervise or assess a student with whom they have, or have had, a personal, commercial, familial or other significant relationship. Similar considerations generally apply to the supervision of other staff. Where both a supervisory role and significant relationship between staff members co-exist, supervision must be openly seen to be of the highest professional standard and neither unfairly advantaging nor disadvantaging the supervisee; and
- must take care that their financial and other interests and actions do not conflict or seem to conflict with the obligations and requirements of their University position.



Carnegie

The UNSW

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## PART THREE: 2005 IN REVIEW

Research .....	36
Graduate Research School .....	41
Research Centres .....	43
International .....	45
Academic and Teaching Developments .....	49
Learning and Teaching .....	50
Faculty Notes .....	53
Student Associations .....	70
Information Technology .....	75
Facilities Management .....	77
Commercial Services .....	81
Legal Affairs .....	84
Freedom of Information .....	85
Equity and Diversity .....	87
Ethnic Affairs Priority Statement .....	92
Human Resources .....	101
University Controlled Entities .....	107

## RESEARCH

UNSW, one of Australia's pre-eminent research institutions and a member of Australia's leading Group of Eight (Go8) research-intensive universities, is committed to excellence in all aspects of research from fundamental, basic and applied research through to the transfer of cutting-edge research into innovative commercial opportunities. UNSW is committed to first-class research training and the provision of a high-quality research training experience for its students.

In recent years, UNSW has seen a rise in competitive funding to support inter- and multi-disciplinary research in all Faculties, Schools and Centres – from interactive cinema to quantum electronics and nanotechnology; from advances in the treatment of AIDS and major illnesses to the ecology and biodiversity of Sydney Harbour. Through our collaborative partnerships with institutions, industry, government and communities – both in the local and international arenas – UNSW has maintained its practical application of research and its focus on innovation.

UNSW has a national or international reputation for research excellence in the following areas: advanced materials; brain science and neurosciences; cancer and vascular biology; civil, structural and applied engineering; complex systems, modelling, mathematics and numerical analysis; creative, performing and visual arts; employment, economics and finance; fundamental and enabling sciences; health and ageing; history and philosophy; HIV/AIDS and immunology; proteomics, genomics and tissue engineering; public policy; information technology and robotics; and water use, re-use and environmental sustainability. In addition, UNSW has emerging research strength in the areas of human rights, law and criminology; sustainable cities and the built environment; and defence and homeland security. Approximately 90 per cent of all research activity at UNSW is in areas of existing or emerging research strength.

Professor Les Field was appointed as the new Deputy Vice-Chancellor (Research) to lead the research portfolio from late March 2005. Professor Field's research

background is in Organic Chemistry and he brings with him a wealth of experience in driving the University-wide research agenda.

## Research Performance

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The University has had an exceptionally rewarding year in terms of research performance funding relative to the other Go8 universities. In 2005 UNSW's research grant income totalled over \$115M, of which \$16M was from international grant funding sources.

UNSW continues to build on its enviable position in international research collaborations and linkages. The National Centre in HIV Epidemiology and Clinical Research is part of a consortium that was awarded \$26.4M in 2005 to accelerate the development of VivaGel™, which prevents the transmission of sexually transmitted infections that cause AIDS. This study, led by Professor John Kaldor, is one of the largest-ever awards made to an Australian-led consortium by the prestigious United States funding body, the National Institute of Allergy and Infectious Diseases (part of the National Institutes of Health). Professor Martin Green (Centre of Excellence for Advanced Silicon Photovoltaics and Photonics) and Dr Gavin Conibeer (Centre for Photovoltaic Engineering) won a Stanford University Global Climate and Energy Project Grant of US\$1.73M to lead a team of ten researchers investigating nanostructured silicon-based tandem solar cells.

The University's achievements in nationally competitive grant funding were outstanding in 2005, with UNSW researchers across the range of Faculties and Schools securing more than \$34M from 104 proposals for Australian Research Council (ARC) Discovery Project Grants, which support innovative research.

In the first round of ARC Linkage Project Grants, nearly \$5M was awarded for 21 applications for research commencing in 2005, with an additional \$7M contributed from industry partners. This funding is for collaborative projects designed to foster the development of long-term

strategic alliances between university researchers and their partner organisations.

A further \$4.2M was received in the second round of ARC Linkage funding for 16 grants, with matching contributions of over \$7.3M from a wide range of industry partners. The most valuable grant, worth \$1.25M over six years, was awarded to a research team headed by Professor Chris Sorrell (School of Materials Science and Engineering) for research into the generation of hydrogen from water using sunlight. Following this is a grant for \$540,000 over four years, awarded to a project led by Associate Professor Rick Cavicchioli (School of Biotechnology and Biomolecular Sciences), which will fund research into enhancing the performance of industrial enzymes.

As the administering institution, UNSW was awarded \$2.7M under the ARC Linkage Infrastructure Equipment and Facilities (LIEF) Grants Scheme for 2005, which funds equipment, the augmentation of existing equipment and the establishment of expert databases and facilities. A further 11 applications worth \$6M, involving UNSW as a collaborating institution, were funded by the ARC.

Researchers at UNSW have also been very successful in obtaining National Health and Medical Research Council (NHMRC) funding, with 26 project grants representing \$11M in new funding in the initial round. In addition, the University was awarded eight Research Fellowships. Five of the fellowships were new (Professors Simon Gandevia and Glenda Halliday and Associate Professors Levon Khachigian, Ann Williamson and Dr James Brook) and three were continuing (Professor Erica Potter and Drs Vaughan Macefield and Janet Taylor). An NHMRC Capacity Building Grant of \$2.3M was awarded to Professor Caroline Finch, Director of the New South Wales Injury Risk Management Research Centre, and Drs Miles Davenport, Brett Garner, Katharina Gaus and Bettina Meiser received Career Development Awards.

In the second round of NHMRC funding for 2005, UNSW secured a further two grants: \$4.3M over five years went to the team of Associate Professors Glenn Marshall, Murray Norris and Michelle Haber (Children's Cancer Institute Australia), who are looking to develop new

treatments for childhood cancer and possibly some forms of prevention that are safe, effective and non-toxic. Almost \$170,000 went to conjoint Professor Charles Mackay (based at the Garvan Institute of Medical Research) to help develop a new antibody into a therapy for a range of chronic and inflammatory diseases.

## Fellowships and Awards

The University has continued its investment and support in the ARC/NHMRC 'near miss' Goldstar Awards, with over \$2M awarded to 70 researchers for 2005 and a further \$800,000 to nurture and support talented, up-and-coming, early-career researchers. These schemes yielded positive results with the University obtaining an additional \$14M in ARC Discovery Project Grant funding compared to 2004 and an extra \$4M in NHMRC Project Grant funding. This is the best result in both schemes since 1997 and has brought UNSW's ranking from fifth to third place nationally in the space of a year.

In 2005, several of UNSW's outstanding researchers received fellowships and awards. The University was awarded two of the 24 prestigious ARC Federation Fellowships for 2005, which are the highest publicly funded research fellowships offered in Australia (bringing the total number awarded to UNSW to eight). Scientia Professor Tom Davis, Director of the Centre for Advanced Molecular Design, will lead research into tailor-made synthetic macromolecules that can be used to store and convey information. Associate Professor Matthew England from the School of Mathematics will seek to develop improved models for predicting and managing climatic events.

More than a quarter of the prestigious Australian Professorial Fellowships awarded in 2005 to undertake research that is both of major importance in its field and of significant benefit to Australia – seven of the 23 Fellowships awarded nationally – went to UNSW. These were awarded to Professor Victor Flambaum (School of Physics); Professor Joe Forgas (School of Psychology); Professor Ian Gilbert (School of Civil and Environmental

Engineering); Associate Professor Brett Neilan (School of Biotechnology and Biomolecular Sciences); Professor Ian Petersen (School of Information Technology and Electrical Engineering, ADFA) and Professor Aibing Yu and Dr Yong Zhao (School of Materials Science and Engineering).

Four UNSW researchers were awarded prestigious Australian Museum Eureka Prizes, which are Australia's highest-profile scientific awards. Associate Professor James Franklin (School of Mathematics), Professor Veena Sahajwalla (School of Materials Science and Engineering), Associate Professor Brett Neilan (School of Biotechnology and Biomolecular Sciences) and Adjunct Lecturer Dr Brendan Burns, who was awarded the Interdisciplinary Scientific Research prize, won the awards for their research spanning scientific ethics, environmental sustainability and the origins of life.

Professor Miraca Gross, Director of the Gifted Education Research, Resource and Information Centre (GERRIC), received the prestigious Distinguished Scholar Award from the American National Association for Gifted Children. This is the leading international research award in the field of gifted education and it is the first time it has been conferred to a recipient outside North America. Professor Carolyn Geczy (School of Medical Sciences) won the second International Association of Inflammation Societies' Women in Inflammation Science Award in 2005 for her scientific accomplishments and impact on the advancement of women in inflammation research.

Professor Levon Khachigian (Centre for Vascular Research) received the 18<sup>th</sup> Khwarizmi International Award for Science and Technology, which recognises distinguished innovators and inventors in fundamental and industrial science, for his work on gene targeting. He was also appointed President of the Australian Society for Medical Research. Professor Kevin McConkey (School of Psychology) was appointed as an Honorary Fellow by the Australian Psychological Society (APS), bringing the number of the APS's 15,000 members who are presently Honorary Fellows to 11. Another three staff in the School were appointed as Fellows: Dr Jim Bright, Scientia Professor Richard Bryant and Professor Peter Lovibond.

In 2005 three UNSW chemists won the three most prestigious prizes awarded annually by the Royal Australian Chemical Institute: Professor David St C Black (School of Chemistry) was awarded the Leighton Memorial Medal and Scientia Professor Tom Davis and Dr Christopher Barner-Kowollik (School of Chemical Engineering and Industrial Chemistry) were awarded The HG Smith Medal and The Rennie Medal respectively. Professor Philip Bell (School of Media, Film and Theatre) was awarded the prestigious Erasmus Mundus scholarship and will spend time at Roskilde University in Denmark. Dr John Foster, Head of the Biopolymers Research Group, was the first Australian to win a prestigious Marie Curie Incoming International Fellowship and will spend a year at the renowned Institute for Soft Matter Research at the Jülich Research Centre in Germany.

The National Heart Foundation awarded UNSW researchers eight of its 14 New South Wales research awards in 2005 – six of them within the Centre for Vascular Research (CVR). Dr Juliana Kwok, NHMRC Research Officer in the CVR, was named as one of the highest-ranked researchers, receiving the John Shaw Postdoctoral Fellowship for her proposed stem cell research study of heart tissue regeneration. Dr Katharina Gaus, also in the CVR, was awarded both a grant-in-aid and a Career Development Research Fellowship. In addition, Dr Brett Garner, Senior Research Fellow in the CVR, received the inaugural National Heart Foundation Award named after high-profile sports journalist Peter 'Chippy' Frilingos.

Dr Andrew Feitz (Centre for Waste and Water Technology) was one of 16 researchers nationally to receive a 2005 Fresh Innovators Award and it was the second year in a row that a UNSW researcher was a recipient. Also, four of UNSW's researchers received 2005 New South Wales Young Tall Poppies Science Awards, which recognise young scientists who excel at research, leadership and communication: Dr Katharina Gaus (ARC Discovery Fellow in the CVR); Dr Rob Brooks (ARC Queen Elizabeth II Research Fellow in the School of Biological, Earth and Environmental Sciences); Dr Brendan Burns (School of Biotechnology and Biomolecular Sciences); and Mr



Mike Manefield (Centre for Marine Biofouling and Bio-Innovation).

UNSW graduates have continued to be successful in the internationally prestigious Fulbright Scholarships, with two graduates heading to the United States. Dr David Ziegler won a Fulbright Postgraduate Alumni (WG Walker) Award to conduct research at the Dana-Farber Cancer Institute at Harvard Medical School and Ms Olivia Coldrey won the 2005 Fulbright Professional Business/Industry (Coral Sea) Award to conduct research on the Australian-United States Free Trade Agreement at New York University's School of Law.

In 2005, four exceptional researchers have been named Scientia Professors in recognition of their outstanding research performances and international research eminence: Professors Mark Bradford (School of Civil and Environmental Engineering and Federation Fellow); Richard Bryant (School of Psychology); David Cooper (National Centre in HIV Epidemiology and Clinical Research); and John Roberts (Australian Graduate School of Management), who was also made a Fellow of the Australian Market and Social Research Society.

## NSG Cross-Faculty Professorships

The University appointed the first group of cross-Faculty professorships in 2005, funded through NewSouth Global Pty Limited (NSG) and designed to promote emerging areas of research strength and excellence that transcend traditional disciplinary boundaries. Professor Caroline Rae, biochemist and internationally recognised expert in magnetic resonance, was appointed in 'Brain Sciences'; Professor Daniel Tarantola, world renowned for his work in the areas of HIV/AIDS and human rights was appointed in 'Health and Human Rights'; leading structural engineer Professor Richard Hough and prominent architectural writer and curator Associate Professor Davina Jackson were appointed together in 'Multidisciplinary Design'; Professor Vivien Johnson, whose work on indigenous cultural and intellectual property rights has had wide social impact

was appointed in 'New Media Narrative and Theory'; and Professor Chris Cunneen, a leading authority on issues relating to indigenous people and the criminal justice system was appointed in 'Criminology'.

In addition, the 'Brain Sciences' network won a competitive joint bid to the Neuroscience Institute for Schizophrenia and Allied Disorders to host Australia's first professorship dedicated to schizophrenia research.

## Research Policies and Ethics

UNSW has further developed the program of information and activities to educate the University community on research integrity, including authorship, plagiarism and the appropriate citation of previously published work, intellectual property rights, conflicts of interest, animal and human research ethics and the responsible practice of research.

The UNSW Conflict of Interest Policy was adopted and an extensive communication program has been undertaken across the University to promulgate the policy and educate staff on the disclosure/registration and management of conflicts of interest. Also, the Disclosure Review Committee (DRC) has been established as the main body to monitor compliance with the policy at UNSW.

The revised UNSW Intellectual Property Policy, addressing issues of the right of fair attribution of authorship or invention, resolution of disputes regarding ownership of intellectual property and the role of NewSouth Innovations in the commercialisation of research, was adopted at the end of 2005.

The UNSW Code of Conduct for the Responsible Practice of Research is currently under review to take into account best practice for research-intensive universities and also to streamline the process for dealing with matters of research misconduct.

Research ethics approvals were dealt with by the two Animal Care and Ethics Committees and the two Human Research Ethics Committees, in addition to the nine broad discipline-based Human Research Ethics Panels,

which dealt with lower-risk ethical matters. The current business processes for the management, operations and structures in support of animal care and human research ethics activities at UNSW are planned to be reviewed next year. Also, building work has now commenced on the upgrading of the Animal Research Facilities to support biomedical research at UNSW.

## Division of the Deputy Vice-Chancellor (Research)

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There were significant changes within the Division of the Deputy Vice-Chancellor (Research) during 2005.

The team-based Client-Faculty service model of UNSW Research Services was implemented, with each team providing the full spectrum of research services, including pre-award grant administration and compliance, contracts, post-award compliance, ethics approvals and financial/administration services. The second phase of the restructure will involve: the roll-out of a new integrated Research Grants Management software solution to better manage research data and the research support function, initially within UNSW Research Services and later to the wider UNSW research community; and the establishment of the Centres Secretariat in 2006 to provide services spanning the life-cycle of all UNSW centres (including externally funded centres) from application to contract, centre management and compliance.

The research portfolio has expanded to include the University's commercialisation arm, NewSouth Innovations Pty Limited (NSi), which was established on 1 July 2005 following the decision to separate the commercialisation and consulting services that had existed under Unisearch Limited. Trading under Unisearch Limited was brought to a close and the newly formed UNSW Consulting joined New South Global Pty Limited. NSi's role is to interface with University researchers and commercial partners to ensure that any research with potential commercialisation application is captured, registered, assessed, protected and commercialised appropriately; to maintain and support

the University's patent portfolio and provide intellectual property management for the University and its staff; and to commercialise University-owned technology and intellectual property to provide a financial return to the University, its staff and students via the University's Intellectual Property Policy.

In November the University also joined Uniseed Pty Limited as an avenue for accessing 'seed capital' for early-stage research and the development of UNSW research with commercialisation and technology transfer potential.

Building work commenced around the Applied Science Building on a new facility to co-locate major research instrumentation in a single, purpose-built, high-grade facility for the University, due for completion in early 2007. The UNSW Analytical Centre will house the most important major instruments used in the Faculties of Science, Medicine and Engineering for the study of the structure and composition of biological, chemical and physical materials and will also include preparation laboratories, smaller instruments and computing facilities. In addition, the Analytical Centre will provide technical and professional support for these instruments. The Centre will consolidate the management of resources to minimise unnecessary duplication, as well as providing the appropriate infrastructure to support the instruments and a world-class research environment, within which the instrumentation can operate to specification.

## GRADUATE RESEARCH SCHOOL

2005 saw major achievements in the implementation of plans for enhancing support for higher-degree research students at UNSW. The inaugural Dean of Graduate Research, Professor Margaret Harding, was appointed in July and the Graduate Research School (GRS) was established in October and formally opened by the Vice-Chancellor in December.

The incorporation of the GRS in the Rupert Myers Building, along with UNSW Research Services and NSi, completes the establishment of the Research Precinct at UNSW. Co-location within the research precinct has recognised the pivotal role of research students in the overall research profile and international reputation of UNSW as a leading research-intensive university in Australia and the South-East Asian region.

The primary goal of the GRS is to provide support and services that ensure the highest-quality research training to all higher-degree research students at UNSW. The School assists Faculties by coordinating and streamlining postgraduate research student administration and facilitating access to the wide range of skills and training support available from many service providers throughout the University. The School's range of services include administering all aspects of research student candidature, scholarships, thesis examination, recruitment, information seminars and training programs and providing advice to potential and current students.

Advanced planning to achieve comprehensive and effective communication with all key stakeholders has been identified as an immediate priority for the School and several initiatives toward meeting this goal have already commenced. The first phase of a new, dedicated website ([www.grs.unsw.edu.au](http://www.grs.unsw.edu.au)) that links all aspects of research training from recruitment to graduation and employment has been developed for launch in Session 1, 2006.

The Graduate Research Forums have been established as the major platform for disseminating key policy, current

University and government issues and new processes and guidelines to postgraduate coordinators, research administrators and research student providers in the University. The forums encompass and expand the goals of the Postgraduate Research Interest Group, which was established to generate discussion of postgraduate issues. A Dean's Advisory Committee has been established to ensure representation of a diverse range of views from the sector on revisions and the development of new policy and procedures.

Reviews of all higher-degree management processes and the roles and functions of Faculty committees have been completed and have informed development of the Operational Plan for 2006. The GRS has focused on four key objectives for 2005 and will work toward their further implementation in 2006. The four objectives are:

- i) Policy Review: Policies relating to rules and regulations of the degree of Doctor of Philosophy, thesis submission and examination will be expanded and updated to incorporate the role of the new Dean and the GRS.
- ii) Improved Candidature Management: This depends on the delivery of a fully integrated database for research candidatures linked to new streamlined processes that are aligned with census dates. The analysis of the core business processes required to scope the new candidature management system has commenced.
- iii) Student Satisfaction and Feedback: The new team-staffing structure within the GRS has facilitated support of student candidatures, supervisors and Faculties by introducing processes to ensure integrated management of all aspects of candidature. Overall satisfaction will be captured from 2006 with exit surveys tailored specifically for UNSW students.
- iv) Resources and Training: A formal induction and orientation session for new students was held in Session 2 and will be held annually as a key tool for introducing new research students to UNSW.



The *Essentials for Postgraduate Research* information package will be supplemented by a dedicated *Postgraduate Research Student Handbook*, to be developed in 2006, which will provide a valuable resource for students and supervisors throughout their candidatures. In parallel, consultation within the University has identified a need for specific resources for postgraduate coordinators and Faculty Higher Degree Committees. The School has coordinated and hosted a range of training programs, including 'Commercialising Your Research' and 'Postdoctoral Opportunities'. These programs will expand in 2006 with targeted communication to students via the Skills Development Wall Planner and a quarterly newsletter from the School.

Phase 1 of the Library Master Plan, which includes dedicated space for postgraduate research students, has been approved. This 24-hour-access space will have kitchen and lounge facilities and workspaces that will be centrally allocated and available from Session 1, 2006.

UNSW has continued to attract strong applications from domestic and international students for Masters by Research and PhD degrees. GRS has refined the processing and ranking of applications for scholarships, which has permitted a more competitive recruitment timetable for offers to new students.

## RESEARCH CENTRES

Research at the University of New South Wales continues to be conducted across the range of Faculties and Schools and in dedicated Centres. At UNSW, the formation of Centres brings together congruous groups of academics, researchers and students across traditional Faculty-School lines to collaborate in the areas of research, teaching and community service and conduct valuable, mutually beneficial activities. The amalgamation of expertise and resources to build up critical mass in inter- and multi-disciplinary Centres, through externally funded partnerships and internally allocated strategic support, has been essential in many of UNSW's areas of research strength and excellence. This has been demonstrated in the number of externally funded Centres that have been awarded to UNSW in recent years.

In 2005 there were two National Centres of Excellence, three Federal Government-funded National Centres, two Australian Research Council (ARC) Centres of Excellence, eight National Health and Medical Research Council (NHMRC) programs, 14 Cooperative Research Centres (CRCs) and over 40 internal centres located at UNSW. The University also continued its affiliation with four major medical research institutes: the Children's Cancer Institute of Australia, the Prince of Wales Medical Research Institute, the Garvan Institute of Medical Research and the Victor Chang Cardiac Research Institute.

UNSW renewed its involvement in two National Centres of Excellence (the National Information and Communication Technology Centre and the National Stem Cell Centre) and three Federal Government-funded National Centres (the National Centre in HIV Epidemiology and Clinical Research, the National Centre in HIV Social Research and the National Drug and Alcohol Research Centre) in 2005. The New South Wales Government also continued its financial support of the New South Wales Injury Risk Management Research Centre based at UNSW.

The University hosted two ARC Centres of Excellence – the Centre of Excellence in Advanced Silicon Photovoltaics and Photonics and the Centre of Excellence

in Quantum Computer Technology. UNSW is a core participant in a further four Centres of Excellence, with nodes for the Centre of Excellence in Autonomous Systems (University of Sydney); the Centre of Excellence in Design in Light Metals (Monash University), which was approved in the 2005 funding round; the Centre of Excellence for Mathematical and Statistical Modelling of Complex Systems (University of Melbourne); and the Centre of Excellence for Functional Nanomaterials (University of Queensland). UNSW was also a participant in the new ARC Research Network Program, designed to encourage collaborative approaches to research in inter-disciplinary settings, with involvement in the ARC Research Network for a Secure Australia (University of Melbourne) and the ARC Cultural Research Network (University of Queensland).

There were eight NHMRC programs based at UNSW for 2005: Atherosclerosis, Breast and Prostate Cancer, Depressive Disorders, Development of New HIV Vaccines, Evaluating Health Policy, Experimental Neurology, Post-traumatic Mental Health and Vascular Biology.

The University increased its involvement in the Bushfire CRC by becoming a core participant. UNSW also joined the CRC for the Australian Poultry Industries and the CRC for Cotton Catchment Communities as a supporting participant, while the Australian Photonics CRC wound down its operations.

UNSW was a core participant in 12 CRCs and affiliated with a further two during 2005:

- Bushfire CRC
- CRC for Advanced Composite Structures
- CRC for the Australian Poultry Industries
- CRC for Coal in Sustainable Development
- CRC for Cotton Catchment Communities
- CRC for Environmental Biotechnology
- CRC for Greenhouse Gas Technologies (Co2CRC)
- CRC for Intelligent Manufacturing Systems and Technologies

- CRC for Polymers
- CRC for Smart Internet Technology
- CRC for Spatial Information
- CRC for Sustainable Tourism
- CRC for Technology Enabled Capital Markets
- CRC for Water Quality and Treatment.

The CRCs are integral to the way universities work with industry partners to deliver practical research outcomes. For example, in 2005 the CRC for Intelligent Manufacturing Systems and Technologies, in collaboration with representatives from CSIRO, the University of Wollongong and Boeing-Hawker de Havilland, developed IRMAS, the first engineering risk management software to structure and link the entire new product development process. This represents a unique approach to collaborative, multi-site, multi-partner, new product development projects and is currently being piloted by Boeing-Hawker de Havilland.

UNSW is also associated with four external centres/institutes: the Blue Mountains World Heritage Institute, the Financial Services Consumer Policy Centre, the National Children's and Youth Law Centre and the National Pro Bono Resource Centre.

There were over 40 internal centres in operation at UNSW in 2005. The program of centre reviews continued in part during the year, with the disestablishment of the Communications Law Centre following a financial management review and the UNSW-UTS Centre for Research on Provincial China and the Research Centre for the Study of Ageing and Retirement (effective January 2006) on the recommendation of the Presiding Dean and Director. A further two centres are currently under review. The proposal to establish the Research Centre for Primary Health Care and Equity was supported, with another two successful proposals for multidisciplinary research centres in Health Assets and City Futures.

In 2005, the University identified internal centres as an area of strategic priority. The UNSW Centres Policy was revised to align with best practice to better define

the principles and processes for the establishment, management and review of centres. There are five types of centres formally recognised at UNSW – Research Centres, Program Centres, Community Centres, Research Institutes and Commonwealth/State Funded Centres. In association with the development of the UNSW Centres Policy, UNSW has developed *Guidelines for Commonwealth/State Funded Centres*, which cover UNSW's strategic involvement in, and commitment to, Commonwealth and/or State Government externally funded research centres, particularly CRCs, as well as ARC/NHMRC Centres of Excellence.

The UNSW Centres Policy clearly articulates the characteristics of centres and their creation, management, review and closure, as well as the role of the UNSW Centres Secretariat, which will be pivotal to the operational implementation and ongoing administration of this policy. There is an increased emphasis on deliverable outcomes, responsibilities of the Presiding Dean and the Centre Director, the administration and management of centres, financial accountability, performance monitoring, regular reporting and the minimisation of risk exposure.

The establishment of the UNSW Centres Secretariat, effective from January 2006, will provide quality assurance via a 'life-cycle' approach to internal centre activity and management, as well as better integration and alignment with academic/administrative structures and lines of reporting across the University. The Centres Secretariat, to be located within UNSW Research Services, will provide services spanning the life-cycle of all UNSW centres (including externally funded centres) from application to contract, centre management and compliance. In particular, the Centres Secretariat will be responsible for maintaining the register of UNSW centres; maintaining and administering the broad framework for all centres; providing regular reports on financial performance and compliance; acting as a repository of all centre reports and records; and triggering and managing the review process for centres.

## INTERNATIONAL

2005 saw a range of exciting developments at UNSW that demonstrate a strong commitment to the University's goal of internationalisation, as well as increased local and international engagement.

### UNSW International

UNSW International continues to work in partnership with Faculties and NewSouth Global Pty Limited (NSG) to position the University as Australia's leading international university, renowned for its high-quality teaching, research, internationalisation programs and student support.

In 2005 UNSW welcomed an increasingly diverse range of international students from around the globe. The University now has students from more than 160 countries, maintaining one of the most diverse international cohorts of any university in the world. UNSW reached an enrolment of 8042 international students at 31 March, moving back to a growth phase following the decision to cap international enrolments from 2003 through a carefully managed enrolment plan.

UNSW students are encouraged to develop cultural understanding and an international perspective through participation in international activities and exchanges. Associate Deans (International) were appointed in all Faculties to develop Faculty-based international strategies for promoting internationalisation and advancing international programs in a strategic and sustainable way. Associate Deans (International) are also responsible for ensuring that quality underpins all facets of the international endeavours being conducted in each Faculty.

At the Annual International Planning and Review Day, UNSW International launched its augmented marketing strategy. The broader International Marketing team now comprises UNSW International (International Office), Associate Deans (International) supported by dedicated marketing staff in Faculties, NSG representatives for selected markets and the one-third-time allocation of

Offshore Office Managers based in NSG offices in Thailand and Vietnam.

With respect to on-campus enrolments, UNSW remains one of the leading recipient universities in the world. In 2005 more than 8,042 international students were enrolled at UNSW's Sydney campuses, including 2,384 studying for higher degrees. Of the international student cohort, 51 per cent were drawn from core markets in China, Thailand, Malaysia, Hong Kong, Singapore and Indonesia. Of the total 2005 cohort, 16.5 per cent were drawn from Europe and the Americas. UNSW continued to provide education and training for the Australian Agency for International Development (AusAID), with 46 new students commencing and a total of 201 students from 19 countries.

2005 saw the launch of a range of initiatives to improve engagement with the University's international partners, with a particular focus on developing quality relationships with institutions in the Indian region. Through the provision of a range of Contestable Funding Awards from the division and scholarship programs, Faculties and Schools have been able to develop strategic linkages and projects with partner institutions around the globe. Outcomes have included sponsored conferences and joint activities in China, India, South-East Asia and Europe that have raised the profile of UNSW research and scholarship.

The pioneering UNSW Golden Jubilee Scholarship Program, launched in 1999, continues to provide full tuition scholarships for the top diploma recipients from five polytechnics in Singapore and five institutes and/or colleges in Malaysia. To date, more than 180 students have participated in this program, which is valued at more than \$7M. This cohort of outstanding scholars includes five University Medallists and more than 60 Honours graduates.

During 2005 UNSW employees and officers conducted over 2740 overseas visits for research, academic and promotional purposes. Travel costs are reported in the 'Expenses by Function' section of the Financial Reports. The International Office has five staff that travelled overseas on more than 37 occasions in 2005 for events



associated with international student recruitment, along with representatives of each of the Faculties. Also, 124 academic staff travelled overseas for research and collaborative activities as part of the Special Studies Program.

The University continued its commitment to international graduations by conducting graduation ceremonies in Kuala Lumpur, Hong Kong and Beijing. All UNSW Faculties were represented among the 609 graduating students. In addition, international alumni activities were conducted in conjunction with these events, as well as in Singapore and Jakarta.

## UNSW Asia

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The new vision for UNSW's international engagement through UNSW Asia was well received throughout the University. Working groups have continued to develop and progress all aspects of planning for the new campus and two joint-planning days were held to bring together all working group members and staff involved with the project. Two of the most exciting developments were Professor Greg Whittred's appointment as the first President of UNSW Asia and the announcement that Kerry Hill Architects will develop the master plan for UNSW Asia's Changi campus.

The Singapore Government has continued to provide significant support for the UNSW Asia project as a key part of its Educational Hub. The Economic Development Board of Singapore continued to influence positive outcomes for UNSW at critical stages during the year.

The President of UNSW Asia will also be a member of Singapore's National Research Council, responsible for the strategic investment in research and development across Singapore with a budget of SGD12 billion for 2006 to 2010.

The first marketing missions for UNSW Asia were undertaken, in partnership with the Singapore Tourist Board and Education Singapore, in Jakarta, Malaysia, China, South Korea and India. UNSW signed an



exclusive agreement with IDP Education Australia for the recruitment of international students to UNSW and UNSW Asia. Relationship management strategies were established with a number of international schools, sponsoring authorities and other suppliers of international students.

Planning and implementation is now well advanced for UNSW Asia and from 2006 it will develop its own independent management and operational functions.

## International Student Services

International students were encouraged to volunteer as peer mentors and participate in a variety of community development programs to broaden their Australian experiences. A new initiative to extend the orientation to a 'getaway weekend' proved to be very successful, with 132 students from 30 countries participating. The Peer Mentor Program continued to gain popularity among students, with twice the number of applicants than the 58 that received training and over 200 new students receiving personalised advice from peer mentors prior to their arrival in Sydney. Student participation in information sessions and placements for volunteers and organised activities continued to increase. An initiative to provide a social and networking opportunity to support international research students resulted in four successful bimonthly gatherings during the year, covering topics of interest specific to such students.

The results of an externally commissioned focus group study looking at the needs, expectations and issues faced by international students have been analysed. Results of the study are being used to guide and improve services to all international students and in planning for UNSW Asia in the coming year.

The opinions of international students have been actively canvassed throughout the year in surveys, focus groups and feedback sessions on the quality and image of a range of marketing tools, such as the international prospectuses and the international website. Continuous improvement of services and products to meet the

requirements of a diverse range of international students has been a priority.

## International Exchange Programs

In addition to over 170 different student exchange destinations in 32 countries, UNSW also has a significant number of agreements with institutions around the world to facilitate cooperation in staff exchange and research collaboration.

During the year, around 350 UNSW students went on exchange for one or two sessions at partner universities in North America, Europe, Asia, Russia and South America. The University, the Alumni Association and other Faculty sponsorships provided more than \$200,000 in financial assistance to selected exchange students.

The Australian Graduate School of Management (AGSM) also ran an active exchange program, with 41 UNSW students studying at prestigious business schools overseas and 37 international students coming to AGSM. Final-year medical students also participated in upwards of 200 clinical placements in more than 30 countries and the Faculty arranged clinical clerkships in New South Wales hospitals and other health facilities for more than 150 visiting students from over 20 countries.

At any one time in 2005, there were between 250 to 300 Practicum students from overseas universities assisting with UNSW research projects for periods of three to 12 months in return for professional supervision and skills enhancement.

UNSW continues as an active member of the Universitas 21 (U21) consortium of key international research-intensive universities. Activities included the exchange of a large group of students between partner universities in Asia, Europe and North America, the sponsorship of two teams of students at the U21 Summer School in Singapore and a series of high-level meetings between groups of deans and other academics in various disciplines.



## ACADEMIC AND TEACHING DEVELOPMENTS

The Academic Board is the principal academic body of the University. It has overall responsibility for reporting to Council and the Vice-Chancellor, and in policy formation and implementation on academic matters. The Board is independent in both its membership and its deliberations.

During 2005 the Academic Board reviewed and approved new and revised program proposals and provided advice on a range of academic, research and teaching matters, as well as discussing and advancing significant policy initiatives. 2005 also saw the formalisation and review of many key policy areas, the appointments of key senior personnel, the Australian Universities Quality Agency (AUQA) visit and great steps forward in the establishment of the UNSW Asia initiative, which is now a reality. No major problems arose that had the potential to affect the achievement of operational objectives.

The Board introduced Graduate Certificates in Safety Science, Good Manufacturing Practice, Spatial Information, Remote Sensing and Statistics and a Graduate Diploma in Pharmaceutical Medicine. Complete revisions were made to the Bachelor of Optometry, Bachelor of Science and Bachelor of Engineering degrees.

New Bachelor degrees were introduced in Computer Science, Digital Media, Health and Exercise Science, Marketing, Tourism and Hospitality, Materials Science and Commerce, and the Board also recommended the award of three higher doctorates in Science and Medicine.

The Board approved both undergraduate and postgraduate degrees for UNSW Asia. It also approved Masters degrees in Financial Analysis, Conservation Biology, Couple and Family Therapy, Reproductive Medicine, Urban Design, Property Development, Taxation, International Taxation, Professional Accounting, Construction Management, Art and Health Informatics.

In 2005 the Board recommended the establishment of the following UNSW research centres: the Centre for Primary Health Care and the Centre of Photovoltaic and Renewable Energy.

The Board carried out evaluations of many of its initiatives: Enabling Library Information Skills for Everyone (ELISE);

Enabling Skills; and the Medical Student Selection Process. The Board also developed reports on Foundation Year students proceeding to university study; General Education; and Temporary Protection Visa Scholarships.

During the year, the Board provided quality assurance and approval mechanisms across a range of academic policy areas. It discussed and approved key policies, including the Conflict of Interest Policy; the Paid Outside Work Policy; the Intellectual Property Policy; the Grievance Resolution Policy; the Academic Promotions Policy; the UNSW Centres Policy; the UNSW Policy on Environmental Management; the Learning and Teaching Plan; Helping Students Avoid Plagiarism; the Disability Standards Working Party; Quality and Postgraduate Coursework Students; the Definition of Research-Active Staff; and New Selection Procedures for Engineering Students. It also responded to several government initiatives, including the By-Law amendment and white papers on 'Building Better Foundations', 'Building University Diversity' and the proposed Research Quality Framework.

The Board introduced 'hot topic' debates on the following issues in 2005: cultural diversity; admission of students; voluntary student unionism (VSU); policy promulgation and implementation; talented and gifted students; whether UNSW should host blog sites; the AUQA visit; Course Experience Questionnaire (CEQ) improvement; Community Outreach; and Academic Board Discipline Reviews.

As well as hosting the National Meeting of Chairs of Academic Boards and Senates from 13 to 15 October, the Board organised a Research Retreat and forums on the Budget; the Department of Education, Science and Training's initiatives in Higher Education; and Disability Initiatives.

The Board President and members provided important advice and benchmarking in promotion procedures and in all appointments to positions of Associate Professor or above.

No new Board committees were established during 2005.

## LEARNING AND TEACHING

The *UNSW Learning and Teaching Plan 2005-2007* was designed to promote the learning and teaching objectives embodied in the UNSW Strategic Plan to enhance the educational experience of all the University's students. Although it covers three years, the 'living' plan's progress was intended to be monitored and its strategies revised in light of new developments and circumstances. The Plan was reviewed in November to ensure its goals remain relevant and its strategies have been implemented in meaningful ways for Faculties and staff throughout UNSW.

The Plan established nine goals, with several strategies formulated to ensure that each goal would be fulfilled. A summary status report on the progress toward each goal and the associated strategies follows.

### **Goal 1: Research-Teaching Nexus**

*All learning and teaching practices at UNSW will be integrated with a research culture.*

Several policies were developed in consultation with relevant stakeholders within and outside UNSW in light of benchmarking against policy and practice at other Australian and international universities. These include the Plagiarism Policy, the Enabling Skills Policy and the Academic Promotions Policy, as well as the Sessional Teaching Staff Strategic Action Plan.

Three Vice-Chancellor's Teaching and Research Awards were provided for outstanding researchers and teachers to further their learning and teaching practice in scholarly and innovative ways during 2006-08 while maintaining the quality of their research.

Support for the scholarship of learning and teaching continued with a series of well-attended seminars and workshops.

Two more issues of the *UNSW Compendium of Good Practice in Teaching and Learning* were published.

### **Goal 2: Graduate Attributes**

*All students will be given opportunities to develop the UNSW graduate attributes contextualised to their field of study as a result of their programs and experiences while at the University.*

The Learning and Teaching Unit developed a series of tool kits to assist staff in the development and assessment of students' graduate attributes and opportunities were provided for students to learn in real-world and multidisciplinary contexts.

The learning and teaching performance indicator requirement of Faculties for graduate attributes to be mapped in one undergraduate program was initiated in the College of Fine Arts (COFA), the Faculty of Commerce and Economics and the Faculty of Science. An electronic student portfolio that encourages students to take responsibility for the development of their graduate attributes was piloted within the School of Psychology.

### **Goal 3: Support for Transition**

*All students and staff will be supported during the transitional phases of their studies and employment respectively.*

An enhanced transition experience from school to undergraduate study and into postgraduate coursework was developed through an expanded Student-Peer Mentoring Scheme. A First-Year Coordinators' Network and associated website were established to support staff involved in first-year learning and teaching at UNSW.

UNSW, in collaboration with the Queensland University of Technology (QUT), was awarded \$200,000 by the Carrick Institute for Learning and Teaching in Higher Education, which will be used to develop and implement strategies to clarify and support key roles in leading learning and teaching practices.

## **Goal 4: A Diverse and Flexible Learning Experience**

*Curricula, teaching modes and levels of support will reflect our changing student profile and our commitment to providing an international and intercultural learning experience for all our students.*

A website was developed and policy auditing was implemented to promote practices that integrate cross-cultural dimensions into learning and teaching. An annual UNSW student experience survey was also developed.

In the second half of 2004, Fellows of Innovative Teaching and Educational Technology (ITET) 5 developed online courses in WebCT Vista, with the aim of developing designs aligned to the *Guidelines on Learning that Inform Teaching at UNSW*. During 2005 the Fellows ran the online courses and evaluated student responses in relation to the Guidelines. The outcomes were presented to an audience of around 100 UNSW staff.

## **Goal 5: Integrated Online Learning**

*We will be a leader in the provision of integrated online learning opportunities for students on and off campus.*

The new Learning Management System, WebCT Vista, was implemented and the Education Development and Technology Centre (EDTeC) worked with teaching staff to enable them to convert all courses from WebCT CE (which had 70,000 student seats in Session 2, 2005) to WebCT Vista, prior to the planned shutdown of CE at the end of 2006.

Integration with other key University technologies such as NewSouth Solutions is underway. eLIMS allows Faculty administrative staff to have more control over their use of Vista. Integration with Ex Libris and the staff and student portals is planned for 2006.

The iLecture system is being used increasingly by students and after 18 months there were over 150,000 hits on the streaming server on recordings from 25 venues,

as compared with the 26,000 analogue cassette tapes borrowed annually from the Library that have been recorded from 43 venues. All cassette recording in venues is planned to be replaced by digital recording in early 2006.

## **Goal 6: Learning and Teaching Feedback Loop**

*Continual improvement of our students' learning and teaching experience will follow evaluation of programs, courses and teaching.*

The University has implemented a new process for students' evaluation of teaching. 'Closing the Feedback Loop' is a special feature of the Course and Teaching Evaluation and Improvement (CATEI) process. A process for identifying themes within program/School/Faculty feedback has been developed to enhance the analysis of feedback from students and other stakeholder sources. This will be implemented in 2006 to inform the improvement of learning and teaching policy and practice.

The results of a pilot eLearning survey of students using WebCT in 2004 contributed to the implementation of mandatory training (demonstration of competency) in WebCT Vista before giving staff free access to course module creation and teaching. The new group training strategy will help with quality improvements in online learning and teaching.

## **Goal 7: Recognition of Effective Teaching**

*Effective teaching will be acknowledged and rewarded.*

The University's Academic Promotion Policy and Practices were critically reviewed and a new policy and associated procedures became operative on 1 January 2006. A major feature of the revised policy and procedures is the introduction of Faculty Learning and Teaching Review Panels. As of January 2006 it is mandatory for all Faculties to appoint such a panel, which will be responsible for evaluating teaching portfolios submitted in conjunction

with applications for promotion, when applicants have assigned a weighting of 50 per cent or more to their teaching.

A comprehensive proposal to introduce an external peer review of teaching in relation to applications for promotion was prepared collaboratively with eight other Australian universities. It is anticipated that a joint application with several other universities will be made in 2006 to the Carrick Institute for Learning and Teaching in Higher Education for a grant to allow the pilot program to proceed.

UNSW, the Queensland University of Technology and the Charles Darwin University collectively received the \$196,300 Carrick Institute Award for 2006-08 to better support Associate Deans and first-year course coordinators/convenors.

The theme of the 2005 Postgraduate Coursework Awards was 'enhancing student engagement in learning and teaching'. The Awards are funded by the Faculties, as part of the UNSW learning and teaching performance indicators. Award applications were of a remarkably high standard and all Faculties were well represented, with 18 teams of applicants competing.

## **Goal 8: Support for Staff**

*Support will be available to all staff in their learning and teaching practice.*

The *Guidelines on Learning that Inform Teaching at UNSW* underpin all professional development offered by the Learning and Teaching Unit. Foundations of Learning and Teaching (FULT) participants are specifically asked to evaluate the extent to which the Guidelines are embodied in the FULT facilitation process. The Guidelines form the basis of all EDTeC professional development programs, including ITET, Flexible Education Workshops, the Graduate Certificate component, the online component of FULT and training in the use of the WebCT Vista Learning Management System.

The *UNSW Sessional Teaching Staff Strategic Action Plan 2005* was launched on 8 April at the Sessional Teaching Staff Forum, where best-practice models from universities throughout Australia were presented. The Plan incorporates a policy and guidelines that cover all aspects of a sessional teacher's experience.

The inclusion of a learning and teaching performance indicator for sessional teachers has increased the focus on sessional teaching in many Schools. Recognition is now given to the best of our sessional teaching staff through the Vice Chancellor's Award for Excellence in Sessional Teachers, which was introduced in 2004.

Feedback indicated 97 per cent overall satisfaction with the five FULT programs offered in 2005. Reports on the FULT programs, the UNSW Network in Learning and Teaching (UNILT) and the three Learning and Teaching Award workshops are provided on the Learning and Teaching Unit website ([www.ltu.unsw.edu.au](http://www.ltu.unsw.edu.au)).

## **Goal 9: Policy Development and Implementation**

*Policy development and implementation are informed by the insights, experience and knowledge of our University community, as well as research in the area.*

Faculties have been engaged in learning and teaching policy development through the Committee on Education, Associate Deans (Education) and Faculty implementation committees for CATEI.

## FACULTY NOTES

All Faculties make significant contributions to the University's Community Outreach and these are detailed on pages 114 to 121.

### Faculty of Arts and Social Sciences

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For the Faculty of Arts and Social Sciences (FASS), 2005 marked a year of significant staff appointments, the recognition of talented teachers and researchers and the sharing of knowledge through a range of successful conferences.

The Faculty made several senior appointments in 2005. Professor Karen Rogers was appointed to the new position of Research Director of the Gifted Education Research Resource and Information Centre (GERRIC) in response to the Centre's need to expand its research profile. Professor Ilan Katz joined the Social Policy Research Centre and Professor John Imrie was appointed to the National Centre for HIV Social Research, effective from 2006.

Mr Andrew Evans commenced in the new position of Faculty Executive Officer. Professor Roger Bell commenced in the new position of Associate Dean (International) and an International Affairs Committee was established.

Professor James Donald commenced as Associate Dean (Academic) in January and led a comprehensive review of postgraduate coursework programs. The process to review the Bachelor of Arts course commenced toward the end of 2005. The Bachelor of International Studies continued to be in high demand, attracting applicants with a Universities Admission Index (UAI) above 91.

2005 saw a continued and balanced focus on teaching, learning and research. The Faculty's undergraduate students are encouraged to participate in a range of external study programs. In 2005 the Internship Program attracted a strong cohort of students who worked and studied in a wide range of government, non-government

and commercial organisations. Over 80 of the students studying for the Bachelor of International Studies Program undertook half- or full-year overseas placements and small groups of students in other programs undertook work in countries such as China and Vanuatu. A group of Social Work students spent time at the United Nations High Commissioner for Refugees (UNHCR), Geneva, and student Ms Anna Gilet had the opportunity to meet with UN Secretary-General Kofi Annan.

The Faculty's Peer Mentoring Program for first-year students continued to be highly successful and, as a result, further initiatives to assist students making the transition to tertiary study will be introduced in 2006.

The review of postgraduate coursework programs by the Postgraduate Coursework Committee resulted in important recommendations including the introduction of combined Masters Degrees; improvements to the learning and social environment available to postgraduate students; and issues of policy and management. From 2006 the Faculty will concentrate the teaching of evening postgraduate classes in the Webster building, providing quality teaching facilities and support services. Several new postgraduate plans were approved in the areas of Applied Linguistics; Interpreting and Translation Studies; and Media, Performance and Education. Course and plan enrolments will be closely monitored in 2006.

The Faculty's graduate research activities were enhanced to provide a better focus for postgraduate research. As a priority, the Faculty continued to expand the provision of appropriately equipped space for research students. Space remains in high demand generally within the Faculty.

FASS staff and students continued their record of award achievement. Professor Miraca Gross won the American National Association for Gifted Children's (NAGC) prestigious Distinguished Scholar Award, and it was the first time the award has been conferred outside North America. School of Politics and International Relations Honours student Mr Prashanth Shanmugan won the 2005 Young Australian Humanitarian Award.

FASS once again had considerable success in obtaining external grants, winning the same number of ARC Discovery Grants as in 2004. The Faculty's Researcher Mentoring Scheme was enhanced and provided a great opportunity for staff to seek advice on research grant proposals.

The Social Policy Research Centre (SPRC) was awarded a \$1.8M grant from the New South Wales Department of Community Services to assess the effectiveness of a new Early Intervention Program designed to reduce the number of children referred to the State's child protection system. The SPRC was also awarded a grant of \$3.5M over four years under the Commonwealth Stronger Families and Communities Strategy.

The National Centre for HIV Social Research continued to attract strong funding, including large grants from the National Health and Medical Research Council (NHMRC) and AusAID.

GERRIC successfully secured external funding, including Federal Government funding to provide 50 regional and remote workshops across Australia for parents of gifted children.

The Faculty implemented the University's Active Researcher Policy. A Special Studies Program (SSP) Committee was established and associated policies and procedures were introduced to ensure that special studies leave for academic staff will contribute to the Faculty's research profile.

FASS hosted international conferences, including the 20<sup>th</sup> International Congress of Historical Sciences, the largest international history congress ever held in the Southern Hemisphere and the first time the Congress had been held outside Europe or America. A Chinese philosophy conference on 'Chinese Philosophy and Human Development in the 21<sup>st</sup> Century' was held in July with the generous support of Sydney's Chinese community and particularly the Honourable Helen Sham-Ho. An international conference on religion and multicultural citizenship was also held in July.

Under the NewSouth Global (NSG) Professorship Program, the Faculty participated in the establishment of three cross-Faculty Chairs in Health and Human Rights, Criminology and New Media Narrative and Theory.

A major initiative commenced in 2005 to enhance the Faculty's information technology (IT) infrastructure.

The Faculty's Community Outreach can be found on page 114.

## Faculty of the Built Environment

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The Faculty of the Built Environment (FBE) has continued to develop and innovate in a wide range of areas, reflecting the diversity of its constituent disciplines.

2005 saw a continued investment in research, with the establishment of two new state-of-the-art, multidisciplinary research facilities (the Centre for Health Assets Australia and the Centre for City Futures). In addition, a new dedicated space for postgraduate research students was fitted out, providing individual work spaces, 'hot desks' and communal equipment. The sophisticated space combining office, meeting and library/storage areas was created to stimulate new research opportunities through better multidisciplinary communication.

The Faculty experienced record growth in PhD student numbers and significant growth in research income, largely driven by the new research centres. There was also a significant increase in the quality and quantity of staff publications, reflected in the 33 per cent increase in research activity during the year.

As part of an increased commitment to 'internationalisation', the Faculty created a new Associate Dean (International) position. The Associate Dean will be heavily involved in research and teaching in the global community and will take an active role in managing the student experience of the Faculty's international students. The Associate Dean will also be responsible for providing a strategic framework for the Faculty's student recruitment efforts.



Reviews of each of the Faculty's postgraduate coursework programs during 2004 led to revisions including the creation of new and enhanced postgraduate degrees. The existing Master of Real Estate (MRE) became the 72 units of credit (UOC) Master of Property and Development (MPD) and the Master of Construction Management (MCM) became the 48 UOC Master of Construction Project Management (MCPM), with a new 72 UOC Master of Construction Project Management in Professional Practice Program allowing students to top up their MCPM with a research-oriented third session. In addition, the Master of Built Environment (Sustainable Development) enhanced its 48 UOC Program to become a broader-based 72 UOC degree.

Commencing with the undergraduate degree program in Building Construction Management (BBCM) in 2004 and most other undergraduate programs in 2005, the Faculty is also undertaking extensive reviews of each of its undergraduate degrees, with the intent of implementing most changes by 2007.

Structurally, the larger discipline areas of the Faculty were grouped under a Discipline Head to foster greater synergy between related programs. The new groupings include bringing together the Bachelor of Architecture, Bachelor of Science Architecture, Master of Architecture and Master of Built Environment (Sustainable Development) programs within an Architecture discipline group and, similarly, the Building and Construction Management discipline group incorporates the Bachelor of Building Construction Management, Master of Construction Project Management, Master of Construction Project Management in Professional Practice and Master of Property Development programs.

Learning and teaching events in the Architecture Program included a joint studio with the Tsinghua University School of Architecture, where students worked in teams in Beijing to develop eight proposals for the adaptive re-use of a disused power station, subsequently displayed at Tusculum House in Sydney. The 'Bamboo Love Shack' project involved students engaging in the design and construction of a bamboo building for the use of the University community and outreach activities.

The Faculty's teaching achievements in 2005 included the Vice-Chancellor's Award for Teaching Excellence for Sessional Staff, which was awarded to Ms Lisa Coleman, one of the Faculty's long-standing sessional staff, for her work within the Interior Architecture and Planning programs. The FBE Dean's Awards for Teaching, presented at the Faculty's awards evening in May, were awarded to Mr Graham Fletcher (Landscape Architecture) and, for sessional staff, Mr Michael Hill (Architecture).

Several Faculty staff were promoted and new academic staff appointments were made at the close of 2005, all of whom are expected to bring new energy and skills to the Faculty.

Several students also received national and international awards, including Industrial Design students Mr Doug Nash, Mr Oysteinn Lie and Mr Ross Nicholls, who won the worldwide Electrolux Global Design Lab Competition. Architecture students, Mr Mattias Hollenstein and Mr Dickson Leung, won awards at the 2005 Dulux Colour Awards where, as well as prize money, they receive a week of work experience with a leading design firm.

Ms Lara O'Reilly, a fourth-year Architecture and Fine Arts student, won the 2005 Marten Bequest Travelling Scholarship for Sculpture. Mr Benjamin Zhi Pei Siew, a third-year Industrial Design student, won the Furniture Design category of the Design Institute of Australia Student Competition. Ms Melika Aljukic, a graduating Architecture student, won the Royal Australian Institute of Architects (RAIA) New South Wales Chapter Design Medal 2005 Award.

Ms Alison Wong, a final-year Building Construction Management student, was awarded the Chartered Institute of Building Scholarship for her thesis. Ms Isobel Scanlon, a third-year Industrial Design student, won the tenth *Sydney Morning Herald* Young Designer of the Year Award. The 2005 Student Projects Award for Excellence, conferred by the Planning Institute of Australia (NSW), went to Bachelor of Planning and Urban Development student Ms Leah Chiswick. The Planning Institute of Australia (NSW) Young Planner of the Year Award was received by Mr Tim Bainbridge, a 2004 graduate.

At the end of 2004 the Faculty held a major exhibition, 'Perform', at Sydney Town Hall, to showcase the final works of all students graduating from the Faculty's seven undergraduate programs. Due to its success, a similar event called 'Seven Degrees' was held in 2005 at W Hotel, Woolloomooloo Wharf.

In 2005 the Faculty began what will be several years of significant planning, development and revitalisation of its space. Several projects centred on developing space for the Faculty's research centres and students were completed and a suite of further building and refurbishment project developments is under consideration.

Other space planning is focused on redeveloping the Faculty's teaching spaces in the Old Main Building, which are designed to include a greatly enhanced and attractive functional studio and lecture/seminar learning spaces, due for completion in early 2006.

The Faculty's Community Outreach can be found on page 115.

## College of Fine Arts

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2005 saw outstanding achievements by College of Fine Arts (COFA) staff and students.

Professors Richard Goodwin and Ian Howard, together with Art and Design students from COFA, teamed with Chinese and Dutch counterparts to successfully complete a Porosity Studio Project called 'Parasite Car' that reassessed Beijing's road system and the impact of the automobile on urban development. Participating students worked with architects, government central planners and academics from Australia and China to develop architectural and public art plans that rethink the role of the car and the uses of public space for busy urban dwellers.

The Centre for Contemporary Art and Politics (CCAP) has been engaged in 'Ethical Globalism', a research collaboration funded by the Australian Research Council (ARC) and the national funding bodies of the Netherlands,

South Africa and Northern Ireland. In October CCAP took the exhibition 'Prepossession' on tour to Belfast, where the Centre co-convened a conference on 'Trauma, Violence and Art'. CCAP also co-sponsored a major international conference, 'Transforming Aesthetics', at the Art Gallery of New South Wales. Books published in relation to the Centre's research include Associate Professor Jill Bennett's *Empathic Vision* (Stanford University Press) and Dr Anna Munster's *Materializing New Media* (University Press of New England).

The School of Media Arts ran the first in a series of workshops on emerging media on 'Processing', open source software for creating interactive works in Java. This truly multidisciplinary workshop was attended by people from the fields of digital media, photomedia, design and sculpture and was led by Master of Digital Media student, Mr Paul Jebanasam.

At the University of Bristol's Association of Art Historians conference, Dr Fay Brauer of the School of Art History and Theory convened the session *Corpus Delecti: Aesthetics, Eugenics and the Sexed Body* which is to be published as a book by Ashgate. Dr Brower also presented papers at conferences in Chicago, Montreal, l'Universite d'Orléans, Duke University and the University of Texas and had five essays published internationally.

COFA's School of Art Education hosted the 11th Occasional Seminar in Art, Design and Education: Learning and Teaching New Media Practice and the Frames in Visual Arts and Photography. Professor Norman Freeman from the University of Bristol was keynote speaker and visiting scholar. His research on the cognitive development of children's pictorial reasoning is internationally recognised and of great interest to art and design educators.

Professor Neil Brown from the School of Art Education is part of the project team for the National Review of Education in Visual Arts, Craft, Design and Visual Communication, which has been commissioned by the Australian Government through the Australia Council for The Arts and the Department of Education, Science and Training (DEST).

The Environmental Research Institute of Art has been established by staff in the School of Art to investigate environmental issues framed by conceptual, social and technological considerations in the conception, processing and presentation of inter-disciplinary contemporary art.

Ms Felicity Fenner was guest curator for Sydney's Museum of Contemporary Art's prestigious Primavera exhibition of young Australian artists. She also received an Australia Council for the Arts grant to research changing curatorial strategies in major exhibitions internationally.

COFA's artist and designer staff held numerous successful exhibitions and presentations of their work throughout the year at venues ranging from the National Gallery of Australia to state and regional museums and local galleries and studios. The College exhibition spaces – the Ivan Dougherty Gallery, the COFA Space and the Students' Association-run Kudos Gallery – held immensely successful exhibition programs. More than 50,000 visitors in total attended the three venues over the year.

Three COFA staff were awarded UNSW Fellowships: Mr Leong Chan received the Anthony Mason Fellowship, Ms Katherine Moline received the Gordon J Samuels Fellowship and Ms Cindy Wilkinson was awarded a Universitas 21 Scholarship.

COFA students were also high achievers throughout the year. Five of the national New Design Award finalists were COFA Design students; four COFA students were finalists in the Spirit of Youth Australia (SOYA) Award from a field of 12,000; Ms Leanne Mayo won the Design Institute of Australia's first prize for Graphic Design; Ms Karolina Novak won the Lloyd Rees Memorial Youth Art Award; and Mr Sean Cordeiro and Ms Claire Healey were both Samstag Scholarship winners. PhD student Mr Andrew Sunley Smith won the Leica/CCP Documentary Photography Award for his DVD *The Nocturnal Tourist* and his work *Conversations* has been selected for the first Belgrade Triennial to be held in 2006.

The Development Control Plan of the COFA Master Plan for the redevelopment of the Paddington site was submitted to Sydney City Council for approval. This is a

significant proposal that will provide 40 per cent more space, a new gallery and museum, improved teaching spaces and a revitalised central courtyard. Local residents have expressed support for this plan.

The Faculty's Community Outreach can be found on page 116.

## Faculty of Commerce and Economics

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2005 marked the 50<sup>th</sup> anniversary of the Faculty of Commerce and Economics (FCE), which continued to win accolades for teaching and learning, as well as building its reputation for leading-edge research.

Once again, FCE topped business Faculties nationwide in Australian Research Council (ARC) Discovery and Linkage Project Grants, with a total of 15 grants worth \$2.6M combined, as well as major participation by senior Faculty members in projects administered by other Faculties or universities that are worth over \$1M in grants.

The School of Banking and Finance ranked first in Australia and fifth among all Asia-Pacific universities in the *Pacific Basin Finance Journal* (Nov 2005). An independent international study of 119 universities in the Asia-Pacific region ranked the UNSW School of Accounting as the leading university in accounting research.

Professor John Taylor (School of Business Law and Taxation) was appointed as the first Honorary Research Fellow of the Taxation Institute of Australia and Professor Andrew Terry drafted Vietnam's first franchise laws with the nation's Ministry of Trade.

Professor Philip Brown (School of Accounting), along with colleagues from Australia and New Zealand, was successful in winning one of only five research grants under the Reporting Financial Performance Research Program by the International Association for Accounting Education and Research (sponsored by KPMG and the University of Illinois).

Professor Mike Sherris (School of Actuarial Studies) was successful in winning an ARC Discovery Grant to investigate innovations in enterprise risk management, while a team of researchers, led by Dr David Kennedy (School of Organisation and Management), secured a Linkage Grant to conduct an economic, environmental and social psychological evaluation of independent senior living alternatives in Australia

Dr John Lodewijks (School of Economics) won a UNSW Vice-Chancellor's Award for Teaching Excellence; six Honours students won University Medals – a record number for the Faculty; Accounting Co-op scholar Mr Christopher Brycki won the prestigious Universities Share Portfolio Competition for the second year, outperforming hundreds of students from leading Sydney universities; and FCE students were part of the winning teams in the Higher Education Workplace Skills Olympiad and the BCG Business Strategy Competition.

In August, the Faculty hosted the third National Honours Colloquium, bringing 50 of the best Honours students from business Faculties throughout Australia and New Zealand to UNSW to present their research findings and gain valuable feedback from academics and their peers on their theses in progress. The program concluded with a formal dinner with industry leaders and guest speaker James Millar, CEO of Ernst & Young and a member of the Faculty's Alumni Leaders Network.

The Master of Economics was successfully introduced, bringing the Faculty's portfolio of postgraduate offerings to nine. At the undergraduate level, a Bachelor of Engineering/Bachelor of Commerce commenced and attracted keen interest. The Faculty's participation in the UNSW Co-op Program expanded to include the successful introduction of Banking and Finance (with 13 inaugural scholarships) and joined existing programs in Accounting, Actuarial Studies, Business Information Technology, Information Systems Management and Marketing.

The Faculty continued to build international links with outstanding institutions and individuals, hosting over 100 visiting academics throughout the year. Staff continued

to attend key international conferences and seminars to present papers and to meet and work with fellow researchers.

Professor John Piggott convened a highly successful conference, *New Frontiers in Indian Insurance: Ageing, Health and the Rural Sector*, in Mumbai, India, which was opened by the Australian High Commissioner and the Governor of the Reserve Bank of India. As a result of the FCE's relationships with the six leading Chinese business schools, exceptional PhD students joined the Faculty to undertake full-time study under the supervision of some of the Faculty's foremost academics, jointly funded by UNSW and the China Scholarships Council.

The Faculty's Student Relations Office, established in 2002, focused on enhancing the quality of the student experience by coordinating and supporting a vibrant co-curricular program of social, personal and professional events and activities. The program included orientation camps, peer support and mentoring initiatives, day trips, sports days and farewell balls. Over 8,000 undergraduate and postgraduate students participated, increasing overall participation by 21 per cent.

Highlights of the year-long 50<sup>th</sup> anniversary celebrations included a Thought Leadership lunch in the CBD with guest speaker Doug Daft, former global CEO of Coca-Cola and winner of a 2004 UNSW Alumni Award. Over 400 guests attended the lunch, which raised money for the Faculty's Scholarships Appeal Fund. The Faculty also published a book called *SAVVY: Understanding the Entrepreneur*, which profiles 16 FCE graduates who have successfully built their own businesses. Proceeds from the sale of the book will also support the Scholarships Appeal Fund.

The Faculty Advisory Board continued to spearhead an extensive program of engagement between the FCE and its external stakeholders, most notably alumni and the business community. The highly successful alumni program, Meet the CEO, continued in 2005 thanks to principal sponsor Deloitte and media partner *AFR BOSS* magazine. Guest CEOs in 2005 were Geoff Dixon (Qantas), Richard Pratt (Visy Industries) and Mike Hawker

(IAG), with each event attracting between 600 and 800 alumni.

The Board also played a key role in the development of the 'Connection Point' capital campaign, which aims to raise up to \$25M over the next five years from individuals and organisations in support of the Faculty's strategic initiatives. Mr Warwick Negus, Chair of the Faculty Advisory Board, agreed to chair the Campaign Cabinet in 2006. Pledges in support of the campaign totalling over \$1M were received.

In December 2005, the Faculty farewelled its Dean, Professor Greg Whittred, who has been appointed President of UNSW Asia. Professor Whittred has made an outstanding contribution to the Faculty in the past four years and his achievements include comprehensively evaluating the postgraduate portfolio and introducing a new suite of programs (including a revamped Master of Commerce); building and sustaining links with the business community and reaching out to the Faculty's 37,000 alumni; developing strong relationships with Asian partners; and building the Faculty's research agenda. Professor John Piggott, formerly Associate Dean (Research), has been appointed Acting Dean.

Mr John Doumani, one of the Faculty's most distinguished alumni and former President of Campbell International, joined the Faculty as its second Executive-in-Residence and will continue his role in 2006. As a high-profile volunteer leader, Mr Doumani has provided advice, assistance and active participation across a wide range of activities. He will play a leading role in helping the Faculty develop a policy and program of community engagement in 2006.

The Faculty's Community Outreach can be found on page 116.

## Faculty of Engineering

One of the Faculty's highlights for 2005 was being ranked first in Australia and 16<sup>th</sup> in the world in engineering and technology in the international rankings published by *The*

*Times Higher Education Supplement*. More than 25 per cent of the '100 most influential engineers in Australia' nominated by Engineers Australia in 2005 are alumni, staff or former staff of the Faculty.

Research performance indicators all rose with an increase in the number of competitive grants won and increased levels of research publication. Eighty-five per cent of staff are research active – the largest proportion in the University.

The year began with enrolments below target in all categories, but mainly within the information technology (IT) and telecommunications disciplines. Postgraduate coursework numbers rose sharply in Session 2, well exceeding targets. The outlook for 2006 is much stronger with an 18 per cent increase in first preferences and, notably, an increased demand for Mining and the Bachelor of Engineering/Bachelor of Commerce combined degree. Demand for the IT disciplines remains weak.

A revision of all undergraduate programs was completed in 2005 for introduction in 2006. Students will have more choice and flexibility in the subjects they take and there will be a stronger emphasis on creativity, design and problem solving. The Faculty is also changing the way it selects students. The lowest quartile of applicants will be interviewed and assessed for motivation toward engineering studies and performance in relevant subjects will also be considered.

In 2005 Scientia Professor Tom Davis was awarded a Federation Fellowship that will allow him to focus on his research in the field of synthetic macromolecular materials. Adjunct Associate Professor Alec Churches was awarded the AGM Mitchell Medal of Engineers Australia for outstanding service to the profession of engineering.

PhD student Mr Ori Allon has designed a search engine to complement services such as Yahoo and Google, making them much more effective. The development has attracted considerable interest from the major search engine providers. Professor Martin Green and Dr Gavin Conibeer won a Stanford University Global Climate and Energy Project Grant of US\$1.73M for their work on nanostructured silicon-based tandem solar cells.

During 2005 the Faculty developed stronger links with the Indian Institutes of Technology, notably IIT Bombay and IIT Delhi. Exchange visits have been made and a series of research workshops are taking place. The Faculty has also established scholarships for outstanding young Indian students.

A strong collaboration with Hohai University in China in the field of water resources has been established. This will involve joint research and training programs at the Master level.

An agreement has been signed with IT Bandung in Indonesia that will allow final-year students the opportunity to study and gain practical experience in Australia.

A pioneer in computer operating systems and former staff member, John Lions, is to be honoured through the creation of the John Lions Chair in Operating Systems. This has been made possible through the generous support of former students, the University and large donations from a number of industries and alumni, as well as the US corporation Qualcomm.

The Faculty's Community Outreach can be found on page 116.

## Faculty of Law

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In 2005 the Faculty of Law eagerly watched the new Law Building rising on the campus skyline. The completion date for construction is scheduled for July 2006. In October the Chancellor, Vice-Chancellor and Dean of Law co-hosted a special 'Lighting of the Flame' ceremony to preview the construction site of the Law Building. The event also marked the official launch of the Law Endowment Campaign, with the announcement of key corporate and individual benefactors and partners. The Law Endowment will produce an annual income stream supporting teaching, research and student programs, while providing a legacy for future generations.

Law students continue to excel: Ms Olivia Coldrey (*LLB '97*) won the 2005 Fulbright Professional Business/ Industry (Coral Sea) Award; Mr Sam O'Leary (*LLB '02*) won the 2005 Banking and Financial Services Law

Association Scholarship to Oxford University; law students Mr Gaurav Sharma and Ms Victoria Tan won 2005 Goldman Sachs Global Leaders Awards; and Ms Aruna Sathanapally was awarded the Menzies Scholarship.

The School of Law continued to develop new courses relevant to public interest and legislative change, with some 27 new undergraduate and postgraduate courses being approved. A new specialisation in European Union Law was added to the specialist streams in the Master of Law (LLM) and Graduate Diploma Law programs.

The School of Law's postgraduate initiatives included joining with the Australian Graduate School of Management (AGSM) in 2005 to produce the new combined two-year full-time MBA/LLM Program.

The Faculty's long-standing educational agreement between the Australian Tax Office and Atax began a new chapter with the signing of a Deed of Agreement for the provision of educational services over the next ten to fifteen years. In addition, Atax and KPMG entered into an agreement whereby KPMG training programs may provide advanced standing in Atax Masters programs. A similar proposal for Ernst & Young staff is currently being negotiated.

Staff continued to provide leadership in teaching and research. The Faculty received a UNSW Learning and Teaching Award for enhancing the awareness of innovative teaching and learning practices. Dr Gary Edmond won a Goldstar Award for research and Ms Janet Loughman, Acting Director of the Kingsford Legal Centre, won the 2005 Justice Medal, for which Dr Annie Cossins and Professor David Brown were also nominated. Dr Margaret Mc Kerchar was awarded an International Tax Policy Research Fellowship by San Jose State University's Tax Policy Institute.

A significant highlight in 2005 was the growth of research activities. Several major research consultancies were undertaken by Atax for key bodies in the tax profession, including the Board of Taxation, the Office of the Inspector General of Taxation, the Institute of Chartered Accountants in Australia and CPA Australia. Atax was also invited to join the Organisation for Economic Cooperation and Development (OECD) International Network of Tax

Research (INTR) and participate in three OECD-sponsored research projects.

The Cyberspace Law and Policy Centre continued its transition to a more research-intensive role, while maintaining a profile in teaching, advocacy and policy engagement. The Centre was a key collaborator in winning the Australian Research Council (ARC) Linkage Grant for 'Unlocking IP' and an ARC Discovery Grant was awarded to Professor Graham Greenleaf and others to explore information privacy principles on an internationally comparative basis. For their 'Commonwealth, Common Law and Asian Legal Information Infrastructure' Project, Professor Greenleaf and colleagues were awarded \$650,000 for 2006 for the Australian Legal Information Institute's (AustLII) expanding legal research facilities.

Professor George Williams and others had their Australian Policy Online Development Project, 'Policy and Administration', approved. The project involves five universities and the National Library of Australia.

A team of experts, led by Associate Professor Binh Tran-Nam, participated in the 'Tax System Reform in Korea and Australia' conference in Seoul in May. Associate Professors Neil Warren and Margaret McKerchar were subsequently invited to present papers at an international conference on 'Globalisation and Tax Reform' in Seoul in October, alongside academic presenters from universities in Korea, Japan, China, USA and Europe.

A delegation from the Hanoi and Ho Chi Minh Law universities in Vietnam visited Atax in August. Professor Chris Evans and Associate Professor Binh Tran-Nam will travel to Vietnam to further discussions on collaborative engagements in teaching and research.

2005 saw further growth in the Faculty's support for indigenous legal education, with four indigenous students commencing their Bachelor of Laws (LLB) studies. The School of Law's First-Year Foundation Enrichment Program continues to provide learning support for indigenous students.

The Beijing Winter School took place in China during January, with 46 students receiving lectures presented by the staff of the Chinese University of Political Science and Law (CUPL). A delegation from CUPL visited the Faculty early in the year and met with the Dean, the Head of School and senior academics.

The Peer Tutor Program continued its appeal to first-year students, enrolling approximately 150 students in 2005.

The Law School's International Law Competitive Moot teams had outstanding success, with both the Jessup International Law Moot Team and the ELSA International Trade Law Moot Team winning the Best Applicant and Best Overall Memorial Awards in their competitions. The Lach's Space Law Moot Team won the award for Second-Best Memorials and was the runner-up in the Asia-Pacific regional final. The Pictet International Humanitarian Law Competition Team was runner-up in the international finals.

The School of Law approved the establishment of a Public Interest Internship Program, beginning in 2006, for students to undertake internships at public interest organisations in Sydney and throughout Australia.

The International Law and Policy Group was formally launched and held its first public seminar on United Nations reform at New South Wales Parliament House.

The Faculty held two highly successful public lectures in 2005. Professor Sir Neil MacCormick, the Freehills Visiting Professor in the Faculty of Law and one of the world's leading legal theorists, asked 'Can Judges Make Mistakes?' in his lecture, held at the New South Wales Supreme Court in April. Professor Surya Subedi, the Ingram Visiting Fellow, spoke about the achievements of the World Trade Organisation in a lecture titled 'Levelling the Playing Field' at the State Library of New South Wales in August.

The Law Alumni Chapter continued to deliver its networking services to UNSW graduates, with the international groups holding events for their local alumni. The main Australian event was a very successful alumni cocktail party at the Four Seasons Hotel in Sydney.

The Faculty of Law wishes to thank the many law firms, organisations and individuals for their continued support in 2005, notably Baker & McKenzie, Gilbert + Tobin, Freehills, Mallesons Stephen Jaques, Blake Dawson Waldron, Clayton Utz, Gadens Lawyers, Minter Ellison, Landerer & Company, the Adamovich family, Oxfam Community Aid Abroad and the Australian Financial Review.

The Faculty's Community Outreach can be found on page 117.

## Faculty of Medicine

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Following six years of planning, the Faculty of Medicine continued the implementation of the new undergraduate medical curricular program. The program has been implemented proficiently and is continuing to be received well by staff and students. As a part of the continuing development of the program, the Faculty is investing significantly in the development of new information technology (IT) systems to support its implementation.

The e-Med suite of applications, which are web enabled, have been designed and successfully implemented to provide logistical information to students, as well as enabling assignment submission, marking by examiners and feedback to students. This system has received very favourable reviews by commercial providers and was featured as the subject of an IBM press release.

Enrolments for the Health and Exercise Science Program remain strong. A new undergraduate program in Health and Exercise Science has been introduced and the graduates will be eligible to practice in the new allied health discipline of Exercise Physiology. The Master of Reproductive Medicine has been added to the extensive suite of postgraduate coursework degrees.

2005 was a satisfactory year for the Faculty in competitive grant income. Professors Michelle Haber, Glenn Marshall and Murray Norris won a new program grant totalling \$4.7M to study the genesis of childhood cancers, and Professor Michael Guilhaus and others from Science and Medicine won an Australian Research Council

(ARC) Linkage Infrastructure Equipment and Facilities (LIEF) Grant of \$770,000 to support the Biological Mass Spectrometry facility.

The Faculty received some 17 new project grants from the National Health and Medical Research Council (NHMRC) totalling \$11M, six new ARC Discovery Grants and two ARC Linkage Grants. This result is good, but work remains to be done to improve this success rate, which will be aided by the awarding of 18 Goldstar Awards of \$40,000 each for 'near miss' project grant applications and the distribution of some \$1.2M in small internal grants within the Faculty, particularly to encourage early career researchers.

UNSW is also engaged with representatives from the newly formed New South Wales Ministry of Science and Medical Research, pursuing discussions about the creation of biomedical research precincts and enabling platform technologies.

Enrolments from international students remained strong throughout the Faculty, especially for the Bachelor of Medicine/Bachelor of Surgery (MBBS) Program. There has been no diminution of demand for this core program and competitiveness continues to be very strong. More than half of the Year 5 students in the medicine program engaging in their elective experience do so overseas in a diverse array of clinical and healthcare settings in developing countries as well as in those with sophisticated healthcare systems.

The exchange program for obstetrics, gynaecology and paediatric experiences in Year 5 with the University of Oslo remains an excellent opportunity for a rich, international educational experience. Staff from each institution have made bilateral visits and feedback from both those staff and students involved in the program has been very positive.

It is expected that the Faculty will see continued growth in the area of international engagement for educational programs. The Faculty is involved in planning for UNSW Asia and plans for a Medical Science Program are developing satisfactorily. There are also major research opportunities in UNSW Asia.



Research-active academic staff continue their international research collaborations and grants have been awarded to support research within the Faculty from offshore agencies, including the National Institutes of Health, Bethesda de Maryland and the Centers for Disease Control and Prevention in the USA.

The Faculty has continued its involvement in developing capital projects for the School of Rural Health. Construction was completed on a clinical educational facility adjacent to the campus of the Coffs Harbour Base Hospital. Construction work begins on a \$3.2M clinical educational facility at Albury/Wodonga in January 2006 and plans have been developed for a similar enterprise at Port Macquarie. A multi-million dollar, state-of-the-art Surgical Skills Laboratory at the Prince of Wales campus was commissioned in late 2005.

The University is developing plans for the construction of a new Biomedical Research Building on the upper campus, in collaboration with the Children's Cancer Institute Australia for Medical Research.

The Faculty's Community Outreach can be found on page 119.

## Faculty of Science

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The Faculty has made significant progress in implementing the objectives developed in its 2004 strategic and operational plans.

The Faculty was again successful in attracting significant external research funding, particularly from the Australian Research Council (ARC). The Faculty was awarded \$13.8M in ARC grants – \$9.1M in Discovery, \$3.0M in Linkage and \$1.7M in LIEF grants, which represents almost 40 per cent of all grants awarded to UNSW. A Discovery Grant received at UNSW was awarded to Professor Michelle Simmons (Centre for Quantum Computer Technology) and colleagues Dr Giordano Scappucci (UNSW) and Associate Professor Federico Rosei (Canada) for their project on fundamental conduction mechanisms in atomic-scale silicon devices. The grant was for \$895,000 over three years.

An ARC Linkage Grant received by UNSW for \$1.6M over five years was awarded to a team led by Professor Staffan Kjelleberg (School of Biotechnology and Biomolecular Sciences) and Professor Peter Steinberg (School of Biological Earth and Environmental Sciences), for their project on environmental genomics and novel bioactives from microbial communities on living marine surfaces. The partner organisation is the J Craig Venter Institute.

Noteworthy NHMRC funding went to the Injury Risk Management Research Centre, with Professor Caroline Finch being awarded a Project Grant of \$1.06M over five years to examine the effectiveness of training in the prevention of knee injury. Professor Finch, in conjunction with the George Institute, the University of Sydney and Prince of Wales Hospital, has been awarded a Capacity Building Grant of \$2.5M, of which some \$700,000 will come to the Centre for 'Addressing Injury in a Population Health Framework: an integrated approach to prevention, acute care and rehabilitation'.

Professor Tom Davis and Associate Professor Matthew England were awarded prestigious ARC Federation Fellowships. The fellowships are designed to attract world-class research talent to Australia and provide opportunities for leading Australian researchers to continue to work in this country.

Scientia Professor Tom Davis from the School of Chemical Engineering and Industrial Chemistry in the Faculty of Engineering is leading research into tailor-made synthetic macromolecules that can be used to store and convey information. The project will see the creation of a unique research team within Australia possessing world-class strength in hybrid macromolecular design and construction. Professor Davis is Director of UNSW's Centre for Advanced Macromolecular Design.

Professor Matthew England, a climate expert from the School of Mathematics working in the Centre for Environmental Modelling and Prediction, is seeking to develop improved models for predicting and managing climatic events, such as the severe drought currently afflicting much of Australia. His project aims to better understand extratropical variability, its unique role in

climate extremes and the predictability of Australian climate change. Professor England has been appointed a Visiting Fellow with the CSIRO Wealth from Oceans Flagship, which enables him to work with CSIRO colleagues for six months to improve our understanding of how atmospheric pressure differences between the polar region and the Southern Ocean are linked to variations in Australia's climate.

Four UNSW Science researchers won three of the 2005 Eureka Prizes for Science, which were awarded in August, with the Faculty alone winning more than any other Australian university or institution, including CSIRO. The Australian Museum Eureka Prizes are the nation's highest-profile and most comprehensive scientific awards for science and science communication. Associate Professor James Franklin, Professor Veena Sahajwalla, Associate Professor Brett Neilan and Adjunct Lecturer Dr Brendan Burns took out the valuable prizes for research spanning scientific ethics, environmental sustainability and the origins of life.

The School of Physics received two Scientific American Science and Technology Web Awards. One went to Music Acoustics for "a compelling and harmonious compendium of research on the crossroads of physics and music." The other was awarded to 'Einstein Light' for "a site that promises to teach the finer points of relativity in less time than it takes to eat a sandwich." Only 25 of these awards are conferred globally and no other awards went to anyone in Australia. Joe Wolfe, John Smith, John Tann and George Hatsidimitris were responsible for the winning websites.

A three-year business plan has been developed, with a broad program of both discipline and operational reviews being conducted. These will further assist in determining areas of future strength and growth, as well as providing a basis for the more effective allocation of resources.

The Faculty has developed and implemented a comprehensive science marketing strategy aimed at promoting the study of Science at UNSW and attracting quality students to the University. Highlights from the strategy include the implementation of Science without Borders (SWB), a new international student exchange

program. The program is a collaborative effort by UNSW's Faculty of Science and the Science Faculty of the National University of Singapore (NUS) that aims to foster the internationalisation of participating students to enrich the undergraduate experience while encouraging closer cooperation between the two universities.

In June and July, 30 second- and third-year Advanced Science students from UNSW spent six weeks in Singapore taking part in academically rigorous language, culture, business and environmental studies – gaining a formal six units of credit – with the highlight being a five-day field trip to an NUS research site on beautiful Tioman Island, off the Malaysian coast. In return, UNSW hosted students in December 2005 and January 2006. The sense of comradeship and community that developed among the students was notable and has since led to the formation of an Advanced Science Student Society. All UNSW participants spoke highly of the value of the cross-cultural experience and their interaction with equally talented NUS science students.

In collaboration with Moriah College, the Faculty initiated a Secondary School Enrichment Program (SSEP) that provided a unique opportunity for school students to experience University campus life by attending tertiary-level courses or designing and conducting scientific research. Mentored by UNSW postgraduate students, 26 Year 9 and 10 students worked on campus and online on an aspect of the postgraduate students' research. The school students identified a research area of interest to them, independently formulated a hypothesis and proposed an experiment to test the hypothesis. By making reference to the literature, gathering data and presenting the project outcomes, the students proved or disproved their hypotheses to their class, mentors and parents.

A dozen UNSW physics and science students visited high schools in the Sydney region as part of the Year of Physics outreach program. Assisted by Associate Professor Michael Burton, Dr Maria Cunningham and Dr Wilfred Walsh, the students were trained in presentation skills and learned the science to conduct hands-on activities involving emission spectra, black holes, radio emissions and solar viewings. Visits were made to Randwick Boys

High, St Catherine's School, Ravenswood, Abbotsleigh, Randwick Girls High, Sydney Girls High, Killara High and MLC Burwood.

The Faculty, with Macquarie University and the University of Technology, Sydney, launched the Sydney Harbour Institute of Marine Science (SHIMS) in November 2005. The new institute will occupy a prime harbour-side site at Chowder Bay and will provide a meeting place for marine science experts, encouraging collaboration and developments in research and teaching. Research scientists from the three institutions will work together there to learn more about the harbour and its estuary environment and to train science students.

A UNSW Science Alumni Program was established and the Faculty received extremely positive feedback from alumni attending a pilot on-campus event, 'A Viewing of Mars and Venus'.

The New South Wales Science Teachers Association's annual conference was hosted at UNSW. The conference provided an opportunity to showcase UNSW Science to approximately 300 participants, with the Vice-Chancellor, Professor Mark Wainwright, performing the opening ceremony and the Dean, Professor Michael Archer, delivering the keynote address.

UNSW was ranked number 40 in the world's top universities for science and technology, leaping 29 places higher from last year, according to *The Times Higher Education Supplement* World University Rankings for 2005. The ranking is based on the views of 2,375 research-active academics worldwide, along with publication and citation data.

UNSW is the clear leader among all Australian universities for publishing the highest-impact research papers in Chemistry over the past five years, according to the influential INCITES citation index rankings.

The Faculty's Community Outreach can be found on page 119.

## Australian Graduate School of Management

The Australian Graduate School of Management (AGSM) was ranked the top business school in Australia and Asia and the fifth-best non-USA business school in the 2005 Forbes biennial rankings of full-time MBA programs. AGSM was the only Australian or Asian business school featured in the rankings. *The Financial Times* (UK) business school rankings placed AGSM's MBA (Executive) and Executive Programs as the best in Australia.

The quality of AGSM's research and teaching was highlighted in 2005, with 22 articles in tier-one publications and five book chapters published. A profile of AGSM Professor Lex Donaldson was published in a prestigious series of articles entitled *Vita Contemplativa*, in which distinguished scholars describe their life's work in the context of their personal history. The article was published in *Organization Studies*, the leading European academic journal on organisations.

Professor John Roberts received the AGSM Research Award for his exceptional, sustained research performance during the last ten years. His international contribution has been recognised through prestigious international prizes and awards and he is the third most published researcher in Asia in the top twenty marketing journals.

Associate Professors Elizabeth George and Prithviraj Chattopadhyay received the AGSM Early Career Research Award. Associate Professor Robin Stonecash received the AGSM Alumni Teaching Award in recognition of her teaching excellence across award and executive programs; Mr Geoff Mortimore was presented the inaugural Marcus Cohen Teaching Award and Ms Denise Weinreis received the AGSM Dean's Alumni Service Award for the Alumni Mentor Program. Professor Roger Collins was awarded the Australian 2005 HR Award for Lifetime Achievement in Human Resources.

AGSM alumnist Mr Guido Belgiorno-Nettis was presented the AGSM Distinguished Alumni Award in recognition of the leadership and innovation he demonstrated in turning around the fortunes of family-run Transfield Holdings.

Nine AGSM alumni were included in *Business Review Weekly's* inaugural Top 40 Upstarts list for 2005. Members of the list are categorised as innovators and market leaders whose companies have made a meteoric rise, forcing large companies in the sector to change strategy or exit.

Two MBA (Executive) students were named as *AFR Boss* magazine's Young Executives of the Year: Mr David Chia, OneSteel's Operations Manager, and Ms Geniere Johnson, who manages GIO's New South Wales workers' compensation portfolio, are described as demonstrating "outstanding levels of analytical ability, business planning and people skills, along with a high level of ambition."

Two full-time MBA students, Dr Beata Niechoda and Ms Petra Andren, were sponsored by Novartis Australia to attend the Novartis International Biotechnology Leadership Camp in Taiwan.

Professor Jeremy Davis, Dean of AGSM from 1980 to 1989 and appointed AMP Professor of Management after his retirement as Dean, retired at the end of 2005. Professor Davis played a significant leadership role and made outstanding contributions to both AGSM and UNSW during the past 25 years. He was a member of the UNSW Academic Board for ten years, serving as its President for two terms. He was also a member of the UNSW Council for eight years.

AGSM provided \$88,000 in scholarships to candidates, with external donors providing an additional \$124,500. Among the scholarships offered are those for candidates from not-for-profit groups that have demonstrated social responsibility and leadership and from under-represented groups such as women, Aboriginal and Torres Strait Islanders and those seeking re-entry to the workforce.

AGSM partnered with the *Financial Times* newspaper to create a new award, the AGSM FT Global Business Leader Award, to recognise an outstanding business leader. Mr Frank Lowy AC, Chairman and Co-founder of the Westfield Group, received the award in recognition of his exceptional vision and leadership in the global business environment.

In late 2005, UNSW and the University of Sydney, currently partners in AGSM, agreed to end the joint venture. AGSM will revert to being wholly owned by UNSW in 2006, as was the case for its first 22 years. AGSM will continue to strengthen and grow its links with Faculties, industry and professional bodies.

The Hong Kong MBA Program was a finalist in the Hong Kong Business Association's New South Wales Business Awards for excellence in the area of export services. The program received Continuing Education Fund (CEF) status which allows eligible students to claim back HK\$10,000 of their course fees from the Hong Kong Government. There are 150 part-time students currently enrolled in the Hong Kong Program, with a 30 per cent increase in new students for 2005.

Twenty full-time AGSM MBA students travelled overseas to participate in the international exchange program with leading international business schools, including London Business School (LBS), Stern, Wharton, Chicago, Kellogg, UCLA, Tuck and HKUST. Twenty-nine European, US and Asian students came to Australia to participate in the program. In 2005 AGSM hosted 14 Faculty members from various countries.

AGSM maintains a strong international presence, with 72 per cent of 2005's MBA class originating from overseas and representing 28 countries. Executive programs were held in Asia and discussions were held with a number of business schools in China and India to explore collaborative opportunities. AGSM will seek opportunities with UNSW Asia.

AGSM is increasingly seeking to fund research through industry linkage grants and by building research centres with the support of corporate partners. Six AGSM Faculty members were successful in receiving Australian Research Council (ARC) Grants during 2005. Professors John Roberts, Steve Frenkel and Eddie Anderson were awarded Linkage Grants and Associate Professor Garry Twite and Dr Chongwoo Choe received Discovery Grants, with Dr Choe receiving funding for two projects.

AGSM and the UNSW Faculty of Law announced a joint postgraduate degree, the two-year, full-time MBA/LLM. AGSM and the Faculty of Medicine at the University of Sydney announced a new combined MBA/MBBS for medical students in the Graduate Entry Program.

AGSM, in partnership with leading corporates from the property industry, UNSW's Faculty of The Built Environment and the Real Estate Finance and Investment Centre (REFIC) at the McCombs School of Business in Austin, Texas, launched the Centre for Real Estate Research (CRER), Australia's first research centre focusing on real estate valuation and finance. AMP Capital Investors, Westfield Holdings, Stockland, GPT, Macquarie Bank, Jones Lang Lasalle, the Australian Stock Exchange and Colliers provided significant financial and material support to CRER. UBS, JP Morgan, James Fielding and Mirvac will have ongoing involvement with the Centre and its research program will concentrate on real estate valuation, investment and financing issues in Australia and Asia.

AGSM and the Faculties of Engineering and Science launched an Innovation and Entrepreneurship initiative, with plans to establish a Centre for Innovation, Commercialisation and Entrepreneurship. The Centre will teach specialised innovation and entrepreneurship courses to AGSM students, as well as students across UNSW's campus.

Dr Peter Farrell, Chair and Chief Executive of Resmed, UNSW Visiting Professor and AGSM Advisory Council member, provided seed funding for the initiative.

AGSM raised over \$1.225M in new pledges and cash during 2005. Twenty-four alumni events were held around Australia, Hong Kong, Singapore and London, and over 500 alumni and businesspeople attended nine lifelong-learning events.

AGSM's financial position improved in 2005 with a surplus being achieved for the third consecutive year.

## UNSW@Australian Defence Force Academy (UNSW@ADFA)

UNSW@ADFA has been highly successful in winning tenders to provide specialised postgraduate coursework programs for the Australian Defence Force and to renew existing contracts. 2005 saw the renewal of contracts for the Australian Technical Staff Officers' Course (ATSOC) and the Defence Science and Technology Organisation Continuing Education Initiative (DSTO CEI); new contracts for Weapons Engineering and Marine Engineering Application Courses (WEAC/MEAC) for the Royal Australian Navy; the provision of educational services for the Australian Command and Staff College (ACSC); and a number of specialised short course contracts.

For the first time, UNSW@ADFA has established a dedicated student recruitment position to actively engage in the direct recruitment of students, working with Defence Force Recruiting and other key personnel to increase student numbers and quality at the undergraduate and postgraduate levels. As a result, postgraduate applications for 2006 are up significantly from previous years.

UNSW@ADFA actively participated in the audit by the Australian Universities Quality Agency (AUQA), both in the preparation and the panel visit. As a sampled Faculty, UNSW@ADFA was visited by two members of the AUQA panel, with around 35 students and staff from across the College being interviewed.

UNSW@ADFA is committed to the Learning and Teaching strategy of the University and in 2005 fostered important initiatives, including implementation of the *Guidelines on Learning that Inform Teaching at UNSW*; participation in the UNSW Learning and Teaching Grants Scheme; full incorporation of Course and Teaching Evaluation and Improvement (CATEI) surveys; and participation in the Foundations of University Learning and Teaching (FULT) Program for new teaching staff and academic induction for sessional staff.

Initiatives are underway to assist staff in preparing quality resource materials via adoption of the UNSW course information template, the development and publication of high-quality course materials for all off-campus courses and the availability of assistance to all teaching staff in the use of appropriate educational technologies.

The UNSW@ADFA Teaching and Learning Committee ran several successful workshops and seminars for teaching staff in conjunction with the UNSW Learning and Teaching Unit and NIDA. The Committee was instrumental in the development of the UNSW@ADFA Learning and Teaching website as a resource for staff and students. 2005 also marked the introduction of the Teaching Coaching and Teaching Mentor schemes.

The new Chief of the Defence Force (CDF) Students Program for high-achieving undergraduate students has been approved, with the first intake scheduled for 2007. UNSW@ADFA staff invested a great deal of time and effort to develop a program that will be academically rigorous, challenging and rewarding across all disciplines for students with high entrance scores.

2005 was outstandingly successful for researchers at UNSW@ADFA, who won more than \$2.7M in new Australian Research Council (ARC) Discovery Project Grants. In addition, researchers at UNSW@ADFA won a Linkage Infrastructure Equipment and Facilities (LIEF) Grant for \$140,385, which is supplemented by the involvement of UNSW@ADFA researchers in collaborative LIEF Grants with other institutions and attracted total funding of \$1.134M.

A new scheme was introduced to provide seed funding for Defence-related research. The ADFA Research Committee was established in recognition of the importance of research in the provision of a balanced and liberal education and to strengthen research collaboration between UNSW@ADFA and the Department of Defence. The Committee comprised equal representation from UNSW@ADFA and the Department of Defence and held its inaugural meeting in November. Students at UNSW@ADFA have the benefit of learning from leading researchers that have established and maintained strong

collaborations with other universities and funding agencies, such as NASA, DARPA, NSF, DSTO, CSIRO, ANSTO, and a range of other national and international organisations.

UNSW@ADFA researchers have maintained and promoted their involvement with the Research Network for a Secure Australia (RNSA), which was launched by the Attorney General in February. *Safeguarding Australia 2005*, the fourth Homeland Security Summit and Exposition was held in Canberra on 12-14 July, where delegates examined current policy issues in domestic security. This is the nation's premier domestic security event and was jointly sponsored by UNSW@ADFA and the ARC Research Network for a Secure Australia (RNSA).

UNSW@ADFA is now preparing for the staging of the world's leading hypersonics gathering, to take place in Canberra in 2006. This will be the first time the American Institute of Aeronautics and Astronautics (AIAA) has held its conference in Australia – a proposal instigated by researchers from the School of Aerospace, Civil and Mechanical Engineering (ACME).

UNSW@ADFA Business Services continued to provide support for professional short courses and conferences, in particular developing a range of short courses to introduce students to the College's discipline areas and stimulate interest in postgraduate programs. Highlights included winning a contract to deliver short courses in Enterprise Architecture and working collaboratively with the Department of Defence to deliver an Advanced Diploma in Enterprise Architecture. These courses have been tailored to provide a seamless transition for career professionals to move from gaining basic knowledge at the short-course level through to postgraduate level. There have been high levels of participation by the Defence Industry Unit across other short courses and an ongoing exercise in mapping competencies learnt in these courses within the Australian Quality Training Framework.

The Academic Support Group (ASG) continued to further the medium-term goals of improving the quality of services provided and the level of service integration between the three work units in the group (Library,

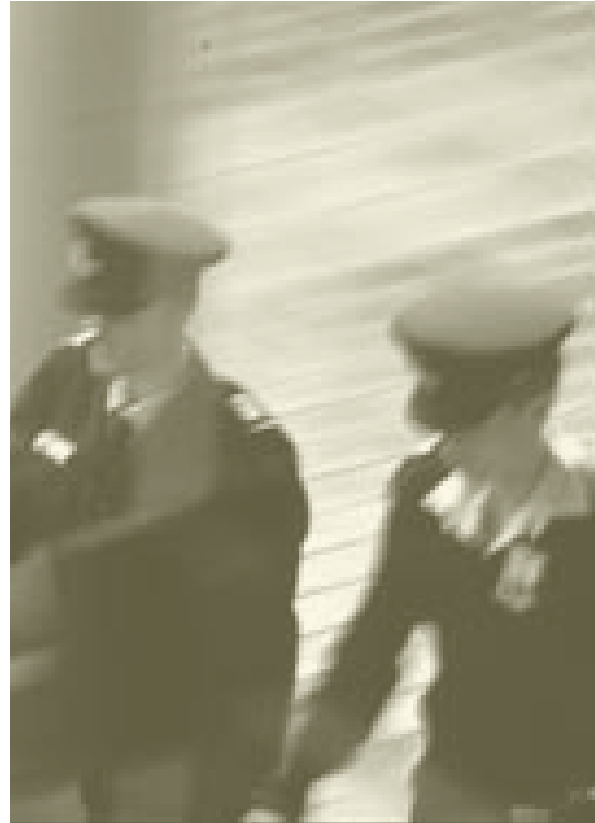
Educational Technology Services (ETS) and Information Communication and Technology Services (ICTS)).

An ASG Service Charter that clearly defines the quality of all services was successfully implemented. This has created a University-focused quality service framework that now sits beside the Service Level Agreements between the University and the Department of Defence, covering the services provided by ASG.

The ASG was established to provide a more integrated and client-focused service provision from the groups. A key step toward furthering this was the implementation of an Integrated ASG Service Desk model for the group. The first phase of this initiative, the implementation of a common ASG Customer Management System and associated defined roles and responsibilities, will be in place in early 2006.

Finally, UNSW@ADFA celebrated 20 years at the Australian Defence Force Academy in 2005. Staff are looking forward to continuing the provision of high-quality, balanced and liberal education to the Australian Defence Force and engaging further with the broader Defence community.

The Faculty's Community Outreach can be found on page 120.



## STUDENT ASSOCIATIONS

### Student Guild

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Organisations run by students for the benefit of students are vital to the recognition of students as important stakeholders in universities. The Student Guild supports and promotes cultural diversity and active participation from a wide range of students through clubs and societies, on-campus campaigns, social events and the student-run newspaper, *Tharunka*.

The Guild enriches the student experience by funding and supporting more than 250 clubs and societies that serve a range of political, social, cultural and religious interests. The Night Markets held throughout 2005 proved to be a huge success, attracting thousands of students and widening their cultural experiences.

The Guild facilitates the organisation of many events that are run by clubs and societies. Circusoc, the circus society, held a 'Carousel' performance in late 2005 that was one of the most popular events of the year. Such events reflect the capability of the Guild to engage with students across campus.

A major function of the Guild, as the chief political representative body for all students on campus, is to campaign for a fair and accessible tertiary education system. Examples include campaigning against the Federal Government's attempts to further deregulate the education sector and lobbying for UNSW to provide world-class services to its students. In 2005 the Guild led rallies against the abolition of compulsory up-front student fees (voluntary student unionism) and students on campus were mobilised to participate in national days of action to vocalise their opposition to this legislation.

The Guild also offers a number of free welfare services to all members, including advice and representation from an in-house solicitor; HECS, Youth Allowance, Austudy and academic appeals advice from an Advocacy Officer; and subsidised childcare at the House at Pooh Corner and the Honeypot.

During 2005 the Guild collaborated with the University in helping UNSW reach its equity and diversity goals. In an effort to promote cultural harmony on campus and in the wider community, the Guild facilitated the establishment of the cross-campus Anti-Racism Collective – a joint initiative with the Guild Ethnic Affairs Department. The collective has grown throughout the year and works in cooperation with other student associations to build awareness around racism at university.

The Guild Ethnic Affairs Department, the International Students' Department, the Women's Department, the Gay and Lesbian Departments and the Education/Welfare Department also held collaborative events throughout the year to showcase the breadth of activities undertaken by the Guild. The Guild runs campaigns and social events through the work of these dedicated departments that aim to promote the interests of minority groups on campus.

Foundation Day, a hallmark event of the year, prompted a university-wide celebration of UNSW's traditions and achievements. Foundation Day allows all students to come together and participate in team games and competitions and enjoy live music and comedy in a warm community atmosphere. The dance party following Foundation Day 2005 attracted a huge crowd and its popularity was testament to the value and importance of student-run events.

### Postgraduate Board

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2005 brought many changes and events influencing postgraduate students within the Postgraduate Board (PGB), UNSW and the higher education sector at large.

Impacts on postgraduate students are inevitable from the development of the Research Quality Framework (RQF), the introduction of Higher Education Workplace Relations Requirements (HEWRRS) and the introduction of Voluntary Student Unionism (VSU). The Postgraduate Board contributed to discussions regarding these many changes through participation in numerous forums, committees and boards at UNSW, in the region and via the Council of Australian Postgraduate Associations



(CAPA). Representatives of the PGB also welcomed the opportunity to actively participate in the Australian Universities Quality Agency (AUQA) audit of UNSW.

Inevitably, 2005 saw a considerable focus on VSU. Despite uncertainty regarding the specific legislation and commencement date, the PGB made submissions both to the Federal Government and UNSW on this issue. The Board is grateful for the University's commitment to alleviating the impact of the legislation through the investigation conducted by Mr Brett O'Halloran, its sponsorship of mediation sessions and the resolutions of the University Council. The PGB has campaigned to ensure the availability and affordability of student childcare places and praises UNSW for its pledge to assume the student organisations' donations to childcare for 2006. It is hoped that this will be an ongoing financial commitment.

The PGB continued to pursue separation from the Student Guild with the conviction that the greatest chance for the survival of a strong postgraduate organisation depends on its ability to independently negotiate its future.

The appointment of Professor Les Field as Deputy Vice-Chancellor (Research), the establishment of the new Graduate Research School (GRS) and the appointment of Professor Margaret Harding as its Dean encouraged a renewed focus on both research and research students at UNSW. The PGB enjoys a positive relationship with the GRS that has resulted in many collaborative efforts, including the introduction of free Endnote software for postgraduates and the establishment of research student space in the library.

UNSW Asia's launch led the PGB to consider the likely postgraduate experience at the University's Singapore campus, from support mechanisms to broader lifestyle aspects. We are grateful to the Office of the Deputy Vice-Chancellor (Research) for funding a presentation of our work at the Asia Pacific Postgraduate Forum in Malaysia.

Although it faces an uncertain future, the PGB resolved to further strengthen the Board and expand its offerings

to postgraduates. Thanks to the commitment of staff and members, the Board was able to maintain existing services such as advocacy, research, the email list, the lounge, laboratories, laptop hire and the seminar series; campaign on behalf of postgraduates; engage in extensive internal and collaborative planning; liaise closely with the GRS to develop benefits for postgraduates; secure Miscellaneous Student Activities Fee (MSAF) Grants to improve the postgraduate lounge and laptop hire service; promote the range of PGB services available to students, incorporating a range of events, bags, t-shirts and e-newsletters; and improve relationships with students at COFA and ADFA through close liaison with postgraduate representatives from both campuses.

Throughout 2005 the PGB has greatly appreciated the assistance and support of all levels of UNSW, particularly at senior management level, and is grateful for the ongoing collaboration and cooperation of other UNSW student organisations.

## UNSW Union

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In 2005, through the provision of facilities, programs and services, the Union actively engaged UNSW students to participate in promoting a supportive on-campus community.

The Union's Student Development programs included subsidised courses, volunteer initiatives, events and arts/cultural diversity programs. Courses offered throughout the year included programs in leadership, facilitation and communication, students training students, employability skills and a range of creative and personal development courses offered in collaboration with the Eastern Suburbs Community College. Over 45 program applications received a share of \$43,000 to enhance the community spirit on campus through the Union's Campus Community Funding Program.

### Volunteers

The Union has a very successful volunteer record, with decades of experience in mentoring student coordinators

and volunteers for major Union events. In 2005 these events included Orientation Week, Union Week, Artsweek and the Mooncake Yum Cha Festival.

## Cultural Diversity

Volunteers also provided support for the Union's range of cultural diversity programs. 'Learning the Lingo' connected local and international students via informal cultural discussions and excursions. The Mosaic Fusion Forums placed volunteer student facilitators in high-school classrooms to prompt discussions about cultural issues. 'The Shack Tutoring' matched volunteer student tutors with disadvantaged secondary students. The new 'Outback Assist' cultural diversity program was introduced. Fifteen student volunteers raised funds to visit a Northern Territory Aboriginal Community where they worked with the Women's Centre, Public Health Centre, Youth Centre and Council.

## Arts

Arts programs included the *Unsweetened* literary journal and writing competition, an integral aspect of the Union's literary program. The eighth edition of the publication was edited and published by a student volunteer team. A new initiative providing opportunities for students to work with various art forms under the guidance and tuition of an experienced mentor was provided by the Smart Arts Program. Arts competitions included Street Art (mural), Lens Life (photography) and the U Film Fest (short film).

## Facilities

Students were provided with study rooms, meeting rooms and recreational space by the Union from its location at the Blockhouse. Facilities included three computer labs with 24 computers, a women's room, an information and referral desk, a pottery studio, a photography studio, a gallery, a dance studio and a free music room for member use.

The Honeypot, the Union's childcare centre, ensured affordable and flexible childcare was available for UNSW students. The centre received the highest possible accreditation rating from the National Childcare Accreditation Council (NCAC).

## Sports Association

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During 2005 over 12,000 students accessed at least one of the 39 sports clubs, 106 recreation courses and 20 social sport competitions offered by the UNSW Sports Association.

At the 2005 Eastern University Games held in Tamworth, 350 students represented UNSW. The University secured second place overall with the following results: gold medals in men's and women's golf; silver medals in men's and women's squash, men's and women's tennis, women's basketball, men's touch football and men's volleyball; and bronze medals in baseball, men's basketball, women's soccer, and women's cross country.

UNSW placed seventh among the 42 competing universities at the Australian University Games in Brisbane. UNSW was represented by 250 students and outstanding results included first overall in athletics, men's and women's badminton and mixed Ultimate Frisbee. Our women's basketball and men's touch football won silver medals and our judo team placed third overall.

At the international level, UNSW Ben Lexcen Scholarship holders had a fantastic year, with Australian women's cricketer Ms Alexandra Blackwell competing in both the successful World Cup campaign and the Ashes tour. Ben Lexcen Scholars Mr Daniel Lees and Mr Daniel Swinnerton represented Australian universities at the World University Summer Games held in Izmir, Turkey. Ms Michelle Barrera, in her third year as a Lexcen Scholar, finished 2005 with a number-one Australian ranking in equestrian events and was the first from the Asia-Pacific region to qualify for the world championships to be held in April 2006.

Off the sporting field, an equal amount of energy was spent on rallying against voluntary student unionism (VSU) and preparing for its implementation. The uncertainty caused by VSU legislation contributed to the resignations of the Association's manager and president during the year, plus other key staff members. The Sports Association collaborated with various organisations from within the University to discuss the best method of service delivery

to UNSW students in a VSU environment. Since the legislation was passed in early December, the Sports Association has been working tirelessly, from the executive level through to the office and club level to ensure the best possible future for sport at UNSW.

The Sports Association would like to thank Mr Anthony Legg, President of the Sports Association between 2002 and 2005, for the countless volunteer hours and hard work he put into the development of the Sports Association, and Mr Gary Jones, General Manager, who, for the 18 months prior to his departure in October 2005, worked tirelessly to promote the value of sport at UNSW.

The Association continued to celebrate sport within the UNSW community, awarding 11 members Blues Awards for excellence in sport at the elite level. These athletes were Ms Rachel Bourke (touch football), Mr Jonathan Koh (badminton), Ms Emma Polkinghorne (water polo), Ms Sonya Chervonsky (judo), Mr Mark Gabriel (tae kwon do), Ms Louise Maraun (hockey), Mr Alexander Marks-Bluth (fencing), Ms Karinya Turnbull (snow skiing), Ms Lisa Antill (athletics: triple jump), Mr Kevin Koh (badminton) and Ms Alexandra Blackwell (cricket).

Five Sports Association members were awarded Sports Recognition Awards for excellence in club administration. These were Mr Christopher Jonson (touch football), Mr Todd Payne (rugby union), Mr Tony Blower (rowing), Mr David Jebb (cricket) and Mr Brian Wright (athletics).

The Sports Association's history, spanning over five decades, was documented in the book *The Pavilion on the Village Green – A History of the University of New South Wales Sports Association*. The book was written by Associate Professor Richard Cashman, Mr Anthony Hughes and Mr Zolton Zavos and includes a foreword by former UNSW Vice Chancellor, Professor John Niland. Members of the University community and alumni, and life members and current members of the Association, attended its launch in December. Key individuals presented insider perspectives on the history of the Association, which has greatly evolved since its establishment in 1953.

The book launch brought a positive end to the year for the Association, which now looks forward to 2006 and beyond, seeking further innovations in developing and fostering sport within the UNSW community.

## COFA Students' Association

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The College of Fine Arts Students' Association (COFA SA) is funded and owned by COFA students and is run by a committee of student volunteers elected annually to represent COFA students.

A campaign against the Federal Government's Voluntary Student Unionism (VSU) legislation was launched in O Week and greatly dominated COFA SA's activities throughout 2005. The uncertainty regarding the future of COFA SA under this Bill drove greater collaboration and relations between the SA and its members, other student organisations and the Faculty. The Education Collective drew together the creativity of hundreds of COFA students, making a strong visual presence at the National Days of Action against VSU in April and August. Led by the COFA SA Drama Club, COFA students took to the streets with banners, costumes and t-shirts carrying the 'Stop VSU' message.

COFA SA coordinated a joint submission from 'the creative arts' to the Senate Employment, Workplace Relations and Education Legislation Committee for the inquiry into the provisions of the Higher Education Support Amendment (Abolition of Compulsory Up-front Union Fees) Bill 2005 in June. This submission included 19 entries from arts and cultural coordinators from student organisations around the country and highlighted the often-overlooked activities of student organisations and groups that nurture and support the creative arts within the higher education sector. This includes, but is not limited to, student galleries; student theatre and drama; student film, television and radio; student newspapers and publications; design; and music and sound. This submission inspired follow-up media coverage through an Australia Council initiative, 'The Program', as well as interviews and stories in both *The Australian* and the *Sydney Morning Herald*.

# STUDENT ASSOCIATIONS

COFA SA's creative initiatives provided greater opportunities to members in 2005. The Drama Club received five-star rave reviews after a sell-out season of *Wonka!*, a live cinema remix. The club has since been invited to perform this show as part of the Melbourne Comedy Festival. COFA SA's annual professional practice program, Handy Hints, focused on artists' initiatives in 2005 and brought two popular discussion panels of representatives from local artists' collectives, with active students and graduates sharing their stories and tips for making it in the arts.

COFA SA's Grants and Sponsorship Scheme increased from four rounds per year to six, taking the total amount in grants for extracurricular activities up to \$12,000. The COFA SA Emerging Artists and Designers Award grew from the previous year, receiving a total of 220 entries. Just over 40 students were selected for judging and exhibition at Kudos Gallery, with the \$1,500 prize money going to PhD student John Douglas. COFA SA was delighted to introduce an impressive judging panel, including Mr Tony Bond from the Art Gallery of New South Wales; Mr Euan Macleod and Ms Rosemary Laing, artists and winners of the 2005 Helen Lempriere Travelling Art Scholarship; Bliss Jenson, Curator of Temporary and Travelling Exhibitions at the Australian Maritime Museum; and Brian Parkes, Associated Director of 'Object: Australian Centre for Craft and Design'. COFA SA successfully secured four runner-up prizes from STA Travel, Matisse, The Lab and Crumpler.

2005 was the first year COFA SA offered a postgraduate grant for research students. For her commitment to community work, volunteering and promoting the work of COFA students through her online magazine, *The College Voice* (hosted by COFA SA), PhD candidate Ms Janice Lander from the School of Art Education was awarded \$2,000 toward her research.

COFA SA identified a need to offer more support to postgraduate students after a high number of grievances were reported through the SA office. Links and networks were established and the SA hosted a weekend retreat to assess specific concerns and respond to them. Following the retreat, a Postgraduate Society was set up and a

submission for a Postgraduate Lounge was granted through the Miscellaneous Student Activities Fee (MSAF) in the later part of 2005.

COFA SA and the Presiding Member of the Faculty established Lecturer of the Year Awards in 2005 based on various teaching criteria. The award for undergraduate lecturing was presented to Professor Alan Krell and the award for postgraduate lecturing was awarded to Mr Simon Hunt.

COFA SA looks forward to further collaboration with other UNSW student organisations, the Faculty and the University in securing the future of the Association and continuing to support the needs of COFA students in 2006 and beyond.



## UNSW IT SERVICES

Strategic planning of information and communication technology (ICT) solutions for UNSW, including policy and project governance, is conducted by the Office of the Chief Information Officer (CIO). The centralised IT function is enabled by IT Services, which employs approximately 170 people and has an annual operating budget of nearly \$22M, excluding IT projects.

IT Services is supported by four major units that enable an end-to-end IT solution. Those units are:

- The Office of the Chief IT Architect (CITA) – a strategic unit responsible for strategic planning and business systems consulting;
- Business Systems Development Services (BSDS) – responsible for the development of systems for the entire University;
- Enterprise IT Services (EITS) – a highly client-focused unit that deals with client needs on a day-to-day basis;
- Enterprise IT Infrastructure (EI) – the technical Centre of Excellence for data and voice communication and the hosting of applications.

The areas of focus for IT Services in 2005 were as follows:

### **Establishing UNSW-wide IT management practices**

This included establishing the IT Governance Framework within key components such as IT principles, policy framework, architectures and strategic views of IT service delivery. These were progressed through Portfolio Steering Groups (the primary project governance mechanism within the IT Investment Plan) and IT policy development.

IT policies were established for the UNSW website (detailing requirements for its management and the content of UNSW websites), email use, security (covering the security of information held by UNSW IT systems), IT requirements for UNSW students (guidelines for the

capabilities of students' home computers), alumni email (terms and conditions of use) and an IT Governance Policy for the management of the IT Investment Plan.

Work has commenced on reviewing the University's ICT Resources Policy covering acceptable use of all ICT resources, which will apply to all staff and students.

### **Progressing the delivery of IT projects**

IT Services has delivered a number of complex technology solutions that are perceived to have added value to the University. An analysis of the costs associated with IT project delivery during 2005 demonstrated a 27 per cent cost reduction compared to 2004.

Tools for website development, such as MyCMS and MyCMS Lite, allow the conversion of existing websites to the content management system, with the latter allowing 'compliant' websites to be enabled easily.

The myUNSW portal has been particularly relevant as it affords ease of access for students to enrol and for staff to apply for leave – all online.

Higher Education Reforms Initiatives was a joint project between Student Administration and IT Services. Phase 1 was successfully delivered on time for the commencement of the 2005 academic year.

The PeopleSoft Finance Upgrade and Research Grants Management are due to be delivered in 2006. During 2005 substantial planning occurred and teams were developed to progress those projects.

eLearning is a joint project between EDTeC and IT Services to provide a University-wide online learning management system. This project will be accomplished across three phases, with its roll out planned for 2006.

IT Services is an important contributor to UNSW Asia and work is well underway toward providing the IT services necessary for the new campus. Work is also underway for Project Radio, an initiative of FM Technology (the IT support unit of Facilities Management) to provide an



integrated facilities management system across UNSW.

### **Building the organisational capability of IT Services to increase its role in IT service delivery**

In building the centralised IT Services capability, it is important that the unit is positioned to take on a broader role in service delivery. A University-wide service delivery model is currently evolving through improved systems development processes. An IT Services Catalogue has been socialised, covering services for hosting, network (voice and data), business systems, desktop and procurement, as well as professional services such as consulting, policy, enterprise architecture and training.

### **Effective client management**

The IT Services Strategic Plan complements the UNSW operating model and the initiatives within the plan resonate well with senior Faculty staff. IT Services demonstrates its alignment to Faculty needs through its planning processes and increased Faculty engagement through forums, working groups and Project Steering Committees. This engagement was essential for re-building user confidence in the future development of NewSouth Solutions (NSS). However, feedback from the steering committees indicates that IT Services still needs to develop effective communication mechanisms with the University community.

### **Other items of interest**

Under the chairmanship of the Chief Information Officer, a Business Continuity Planning Project commenced across UNSW, resulting in the development of a Business Continuity Plan Policy, a *Business Continuity Plan Governance Guide*, *Business Continuity Plan Guidelines*, a business impact assessment and a business recovery plan.

In recent years, IT strategies for the application portfolio of an organisation have been founded on the principle that it is preferable to purchase software solutions rather than build them in-house. In association with Professor Graham Low, the Office of the CIO sponsored a postgraduate research student's thesis on the topic of 'Buy vs. Build'. The thesis has been completed and the Office of the CIO is looking forward to the dimensions researched and proposed by the student.

## FACILITIES MANAGEMENT

2005 saw a focus on improved processes within Facilities Management (FM) following its reorganisation in 2004. Process improvements have been in response to audit reviews to enable FM to continue improving outcomes for its diverse client base within the University.

Notable achievements and major projects are described below, followed by a brief review of each of FM's functional areas: Planning, Project Development, Buildings and Grounds, Campus Services, Security, FM Support, and the Environment Unit.

## Projects

### North Mall Development Zone

Work is well advanced with the Law Building structure being complete and with its services, cladding and fit-out all underway. The completion target is the commencement of Session 2, 2006. The Analytical Centre structure is also well advanced, as are related works in the adjacent and connected Applied Science Building. The completion target is the latter part of 2006. The Dalton Building will also be refurbished by the completion of the Analytical Centre, which will allow for the complete relocation of the School of Chemistry from the Heffron Building. The Heffron Building refurbishment for the Faculty of Commerce and Economics has commenced, with a new façade being constructed outside the existing façade. These tasks will continue until the full exterior and interior refurbishment is completed by Session 2, 2007.

### UNSW Asia

Negotiations with the Singapore authorities are well advanced regarding the conditions governing the Changi site of UNSW Asia. A milestone in 2005 was the appointment of Kerry Hill and Associates as the master planners of the campus, following an international design competition. The firm has been appointed to design the major building complex for Stage 1 incorporating the Library, Student Centre and teaching and administration areas. The Science and Engineering Building, which is the

other major Stage 1 building, is currently the subject of another international design competition.

### Kensington Campus Master Plan

The University Council approved the Campus 2020 Master Plan in June and it has been submitted to Randwick City Council. Approval of the Campus 2020 Master Plan will pave the way for significant future developments, such as the upper-campus Biomedical Research Development and student housing near Gate 2.

### 223 Anzac Parade

This major addition to the University's investment portfolio was opened by Federal Minister for Education Dr Brendan Nelson in November. The building accommodates NewSouth Global's Foundation Studies Program, English and academic programs and National ICT Australia. Rent is paid for these important University-related activities, which provides UNSW with a return on its investment.

### Strategic Asset Management Plan

The Strategic Asset Management Plan (SAM Plan) documentation contains financial forecasts, which appear in the University budget as the Asset Management Forecast (AMF – previously known as Capital Projects Forecast). The AMF draws together five expenditure categories that match the life cycle of property assets: planning, capital investment, maintenance, operations and asset disposal. The AMF details current projects and the source of funds and predicts future programs and projects over the next five years. The SAM Plan includes information on the University's priorities and goals for the use of capital funds. Some of the detailed analytical processes described in the SAM Plan will be 'road tested' on upcoming major projects.

### Kensington Condition Audit

Buildings and Grounds commenced a comprehensive condition audit of all UNSW buildings and infrastructure, with a pilot project in the Wallace Wurth Building. The project aims to inform and support the Strategic Asset Management process by providing information to help set

priorities for expenditure within the annual maintenance and capital works budget. The condition audit will identify risks and associated costs arising from the ongoing operation of building fabric elements, services, plant and equipment, site civil works and other site improvements. Following the pilot study, the audit will be undertaken in three stages. Recommendations will be made on the maintenance or capital renewal for each asset and costed to suit the level of maintenance required to support the user activities within the asset.

## **Project Radio**

The aim of this project is to acquire a new, integrated software system to assist in the transformation of FM. This will enhance the quality of data available to improve strategic asset management and FM's other internal processes, as well as being a data resource for the whole of the University. Implementation of the system will encourage fact-based decisions on the life cycle management of the assets under FM's control.

The system specification for Project Radio provides for an integrated system covering diverse areas such as planning, property, space and inventory management, computer-aided design and graphical information systems, an asset register, work requests/customer services, condition audit, project management, project financial control, environmental sustainability/environmental management, security, campus services, finance and FM support, budget management, quality management and document management.

Project Radio forms part of FM's response to audit concerns and is on schedule to deliver Phase One implementation by April 2006.

## **Zones Restructure**

Buildings and Grounds initiated a restructure of the Zones maintenance system that will result in the location of a Faculty Facilities Manager within every Faculty, as well as a number of other units. The change is designed to improve FM's responsiveness to client needs and will

require significant modifications to existing workflows and operational practices in Buildings and Grounds and Project Development.

## **Customer Service Centre**

To complement the restructure of the existing Zones maintenance system, a Customer Service Centre is being established that will provide a single contact point for FM services. The new Project Radio IT system will provide a platform for all work requests and other events to be monitored and feedback to be provided to clients.

## **Environmental Policy and Management Plan**

The Environmental Policy and Management Plan was adopted in mid 2005. Its purpose is to complement the University's strategic vision by outlining strategies through which principles of environmental sustainability will be gradually implemented across UNSW that will underpin all University activities. Examples of strategies within the plan are to develop, support and promote applied environment-related research to improve campus environmental management and design; to achieve greater synergy between the theory that is taught and how it is applied on campus; to promote UNSW as a leader in applied environmental management; to provide a model for the wider community; and to promote a whole-of-life approach to University property assets as an integral part of strategic asset management.

## **Quality Management and Audit Response Project**

FM was audited by the Internal Audit Office and external auditors Deloitte in 2004 and 2005. A manager was appointed for a project to address the issues raised in these audits, focusing on 22 priority areas. The implementation of improved management systems, policies and procedures has commenced. The project will be based on methodology that takes account of the ISO 9000 Quality Management System. At every stage of the project, existing procedures and policies will be identified and reviewed in light of University policy and relevant government policies, standards and legislation.



## Facilities Management Units

### Planning

To focus on strategic asset management, Planning facilitated regular Strategic Asset Management Committee meetings within FM and Strategic Asset Management Advisory Group meetings of the Senior Management Group. These meetings are comprehensively minuted and are used as forums to set priorities and allocate funds to best meet University priorities. The Strategic Asset Management Committee also has, when required, representation from the Risk Management Unit, IT Services, Commercial Services and Finance.

Planning has commenced for a new Biomedical Research Development on the upper campus and UNSW is seeking to work in partnership with the Children's Cancer Institute of Australia as a tenant in this development. Planning for the first-stage building on the C25 site has drawn its parameters for the Campus 2020 Master Plan but has also taken account of the need for refurbishment of the Wallace Wurth Building. Project planning has identified the potential, future, additional building extensions to the Wallace Wurth Building along the Botany Street frontage.

Toward the end of 2005 and following deliberations by the Student Housing Steering Committee, a consultant was engaged to examine options for a major student housing initiative near Gate 2 on High Street on the site of redundant hut buildings. Units in the redundant hut accommodation will be relocated for the medium term to buildings vacated by NewSouth Global on the Western Campus.

The new Law Building will free up significant space in the Library, for which a detailed refurbishment master plan has been prepared. This will ameliorate the poor condition of the building, as well as providing a huge boost to student study space within.

The Development Control Plan (DCP) for UNSW's Paddington campus has been submitted to the Sydney City Council. In parallel with this, the needs of the College

of Fine Arts (COFA) have been reviewed to investigate a staged redevelopment that could yield up to 6000 square metres of additional floor space and a major improvement to the public domain of the campus.

Assistance was provided to the Faculty of Medicine in the preparation stage of its Coffs Harbour project, which culminated in the official opening of the new Rural School of Health premises in that city. At the end of the year a contract was let for the Albury facility, and planning is well underway for the Port Macquarie facility.

### Project Development

Some significant refurbishment projects completed in 2005 were centrally allocated teaching space in the Central Lecture Block, the undercroft of the Goldstein Hall, the Squarehouse and the Old Main Building; medical research facilities in the Wallace Wurth Building and the new Hall of Human Disease in the Samuels Building; the establishment of the Graduate Research School accommodation; the new Faculty of the Built Environment postgraduate study space and improved research space in the Red Centre; the demolition of Building B8A due to the program to consolidate Food Science and Technology in the Applied Science Building; the commencement of the lift replacement in the Morven Brown Building; and repair and compliance upgrading to all balustrades in the Quadrangle Building.

### Buildings and Grounds

Within the limits of funding available, a range of corrective and preventative maintenance was undertaken across all campuses. Work encompassed many activities within various buildings, building services, site infrastructure and the grounds. There were numerous minor works undertaken on behalf of Faculties and other units and funded by them. Approximately 16,000 requests for maintenance responses and minor works were handled during the year.

# FACILITIES MANAGEMENT

## Campus Services

Centrally Allocated Teaching Space (CATS) has been working very closely with Student Services to develop UNSW's new centralised timetabling and the project is on schedule to be implemented in 2007. CATS, FM Engineering and Security have been working closely with the Computer Building Automation Control System (CBACS) supplier, Syllabus Plus (the timetabling software used at UNSW) and CARDAX (the security access control system) to develop an integrated system by which energy and resource-efficient controls can become operational.

The remote control of sports field lighting is now linked to scheduled bookings arranged through CATS. This initiative is being further developed through a trial for lighting, doors and air conditioning across campus, and trials are currently underway in numerous lecture theatres. UNSW is one of the first Australian universities to use this technology.

## Security

The COFA shuttle bus was upgraded to double its previous capacity, extending the service by an additional 3.5 hours per day. The Unibeat Shuttle extended its service to midnight and re-designed its route to provide safer access to local drop-off spots.

Some key initiatives of Security were participation in the New South Wales Police Accountability Community teams,

which include local Mayors, Members of Parliament and the Local Area Commander; a review of Kensington campus perimeter lighting; and collaboration with the Library Security Committee to provide a dedicated security officer for the Library.

## FM Support

FM Support worked collaboratively with Finance to improve processes and audit accountabilities and to continue the program of staff training. There has been an increase in workload as a result of the high volume of financial transactions in capital works.

## Environment Unit

Some early activities under the aegis of the Environmental Management Plan were a waste characterisation study to identify UNSW's waste streams; the development of a new waste management system that will reduce waste going to landfill by 30 per cent; the provision of sustainability and environmental management information and criteria for the Campus 2020 Master Plan; and discussions with laboratory staff across the campus about difficulties with the purchase, storage and monitoring of chemicals, leading to a proposal for a better chemical-tracking system.



## COMMERCIAL SERVICES

Commercial Services was established in November 2004 to bring together a broad range of University activities or businesses that have a commercial or semi-commercial focus. While the primary role of each business is to serve the needs of the University community, Commercial Services also provides services to external customers where appropriate.

2005 was a year of consolidation and review for Commercial Services, with each business model and organisational structure evaluated for its financial and operational efficiency and all systems, processes and procedures comprehensively reviewed to determine their ongoing relevance to each business.

Most of the businesses performed at or above expectations for 2005, with only the Post Office and the Lifestyle Centre not achieving their budgeted bottom line (see below).

inspections by the UNSW Animal Ethics Committee. The BRC was inspected and certified as Quarantine-approved premises for 12 months by the Australian Quarantine and Inspection Service.

The BRC operates primarily for the benefit of the UNSW research community as a cost-recovery business. Its continuing aim is to provide support at reasonable and justifiable costs to all researchers at the University. This was assisted by an increase in the centre's association with other Australian universities, hospitals and institutes that have used BRC services because of the centre's high standards and ethical approach to animal care. The additional income received from these external parties helps to offset the high cost of providing BRC services to UNSW researchers. Within this context, the BRC achieved all its financial objectives for the year.

2005 also saw the commencement of refurbishment work in two BRC facilities, with further work to be completed in 2006.

## Biological Resources Centre

The Biological Resources Centre (BRC) provides animals and related services and products to support the teaching and research efforts of the University and its affiliated hospitals, foundations and institutes.

The BRC's primary goal is to ensure that animals are appropriately cared for by providing for their daily care needs, including veterinary care and routine health monitoring. All work conducted by the BRC must comply with the Australian Code of Practice for the Care and Use of Animals for Scientific Purposes and must be within the boundaries of the respective licences held by the facility. The BRC supplied services to many research projects at UNSW during the year, including some that have been nationally recognised for their achievements in medical research.

In October, the BRC was inspected by, and received commendations from, the Animal Research Review Panel. The BRC also received positive reports following

## Campus Conferencing

Campus Conferencing manages a range of venues on the Kensington campus with the aim of providing a return to the University from those property assets. While much of the business is generated by the University's own activities, Campus Conferencing also manages a broad range of events for external customers. Usage of Campus Conferencing venues increased by 10 per cent in 2005 and this led to an excellent financial result for the year.

Events included the International Congress on Historical Sciences, which brought together 1500 delegates from all over the world; the Australian Council of Trade Unions (ACTU) Annual Conference; and the Suzuki event for approximately 1000 musically talented children.

Under the sponsorship of the Vice-Chancellor, Campus Conferencing also opened a staff dining room in April. The quality of food and service offered allows university staff to entertain visitors and meet with colleagues in a relaxed environment.



## Post Office

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The UNSW Licensed Post Office performed well, with sales in most categories increasing from 2004. It performed particularly well in the areas of merchandising (stationery, computer products and paper supplies), philatelic and telephony and improved the occupancy rate for private mailboxes from 62 per cent to 73 per cent.

In spite of its increased revenue, the Post Office ended the year in deficit, as a result of a significant, ongoing liability that was identified during the year.

## Property Management

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2005 saw the formation of the first consolidated property management function at UNSW. Property Management is responsible for providing the University with the best possible return from its retail and commercial space through the effective negotiation and ongoing management of a large number of leases to third parties.

Much of the year was spent in a full review of the existing leases and agreements and the development and implementation of new systems and processes, including the introduction of a computerised property management system that allows better management of rent reviews, lease expiry dates, security bonds, bank guarantees and insurance policies. This has already resulted in the collection of a significant amount of rental income that was previously not identified and a dramatic improvement in the management of debtors.

Property Management exceeded all of its financial objectives for 2005.

## Publishing and Printing Services

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Publishing and Printing Services (PPS) processed more than 2,500 individual requisitions in the publishing area and over 10,000 individual requisitions in the printing area during 2005.

Publishing Services was responsible for the design and production of, inter alia, the University handbooks and calendar, the international graduate study handbooks, and a large range of promotional material for Schools and Faculties. Apart from all corporate stationery, the testamurs, certificates and all related material associated with graduations and ceremonies are also handled by Publishing Services.

Printing Services produced more than 50 million A4 impressions during the year. This equates to more than 125 pallets of paper or 25 million sheets of A4 paper.

PPS produced almost half its total output during the key months of February and July. The production of course packs and study kits before the commencement of each session required 12 million impressions and to achieve this volume the section operated for 18 hours a day, six days a week at those times.

Since PPS provides a range of services almost exclusively to the University community, it operates as a cost-recovery business and is not expected to make a significant operating profit. Within this context, PPS achieved all of its financial objectives for 2005.

## Lifestyle Centre

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The UNSW Lifestyle Centre (formerly the Unigym) provides a range of health, fitness and aquatic services to UNSW students and staff and the general public. It aims to offer a balanced, holistic approach to lifestyle management for its customers.

During 2005 the Lifestyle Centre refined and reviewed its comprehensive range of programs and services, including basic weights programs, cardio programs, sports-specific programs, rehabilitation, nutrition, wellbeing reports, one-to-one training, Bonefit, Fresh Start, Kick Start, Corporate Health and Post-Natal Pilates. The health and fitness department conducted over 300 exercise-based programs and more than 1,079 Fresh Start appointments.

Thirty schools participated in children's personal development, health and physical education programs,

experiencing 36 different sports. The swim school taught 6,281 children and 265 adults the life skill of swimming, with some swimmers breaking state records. The holiday camp program was attended by 3,013 children and visited by both the New South Wales Fire and Police departments as part of their community development programs. Children's program staff also worked with the Sydney Children's Hospital to deliver child-focused health, fitness and weight loss programs to 65 children.

2005 was a financially difficult year for the Lifestyle Centre, with revenues affected by increased competition and the impact of major construction activity on campus.

## LEGAL AFFAIRS

### The University's By-Law Amendment

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The University's Act was amended in December 2004 so that the Commonwealth's National Governance Protocols could be implemented. The amended Act required revision of the By-Law to provide certain detail and procedures for, in particular, the composition of the Council. The amendments appear in the *University of New South Wales By-Law 2005*, which came into effect on 7 October 2005. The amendments:

- (a) create overlapping terms of office for the elected graduate members of the Council
- (b) prescribe that two external persons are to be appointed by the Council
- (c) establish procedures for the Council to appoint external persons to the Council and to recommend external persons for Ministerial appointment to the Council
- (d) provide in relation to the Vice-Chancellor's membership of the Council's Audit Committee
- (e) provide for the nomination to the Academic Board of only two of the Deputy Vice-Chancellors
- (f) enable the Council to delegate authority to officers of affiliated research institutions.

### Commercial Activities

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A review of all commercial activities and the Paid Outside Work Policy for academic staff was undertaken by the University. As a result, the University amended the policy to improve accountability, risk management and cost recovery. This includes a greater role for NewSouth Global Pty Limited in managing paid outside work for academic staff and commercial activities conducted by the University. The Compliance Unit has assisted the review process, as well as continuing its functions of maintaining the Register of Commercial Activities and monitoring the ongoing review of the University's commercial activities.



## FREEDOM OF INFORMATION

The University publishes an annual Statement of Affairs, which includes items such as a description of the structure and functions of the University, how the University's functions affect members of the public and a description of the arrangements that exist to enable the public to participate in the formulation of policy by the University. Various kinds of documents held by the University are described and the procedures for obtaining access to documents are detailed.

At six-monthly intervals, a Summary of Affairs is published in the *Government Gazette*. The public also has a legally enforceable right to obtain access to these documents and to ensure that personal records held by the University are not incomplete, incorrect, out of date or misleading. Information regarding Freedom of Information (FOI) is included in relevant University publications and documents. The University's Summary of Affairs, Statement of Affairs and policy documents are available on the University website.

The University received an unprecedented number of applications in 2005. Thirty-two applications were processed, including five applications brought forward from 2004. Nineteen internal reviews were conducted and eight external reviews were finalised. Over half of all the applications, including internal and external reviews, were generated by one person. Additional resources continued to be directed toward managing the increased number of applications.

For further information see the FOI Statistical Summary 2005 table.

## Privacy

UNSW maintains a general policy of openness regarding the information it holds, subject to the *Freedom of Information Act 1989* and the privacy rights of individuals set out in the *Privacy and Personal Information Protection Act 1998* (NSW), the *Health Records and Information Privacy Act 2002* (NSW) and the *Privacy Act 1988*

(Commonwealth). Where applicable, the privacy principles embodied in the legislation are being incorporated into the policies, guidelines, procedural documents and practices of the University. The University's Privacy Management Plan is under review and during 2005 three internal reviews under Part 5 of the New South Wales legislation were conducted.

## FOI Statistical Summary 2005

### Section A: Numbers of new FOI requests

FOI Requests	Personal	Other	Total
A1 New (including transferred in)	5	24	29
A2 Brought forward	1	4	5
A3 Total to be processed	6	28	34
A4 Completed	6	25	31
A5 Transferred out	0	0	0
A6 Withdrawn	0	1	1
A7 Total processed	6	26	32
A8 Unfinished (carried forward)	0	2	2

### Section B: What happened to completed requests?

Result of FOI request	Personal	Other
B1 Granted in full	1	2
B2 Granted in part	1	8
B3 Refused	4	15
B4 Deferred	0	0
B5 Completed	6	25

### Section C: Ministerial Certificates – Number issued during the period

C1 Ministerial Certificates issued	0
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### Section D: Formal consultations

D1 Number of requests requiring formal consultations	Issued: 2	Total: 2
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### Section E: Amendment of personal records

Result of Amendment Request	Total
E1 Result of amendment – agreed	0
E2 Result of amendment – refused	0
E3 Total	0

## FOI Statistical Summary 2005 cont.

### Section F: Notation of personal records

F1 Number of requests for notation	0
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**Section G:** FOI requests granted in part or refused  
Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused.

Basis of disallowing or restricting access	Personal	Other
G1 Section 19 {applic incomplete, wrongly directed}	0	0
G2 Section 22 {deposit not paid}	3	5
G3 Section 25 (1) (a1) {diversion of resources}	1	2
G4 Section 25 (1) (a) {exempt}	1	14
G5 Section 25 (1) (b), (c), (d) {otherwise available}	0	1
G6 Section 28 (1) (b) {documents not held}	0	2
G7 Section 24 (2){deemed refused, over 21 days}	0	2
G8 Section 31 (4){released to Medical Practitioner}	0	0
G9 Totals	5	26

### Section H: Costs and fees of requests processed

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$9120	\$1568

### Section I: Discounts allowed

Type of Discount Allowed	Personal	Other
I1 Public interest	0	0
I2 Financial Hardship – Pensioner/ Child	1	0
I3 Financial Hardship – Non profit organisation	0	0
I4 Totals	1	0
I5 Significant correction of personal records	0	0

### Section J: Days to process – Number of completed requests by calendar days taken to process

Elapsed Time	Personal	Other
J1 0-21 days	3	15
J2 22-35 days	0	7
J3 Over 35 days	3	3
J4 Totals	6	25

### Section K: Processing time – Number of completed requests by hours taken to process

Processing Hours	Personal	Other
K1 0-10 hrs	3	24
K2 11-20 hrs	0	1
K3 21-40 hrs	0	0
K4 Over 40 hrs	3	0
K5 Totals	6	25

### Section L: Reviews and Appeals – Number finalised during the period

L1 Number of internal reviews finalised	19
L2 Number of ombudsman reviews finalised	1
L3 Number of Appeals to the Administrative Decisions Tribunal finalised	7

### Details of Internal Review Results

Bases of Internal Review	Personal		Other	
	Upheld	Varied	Upheld	Varied
Grounds on which internal review requested				
L4 Access refused	1	0	3	1
L5 Deferred	0	0	0	0
L6 Exempt matter		0	9	0
L7 Unreasonable charges	0	1	4	0
L8 Charge unreasonably incurred	0	0	0	0
L9 Amendment refused	0	0	0	0
L10 Totals	1	1	16	1



## EQUITY AND DIVERSITY

### Gender Equity

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Since the inception of the UNSW Gender Equity Project in 2001, UNSW has made a substantial commitment of time, resources and energy to increasing the presence and visibility of women amongst academic staff. The implementation of the project is one of the University's key strategic goals incorporated in the *UNSW Strategic Plan 2005*.

In light of this commitment, substantial resources (over \$500,000) have been dedicated to the development of a systematic, integrated strategy to address concerns about the under-representation of academic women at all levels of the institution.

The Equal Opportunity for Women in the Workplace Agency (EOWA) has publicly recognised UNSW's commitment to gender equity by waiving UNSW from annual reporting to EOWA from 2005 until 2007; awarding UNSW with its prestigious one-year citation of EOWA Employer of Choice for Women in 2005; and awarding a special commendation to UNSW among five high-profile finalists in the Agency's 200 Business Awards, in the category of 'Leading Organisation for the Advancement of Women with over 500 Employees'.

A planned pilot for 2006, the Academic Women in Leadership Program, aims to assist senior female staff interested in developing their leadership capabilities. It follows consultations with senior academic women and senior management during 2004 and 2005.

The second round of Equity Initiative Grants continued to generate exciting and innovative projects across seven UNSW Faculties, Schools and Centres, including the College of Fine Arts (COFA); Schools in the Faculties of Science, Commerce and Economics, Arts and Social Sciences; and the Social Policy Research Centre. The projects include exploring the influence of networks and attributes affecting promotion at UNSW; developing strategies to attract and retain female undergraduate and

postgraduate students; encouraging the consideration of academic careers in three Schools that are in non-traditional disciplines for women; developing mentoring schemes and support networks for academic women, including early-career academics; and piloting an Indigenous Women Researcher Mentoring Program.

The second round of the UNSW PhD Completion Scholarships was awarded, providing support to UNSW staff that have been unable to finalise their doctorates due to disadvantages based on their family responsibilities, racial/cultural backgrounds or disabilities. Staff may use the scholarship to win time for research, pay for research assistants or to obtain equipment needed for research.

Promotion workshops for women applying for Associate Professorships were held again to provide information and support on the promotion process. Twelve of the 17 female applicants for promotion were successful, following 2004's result of ten of 12 (83 per cent) female applicants being successful.

The Gender Equity Project has helped build supportive relationships among staff and students across UNSW, from senior women and early career academics to PhD students. It has involved a range of organisational units, such as UNSW Research Services, Human Resources, Organisation and Staff Development Services, the Learning and Teaching Unit and the Postgraduate Board, which has led to policy and organisational changes. The Project continues to actively engage with Faculties, Schools and Centres through Equity Initiative Grants. It has played an active role in ensuring that equal opportunities for women are integrated into mainstream UNSW services and training.

### Discrimination and Harassment

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The Staff and Student Discrimination and Harassment Grievance policies were reviewed during the year to ensure they comply with the required standards. The procedures were also modified to accommodate the foreshadowed Grievance Manager position. The Equity and Diversity Unit reviewed its internal monitoring and grievance data

collection procedures during the year and continued the program of training staff and managers in handling discrimination and harassment grievances.

## Indigenous Staff

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Following the restructure of Indigenous educational and employment programs in 2004 into a new centre, Nura Gili, the number of Indigenous employees at UNSW increased significantly from 25 in 2004 to 35 in 2005.

A ceremony was held in the Council Chambers in May for Sorry Day (the National Day of Healing) and Reconciliation Week. Members from the Stolen Generations shared their experiences at a ceremony at the University to mark National Sorry Day and the start of Reconciliation Week.

The event was organised by the Equity and Diversity Unit, in conjunction with Mr Ray Minniecon. Mr Minniecon was one of the two Sorry Day chairpersons working at UNSW in the Muru Marri Indigenous Health Unit to develop a ten-year strategic plan for the Kinchela Boys' Home Aboriginal Corporation (KBHAC).

Vice-Chancellor Professor Mark Wainwright reaffirmed UNSW's Reconciliation Statement and expressed the University's commitment to the KBHAC project and other current Indigenous initiatives taking place on campus.

### Career Development

The University is committed to providing training and career development opportunities for employees to promote equal opportunity in employment. The Workplace Planning and Career Development Scheme (WP&CDS) is designed to give employees an opportunity to participate in workplace planning and to plan and discuss career and development options. The Career Development Scheme commenced in 2002 and enables employees to plan their individual career goals and develop skills in their current jobs. The WP&CDS also facilitates opportunities for future positions and provides a mechanism for constructive feedback, recognition and support.

## Workplace English Program

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UNSW continued to fund the Workplace English Program (WEP), which provides English language and communication skills for the workplace and is free to all UNSW staff.

In 2005, 111 members of staff (full-time, casual, permanent and temporary) from 20 different language backgrounds attended classes. An equal balance of academic and general staff, with a total of 56 academic and 55 general, enrolled in the program.

The aim of the program is to help participants acquire the skills and confidence to operate effectively in the workplace, with an emphasis on intercultural communication. Academic staff benefit from the emphasis placed on speaking and listening, cultural exchange and the development of self correction in grammar and pronunciation skills.

## Training

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UNSW continued to help staff be properly informed of their rights and responsibilities regarding their range of legislative requirements, with Equal Employment Opportunity (EEO) content integrated into mainstream staff development and training programs, such as the Heads of Schools Program, the UNSW Legislative and Compliance Seminar and recruitment and selection training.

Examples of programs that have facilitated staff equity initiatives during the year include the Organisation and Staff Development Services (OSDS) Academic Promotions and Communication Skills training programs; the administration of a Resource Centre that provides a wide range of publications available for loan to staff; and the OSDS development of a quality checklist for all new programs that assesses a range of equity factors.

## Disability

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The *Disability Education Standards* and the *AVCC Guidelines on Information Access for Students with Print Disabilities* were introduced, which are both significant in terms of improving the access to higher education for students with disabilities.

The Neville A Whiffen Memorial Scholarship was established to assist students with disabilities to undertake study at UNSW. The scholarship is targeted at financially disadvantaged students with a moderate-to-severe disability.

The iLecture System, established by the Educational Development and Technology Centre (EDTeC), enables automatic audio recording and processing of lectures into a variety of streaming media formats and has proven highly successful since its inception in 2004. The learning needs of students with disabilities were the impetus for the system's implementation, but with over 175,000 hits on the site, all students now enjoy its benefits. The system is in place in 43 theatres and will be expanded to other lecture theatres currently using cassette recordings.

As part of its ongoing project to upgrade the campus for accessibility, Facilities Management continued to implement the findings from the access audit undertaken in 2001. The major improvement to access on campus for 2005 has been the refurbishment of the Central Lecture Block (CLB). This has included the installation of a passenger lift to service all levels, as well as the construction of an elevated walkway that facilitates access to the front of all theatres. Wheelchair access is now in place at the front and back of all lecture theatres.

The Disability Contact Officer Network in academic Schools and Faculties continues to provide important support for students with disabilities.

## Initiatives for Students

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UNSW Council has approved a new integrated pathway and support program for low socio-economic status (SES) students at UNSW. The low-income strategy, which commences in 2006, will address some of the barriers low-SES students face when entering higher education and aims to increase their representation in the student body. An outreach program is also in development, in order to encourage meritorious low-income students from educationally disadvantaged public schools to consider university education.

In 2005 the Computer Recycling Scheme (CRS) entered its second successful year in providing recycled computers to financially disadvantaged UNSW students. The CRS is an initiative established by the Equity and Diversity Unit and Facilities Management to provide students from low-income families with a recycled personal computer and internet access. Computers have been made available through donations from numerous UNSW Faculties, departments and units and refurbished by Wesley Uniting Employment. The CRS Program provides a practical solution to extend the life of the University's older computers in a socially responsible way that is compatible with the principles guiding environmental waste management at UNSW. Since the inception of the scheme in 2004, 45 computers have been donated to financially disadvantaged UNSW students.

New scholarships were established for the benefit of students from disadvantaged backgrounds to complement the existing range of scholarships. The School of Law, for example, established three new donor-sponsored scholarships specifically for students experiencing economic or social disadvantage, including geographical isolation: the Dixon Family Scholarship, the Marie Swan Memorial Scholarship and the UNSW Law Entrance Scholarship.

Atax has expanded the use of technology to assist students, particularly those in remote areas. This includes the iLecture recording service being piloted for all Atax courses; increased use and development of WebCT to improve student access to materials, lecturers and other students; increased use of video conferencing to give students the opportunity for face-to-face contact with lecturers; and the development of a CD to teach students, especially those from non-English-speaking backgrounds, the fundamentals of understanding and writing in courses with a legal bias.

The Learning Centre is committed to equality of access and outcomes for students from all backgrounds. In 2005 the Centre ran preparatory programs, such as the Academic English and Communications Skills Program, which has a clientele of international students, and the University Orientation and Study Skills course, which attracts a significant proportion of students from non-English-speaking backgrounds. These explicitly promote equity and access by teaching the academic skills required for successful university study.

The Jobs on Campus Scheme is a joint initiative of Careers and Employment and The Equity and Diversity Unit that provides preferential access for casual campus work to students who entered UNSW under the ACCESS scheme. This scheme is an equity program that provides concessionary entry to students who are new to higher education and can demonstrate long-term educational disadvantage.

The Universities Admissions Centre (UAC) Admissions Team continues to coordinate the University Preparation Program for older local students who either do not possess formal qualifications or whose academic qualifications do not satisfy the minimum entry requirements for admission to UNSW. Places are available in both semesters and the program attracts approximately 400 enrolments per year. The program also makes provision for a limited number of reduced-fee places based on financial need.

The University provides numerous entry schemes and services for rural and isolated students. The Law and Taxation Schools in the Faculty of Law and the School of Art Education at COFA also coordinate informal networks and social activities for rural students. The Faculty of Medicine facilitates the Rural Health Club and the Rural Health Unit provides support through extra tutoring and the Parent Network. The Rural Mentoring Program provides the opportunity for current rural students to become mentors and provide assistance and guidance to any rural UNSW student.

## Equity Reporting

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As is required annually, the Equity and Diversity Unit submitted a report to the Director of Equal Employment in Public Employment (previously ODEOPE) at the Office of Employment Equity and Diversity (OEED). Key equity priorities for women and equity group staff were identified in the report, as well as key strategies to address the priorities.

UNSW was waived from reporting to the Equal Opportunity for Women in the Workplace Agency (EOWA) for two years until 2007. A waived organisation has demonstrated that it has taken all reasonably practicable measures to address issues for women in its workplace.

The annual report on the University's student equity profile was submitted to the Department of Education, Science and Training (DEST) and the UNSW Committee on Education and the Student Affairs. The University also provided feedback to DEST on proposed changes to student equity group definitions, data collection and funding arrangements.

The above reports contain more comprehensive information on the range of equity and diversity activities that have taken place during the year. Copies are available on request from the Equity and Diversity Unit.

# EQUITY AND DIVERSITY

A. Trends in the Representation of EEO Groups	% of Total Staff <sup>1</sup>					
	Benchmark or Target	2001	2002	2003	2004	2005
General Staff						
Women	50	55	55	56	57	57
Aboriginal people and Torres Strait Islanders	2	0.7	0.7	0.7	0.9	1
People whose first language was not English	19	28	30	29	29	30
People with a disability	12	7	6	5	6	5
People with a disability requiring work-related adjustment	7	1.5	1.3	1.1	1.6	1.3
Academic Staff						
Women	50	28	28	30	30	31
Aboriginal people and Torres Strait Islanders	2	0.3	0.4	0.4	0.4	0.3
People whose first language was not English	19	25	25	25	26	26
People with a disability	12	7	6	4	5	5
People with a disability requiring work-related adjustment	7	1.7	1.7	1.3	1.3	1.2

B. Trends in the Distribution of EEO Groups	Distribution Index <sup>2</sup>					
	Benchmark or Target	2001	2002	2003	2004	2005
General Staff						
Women	100	89	91	93	94	94
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	87	75	74
People whose first language was not English	100	89	89	91	91	92
People with a disability	100	101	100	99	99	103
People with a disability requiring work-related adjustment	100	102	93	101	102	106
Academic Staff						
Women	100	74	76	76	78	78
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a
People whose first language was not English	100	87	91	88	89	87
People with a disability	100	109	106	116	113	113
People with a disability requiring work-related adjustment	100	104	101	113	117	114

1 Proportions calculated from number of staff as at 31 March 2005, excluding casual staff.

2 A Distribution Index of 100 indicates that the centre of the 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. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by the Office of Employment Equity and Diversity. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

## ETHNIC AFFAIRS PRIORITY STATEMENT

UNSW's diverse campus population enhances the cross-cultural skills of all staff and students and promotes cultural understanding and harmony. The University recognises and values its richly diverse cultural population.

A central tenet of UNSW's strategic focus is to "review and revise our curricula, teaching modes and levels of student support to reflect our increasing international student enrolment and our commitment to providing an international and intercultural learning and social experience for all students," (*UNSW Strategic Plan 2005*, p9). This report on the Ethnic Affairs Priority Statement fulfils UNSW's statutory obligations under the *Principles of Multiculturalism Act 2000*.

## UNSW Student and Staff Diversity

UNSW (including UNSW@ADFA) is a diverse community with students and staff from 126 language and cultural groups represented.

### Student Diversity

Of the 37,659 students (headcount) in 2005, 17,059, (45.3 per cent) spoke a language other than English (LOTE) at home (DEST definition). Of these, 6,089 (35.7 per cent of total LOTE students) were international students. Local students made up 10,970 (64.3 per cent of total LOTE students or 29 per cent of total students), which more than meets the LOTE representation of 18.9 per cent of the New South Wales general population (2001 Census).

### Staff Diversity

Of UNSW's 6,830 staff in 2005, 4,156 (61 per cent) had completed an Equal Employment Opportunity

(EEO) Census during their employment. Of these, 1,180 staff members, or 28 per cent, indicated that their first language spoken as a child was not English, and 1,519 staff members or 37 per cent, indicated they were from racial, ethnic and ethno-religious minorities.

### UNSW Cultural Diversity

UNSW continues to acknowledge, respect and value the different cultural, religious and linguistic backgrounds of its students and staff.

The University's aim is to maintain its respectful and inclusive approach to mainstream learning and teaching on campus. Numerous services and courses are provided to facilitate student learning where there is less familiarity with academic English. During 2005, UNSW implemented new cultural diversity initiatives that incorporate these complementary approaches and ongoing strategies were strengthened or expanded in response to the needs of the University community.

### Organisational Goals

The *UNSW Student Equity Plan 2005* identified three priority areas for the development of strategies to enhance and/or support the University's student equity profile that recognise and respond to the diverse student population:

- to equip students with the skills to operate effectively in a global world, via an educational environment that promotes and supports cultural diversity. This includes embracing culturally sensitive teaching methods, assessment and review provisions and an 'inclusive' campus experience.
- to ensure that the student body is drawn from across our diverse community and that equity groups enjoy the same chance of success as other students.
- to provide a 'whole of university' approach to the development of an educational experience that facilitates students' transition to university and supports the success and retention of target equity groups.

## UNSW Diversity Working Party

UNSW recognises the importance of the diversity of its staff and student community to its current and future identity and success. In March 2005, the University established the UNSW Diversity Working Party – a body comprised of members from all Faculties and key support units, created under the auspices of the office of the Pro-Vice-Chancellor of Education and the Learning and Teaching Unit. The brief for the Working Party specifically identified two tasks:

- collate concrete examples of what is currently being done at UNSW in programs and courses to engage students from diverse backgrounds and to acknowledge and draw upon that diversity to enrich the student experience;
- make recommendations regarding the forms of institutional practices, resources and support that would enable UNSW staff and students to ensure that the diversity of student and staff experiences enriches learning and teaching at the University.

The Diversity Working Party has examined how diversity is being understood at UNSW by gathering examples of various activities and strategies that academic staff members use to overcome diversity-related challenges.

## Learning and Teaching Diversity Initiatives

A continuing priority for UNSW is the provision of learning support for students from non-English-speaking backgrounds (NESB), the active development of inclusive curricula and teaching practices and the provision of staff and student training and development in cross-cultural competencies. Activities in 2005 included mentoring and workshops to assist NESB students with skills in communication, transition to university, academic writing, research, office administration and an introduction to the Australian study and work environment. In addition, the Enabling Skills Program has provided students with academic literacy skills that will assist their performance in their fields of study.

## Learning and Teaching Unit

*The Guidelines on Learning that Inform Teaching at UNSW* include the goal of ensuring the “educational experiences of all students are enhanced when the diversity of their experiences are acknowledged, valued, and drawn on in learning and teaching approaches and activities”.

The Guidelines have been widely distributed throughout the University and now appear on the Learning and Teaching Unit website ([www.ltu.unsw.edu.au](http://www.ltu.unsw.edu.au)). Areas where the *Guidelines* have been implemented include the Course Outline Template; the new Academic Promotions Policy; and learning and teaching staff development programs such as Foundations of University Learning and Teaching (FULT), Professional Practice in Adult Learning and Teaching (PPALT) and UNSW Network in Learning and Teaching (UNILT) workshops.

The FULT course for new academics continues to address diversity. Two half-day workshops were held in 2005 that included participation from the Learning Centre and Nura Gili.

The PPALT course, a Learning and Teaching course for postgraduates in the Faculties of Science, Engineering and the Built Environment, focuses on the diversity of its participants’ learning experiences. In 2005, nine of the ten participants were NESB students.

## The Learning Centre

The Learning Centre is committed to supporting all students and staff in their independent pursuit of learning. The Centre assists students in developing strategies that allow them to explore and fulfil their academic potential, as well as working closely with staff in Faculties, Schools and other units to provide a supportive learning environment. The Independent Learning Centre branch provides a safe and friendly learning environment where students from all backgrounds can access resources and attend workshops to support and enhance their educational development.

A survey of students who participated in Learning Centre workshops indicated the workshops provided an opportunity to meet people of different backgrounds, develop friendships that transcend national and cultural boundaries and learn about other cultures. A high proportion of students surveyed were NESB students.

The joint Peer Tutor Program, run by the School of Law and the Learning Centre, pairs senior Law students with first-year students, many of whom are NESB students, to assist them with conceptual and language-based support. NESB students regularly make use of the peer-writing consultations available at the Learning Centre, which provide feedback on the structure and organisation of assignment drafts.

TELL (talk, exchange, listen and learn) is a support program that fosters an inclusive context for language development and the exchange of cultural understandings. Concurrent English programs provide intensive language and academic skills support for international students. Conversation classes are attended by students from numerous different nationalities and involve a high level of cultural exchange. Pronunciation workshops similarly involve the sharing of different language experiences and backgrounds.

The Learning Centre managed the academic literacy component of the trial Enabling Skills Project, which involved the early identification of students considered to be academically at risk by virtue of their poor written-communication skills. Six pilot projects in 2005 were run in undergraduate and postgraduate courses and a number of the participating students are from non-English-speaking backgrounds.

## UNSW Services

### Organisation and Staff Development Services

Organisation and Staff Development Services (OSDS) provides training for academic and general staff in a range of areas, including cultural diversity. The unit acknowledges the diverse skills its clients need to perform their work and in turn, the sensitivities they require to serve the student

population at UNSW. During 2005 the unit continued to offer programs that specialise in developing skills for dealing with cultural diversity. OSDS also assesses new programs to determine their suitability for a wider staff audience.

OSDS continues to work closely with the Equity and Diversity Unit and has incorporated specific diversity training in the new Heads of School Program, as well as assisting the program for the Academic Promotions and Communication Skills training.

OSDS has also worked closely with Nura Gili, providing facilitators for planning days and discussing the manner in which current programs can be customised to the needs of Nura Gili's staff and clients. This relationship has strengthened during 2005 and allowed the OSDS team to develop new insights into the particular learning requirements of Indigenous staff.

A new initiative has been the development of a quality checklist for all new OSDS programs. This requires all new programs to be checked for a range of factors, including the appropriateness of the materials for a culturally diverse audience, an equitable spread of gender references and accessibility for staff with disabilities.

### Equity and Diversity Unit

The Equity and Diversity Unit (EADU) continues to foster and support diversity initiatives across the University. EADU receives and assists staff and students with concerns around discrimination and harassment issues and manages the University's Discrimination and Harassment Grievance Procedures. The Unit also provides advice to numerous UNSW Faculties and Units regarding diversity management and cross-cultural communication.

In 2005 EADU was involved in presenting sessions on inclusive leadership and managing diversity in the UNSW leadership development program for new Heads of School, A Step Ahead, developed by OSDS. The intensive Heads of School Program developed diversity appreciation and understanding and instigated further diversity initiatives throughout the University.



## **UNSW Counselling Service**

Awareness of cultural diversity continues to be embedded as a key component of all aspects of program delivery, from one-to-one intervention to group and community outreach and training.

In 2005, 38 per cent of the 581 students accessing the Counselling Service indicated they spoke a language other than English at home. There were 66 languages represented by students attending the Service.

In the client satisfaction survey, clients were asked how they rate the Service's cultural awareness/sensitivity. Feedback to date has indicated that the majority of the Service clients have viewed the cultural sensitivity and awareness as either good or excellent (53.9 per cent) or not an issue for them as clients (28.6 per cent).

The Counselling Service continues to encourage persons of LOTE backgrounds to respond to its programs.

## **Careers and Employment**

The International Employment Program (IEP) was introduced in June 2000 with the objective of building relationships with international organisations and providing a service to advertise opportunities to our students. Meetings with graduate recruitment personnel in targeted organisations in Hong Kong, Singapore and Kuala Lumpur have taken place yearly since 2001 and have been arranged to coincide with the international alumni activities and graduations in those countries. From 2004, employers in Beijing and Shanghai were also visited, as the largest cohort of international students is now from China.

In 2005, 49 international organisations had advertising on the IEP website, 19 used its services to mail or email information to students regarding international employment, four interviewed on campus and nine conducted information sessions.

Careers and Employment provided a workshop at each academic session focusing on 'Expectations of the

Australian Workplace' to help increase NESB students' understanding of graduate attributes, workplace behaviours and environments.

## **Scholarships**

UNSW granted five scholarships for holders of a Temporary Protection Visa (TPV, sub-class 785) who were entering full-time degree studies. The scholarships provide a fee exemption (TPV holders are otherwise liable for international tuition fees) and a potential living allowance payment of \$3000 per annum for the minimum duration of their award. A further living allowance payment is available if their Centrelink entitlements are adversely affected by the awarding of the scholarship.

## **Workplace English Program**

In keeping with its commitment to EEO and cultural diversity, UNSW supports the Institute of Languages to help staff develop and improve their ability to express themselves confidently in speaking and writing in a workplace context.

Courses in 2005 provided 11 group classes. The five academic staff classes focused on speaking, listening, cultural exchange and oral presentations and the five general staff classes specifically focused on writing skills in areas relevant to their workplace.

## **International Student Services**

International Student Services (ISS) promotes cultural understanding between people from different cultures through a wide range of educational, social and recreational activities and provides opportunities for international students to be involved in the wider Australian community.

The ISS Peer Mentor Program continues to provide opportunities for intercultural interaction and understanding at UNSW. In 2005, 63 senior international students drawn from more than 19 countries offered assistance and support to new students commencing studies at UNSW. The ISS Orientation Program was

# ETHNIC AFFAIRS PRIORITY STATEMENT

expanded to include a weekend 'Orientation Getaway' for 130 students from 33 countries.

ISS organised a number of meetings targeting specific student groups, which offered networking opportunities. A bimonthly gathering was also organised for international postgraduate research students who often feel isolated in their research environment.

## **Student Recruitment Office**

The Student Recruitment Office (SRO) aims to recruit local students from diverse backgrounds. To achieve this goal, the SRO undertook a variety of recruitment activities in 2005, designed to bring UNSW into contact with the majority of high-school students throughout New South Wales and the Australian Capital Territory. The SRO also travelled to the Brisbane Expo (for Queensland schools). To assist with many outreach activities, SRO employed student ambassadors from culturally diverse backgrounds, a number of whom were international students.

## **Faculty Diversity Initiatives**

### **Faculty of Arts and Social Sciences**

The School of Social Work collaborated with the Learning Centre to develop an *Academic Skills Manual* for its Social Development students, which provides a range of information and strategies to help students successfully complete the program. The manual particularly assisted international students used to different academic expectations and students returning to academic learning. The Learning Centre also provided an academic skill assessment for postgraduate students in the first weeks of the program to assist in understanding the specific skills that needed to be developed.

### **Faculty of Commerce and Economics**

Following UNSW's operational key planning goals, the Faculty of Commerce and Economics (FCE) has developed strategies to foster the cultural diversity of staff and students. The Faculty's student body is very culturally diverse, with approximately 30 per cent international

enrolments in the undergraduate programs and up to 50 per cent in the postgraduate programs. Students enrolled in FCE degree programs come from more than 30 countries, primarily in the Asian region. Nearly 70 per cent of total enrolments are NESB students.

The Faculty maintains a very culturally diverse staff profile and offers degree programs overseas that enhance the shared knowledge and understanding of learning and teaching in a multicultural environment. Academic staff are encouraged, in workshops and through instructional design support, to use the diversity of their classes as a resource.

Academic staff from various Schools within the Faculty have been involved in teaching FCE programs in mainland China. At the undergraduate level the Faculty has supported the development of short courses taught in conjunction with overseas institutions to increase the exposure of students to courses and academic staff from other cultures. A program with Bocconi University in Italy was taught in Sydney and will continue in 2006. A further course with Bocconi, Thammasat and UNSW will be taught in Bangkok in mid-2006 with students from all three institutions.

The Faculty provided support for NESB students through the provision of a one-day transition program that incorporated the needs of students from different cultural backgrounds and gave students the opportunity to make links between prior learning and future academic expectations.

The Faculty also undertook a diversity study entitled 'Valuing Diversity in FCE', which investigated the nature of diversity in the Faculty and levels of awareness and understanding. The impact on teaching and learning was investigated, as were the ways staff draw on and respond to student diversity in their curriculum and the challenges they face in doing so.

### **Faculty of Law**

The School of Law offers two support programs for first-year undergraduate students. The Peer Tutor Program,

# ETHNIC AFFAIRS PRIORITY STATEMENT

coordinated by the Director of First Year Studies, aims to facilitate students' development in understanding and legal skills to the point of independent learning. NESB students are encouraged to join the program as soon as classes begin. Student volunteers coordinate the Law Mentoring Program, which aims to encourage inter-year student involvement to establish an inclusive and welcoming school environment. Participation is optional, but NESB students are strongly encouraged to apply.

The Faculty's International Education Adviser assesses the requirement for NESB students experiencing difficulties and where appropriate, the Faculty provides limited extra tutorial assistance and directs students to make use of the services offered by the Learning Centre. The International Education Adviser also developed and teaches a course established to provide nearly all NESB students with an introduction to the Australian legal system. The course provides further assistance in English tuition for students who are experiencing difficulties and can assist NESB students with the development of their writing and presentation skills.

Atax developed and refined its mentoring program to provide support for students, particularly NESB students. Students with language problems are identified and referred to the Learning Centre's programs and academic support activities continue to be available for NESB students. Information regarding resources available at the Learning Centre was included in the *Atax Student Guide* and an Atax grammar skill workbook was distributed to students free of charge.

Atax has increased the use of WebCT-based discussions and activities to allow students, particularly NESB students, to participate in class interactions asynchronously. These types of activities give students with developing oral communicative skills an opportunity to take part in meaningful class discussions.

## **Faculty of Medicine**

The Faculty of Medicine has developed strategies, consistent with UNSW's operational key planning goals, to foster the cultural diversity of staff and students.

The Faculty's student body is culturally diverse, with approximately 11 per cent international enrolments in the undergraduate programs and nearly 40 per cent who speak English as a second language. The majority of the Faculty's students are from culturally diverse backgrounds.

International postgraduate students within the School of Public Health and Community Medicine (SPHCM) come from 74 countries and most are within the Master of Public Health (MPH) Program. In many of the courses in the MPH and Management programs, case studies and scenarios include international perspectives. All international postgraduate students who have English as a second language are required to undertake an academic skills course in their first session. The course is conducted by the Learning Centre and substitutes for an elective.

The importance of cultural diversity is embedded in the programs offered by the Faculty. In the New Medicine Program, for example, one of the graduate capabilities is the ability to "understand how to communicate with patients, their families and community groups in a variety of community settings, with a variety of cultural groups about a range of issues, including prevention and health promotion and the management of risk." In addition, in the MPH Program, a component on 'diversity management' is included in the core course. Efforts have been made through the Committee of Deans of Australian Medical Schools to focus attention on cultural competence and on developing a core curriculum in Indigenous Health.

A substantial proportion of research students are international students from countries as far dispersed as Ghana, Iran, Sri Lanka, Mauritius and the United Kingdom. Many SPHCM staff also work internationally with international organisations such as the World Health Organization (WHO), the United Nations High Commissioner for Refugees (UNHCR), country governments and non-government agencies. Consultancies continue to be undertaken in a number of developing countries and SPHCM was requested by the Cambodian Ministry of Health to assist in the establishment of an MPH Program.

## Celebration of Diversity

### UNSW Union

The UNSW Union has embraced the cultural diversity of the UNSW community and incorporated diversity as a key value governing the organisation. In 2005 the Union implemented the Outback Assist Program while maintaining the existing cultural diversity initiatives, all of which operated out of the Student Development Department.

The Learning the Lingo (LTL) Program is designed as a support network for international students at UNSW who meet in small groups with local student volunteers, which allows them to interact with people from different cultural backgrounds through conversation, games and social activities. For international students it offers an opportunity to get to know more about Australia, mix with local students and gain confidence in speaking English. Events included bushwalks in the Blue Mountains and Bradley's Head National Park; Australian Movie Nights; Cross-Cultural Communications Seminars; and a Music, Dance and Food Night. Weekly coffee meetings were also held throughout the semester to discuss various culturally based themes. The program began in 2001 and has consistently grown to include 272 international student participants and 91 local student volunteers.

The *International Cookbook*, published annually, is a free Union publication that celebrates the cultural diversity of the UNSW student population. It features recipes and personal stories that illustrate the different cultural backgrounds of UNSW students and is produced by a team of student volunteers who work closely with Union staff to select and edit student recipes and design the publication.

The Campus Community Program Grant Scheme was set up to fund events and programs with the aim of fostering community on campus. In 2005 the Union awarded funding to a diverse range of student initiatives that included the Indonesian Students Association's Indonesian Student's Festival, the Australian Union of Jewish

Students' Holocaust Awareness Week, Warrane College's Fiji Work Camp and the Chinese Students Association's Emancipation of Talent.

The Union has been successful in recruiting international and NESB students to many of its student development programs, including the Yellow Shirt Program, Students Training Students (STS), the ULead Leadership Program, the Shack Tutoring Program and the *Unsweetened* literary journal.

The Mid-Autumn, or Mooncake, Festival is a significant event celebrated by Chinese communities around the world. At UNSW, the festival is part of the Union's cultural diversity program headed by the Marketing Department. In celebration of the popular tradition, *yum cha* meals were served at the Roundhouse, accompanied by traditional entertainment and gifts for all diners. This year's festival, held during Session 2, sold out, with over 600 people attending.

In September the Union organised Artsweek to encourage and involve students in arts-based programs. During Artsweek the Union organised 20 events, activities and workshops and collaborated with other campus groups who contributed a further 11 events and activities to the program.

The Union's student publications are another area where the Union has sought to reflect the diversity of the UNSW campus. The weekly *Blitz* magazines actively promoted programs relevant to a multicultural campus, while the *Unsweetened* literary journal contained a diverse cultural collection, including international students' entries. The introductory pages of the 2005 Student Diary highlighted the significance of Nura Gili, the Indigenous programs centre on campus, and acknowledged the Eora people's land on which the University is built.

### Student Guild

In 2005 the Student Guild continued several cultural diversity initiatives. A key contribution was the creation of the Anti-Racism Collective (ARC), which aims to understand the nature of contemporary racism and how

# ETHNIC AFFAIRS PRIORITY STATEMENT

to actively combat it. ARC, in conjunction with the Guild's Ethnic Affairs Department, fosters an environment that nurtures and celebrates cultural diversity and focuses on areas pertaining to cultural identity.

ARC organised film screenings that dealt with cultural stereotypes and the practice of racial profiling. The screenings were followed by forums where students were given the opportunity to air their opinions and experiences. ARC also contributed to Oxfam's 'Make Poverty History' awareness campaign by selling wristbands.

Throughout 2005 the Ethnic Affairs Department successfully organised events such as Night Markets Week and Cultural Week, which fostered cultural harmony on campus and celebrated diversity.

The Guild has recently affiliated with the Ethnic Communities Council of New South Wales and this relationship aims to facilitate a broader understanding of pertinent cultural issues in society, as well as providing a pool of resources for the Guild to draw upon.

## Community Partnerships

### International Student Services

International Student Services (ISS) programs that provide opportunities for international students to be involved in the wider Australian community range from a Volunteer Placement Program linking students with off-campus volunteer work to the Cultural Ambassadors Program, where students visit the Sydney Children's Hospital School and conduct lessons about their country and culture.

### UNSW Union

The Mosaic Fusion Forums provide an avenue for high-school and university students to talk about issues relating to culture and identity. UNSW student volunteers were recruited to facilitate and lead a series of discussions and writing workshops over a six-week period. The Union worked in partnership with the St George Area Department of Education to run the forum series for Moorefield Girls' High School, Kogarah High School,

Sydney Technical High School, Matraville Sports High School and Randwick Girls' High School.

At the end of the series, a publication of student work was produced that highlights important aspects of Australian multiculturalism and identity. In 2005, over 150 high-school students from five local schools participated in the program.

On campus, Mosaic Fusion Forum hosted various forums with multicultural themes, including a forum held on the National Day of Healing that focused on Aboriginal issues. This event was held in collaboration with the Equity and Diversity Unit and Nura Gili, with involvement from the Human Rights and Equal Opportunity Commission (HREOC) and the Aboriginal and Torres Strait Islander Commission (ATSIC). A cultural diversity forum was hosted during Union Week that included speakers from Randwick City Council, the Ethnic Communities Council and Blacktown Migrant Resource Centre.

### Faculty of Arts and Social Sciences

The Faculty's Centre for Refugee Research (CRR) has been working in partnership with the New South Wales Department for Women and nine refugee communities to produce a 'Train the Trainer' teaching module that addresses issues of domestic violence in newly arrived refugee communities. The module kit, which includes a video, PowerPoint presentation and comprehensive teaching and participant notes, has been widely distributed to school groups and community health organisations nationally.

In September and October, numerous members of CRR attended the UNHCR Executive Committee meeting, where they lobbied for changes to policy and raised numerous issues with non-governmental organisations (NGOs) and government departments.

In November, CRR conducted a Refugee Court of Testimonies that provided an opportunity for refugees from all over the world to testify to their experiences as refugees.

# ETHNIC AFFAIRS PRIORITY STATEMENT

A comprehensive report was developed at the conclusion of the subsequent 'Hopes Fulfilled or Dreams Shattered? From Resettlement to Settlement' conference that provided local, state, national and international policy recommendations to better enable refugees to fulfil their hopes. The conference's numerous national and international presenters addressed key areas of refugee health, education needs, social issues and legal matters.

CRR continued its project researching the needs of refugee women who enter Australia on 'Women at Risk' visas. The project examines how well current settlement services are responding to the needs of women that have experienced extreme violence, torture and trauma prior to arrival in Australia. The research is exploring how well the needs of those women are met, both in Sydney and other urban settings and in a number of rural areas in New South Wales.



## HUMAN RESOURCES

Human Resources (HR) comprises the following units: Industrial Relations (IR), Organisation and Staff Development Services (OSDS), the Risk Management Unit (RMU) and Client Services.

The mission of HR is to assist the University to achieve its strategic teaching and research goals through the delivery of tailored human resource services. To achieve those goals, HR works in close consultation with the University's senior management to establish systems to recruit, retain and reward its employees.

### Service Delivery

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HR's service delivery capability was strengthened in early 2005 when the Staff Development Unit was incorporated into HR. A significant review of staff development services followed, including extensive consultation across the University, to ascertain the staff learning and development services that were required to ensure the University is able to meet its ongoing strategic objectives. In response to the feedback received, the unit was re-branded as Organisation and Staff Development Services (OSDS) to reflect an emphasis on both people and organisational development, and underwent organisational change to ensure it was well placed to cater to the needs of the University.

HR played a key role in the recruitment of several senior staff at the University, including the appointment of the Dean of Medicine and the Chief Financial Officer. In addition, the University successfully recruited the inaugural Dean of the Graduate Research School and the inaugural President of UNSW Asia.

In preparation for the commencement of UNSW Asia, an HR working party was established to draft contracts of employment and a comprehensive *Human Resources Framework* document for Singapore.

HR's online service capability was enhanced with the implementation of the myUNSW leave application on 30 June, which enables employees to submit leave

applications online. The benefits of this initiative were immediate and significant and include the reduction of paper-based leave application forms by more than 13,000 per annum. This initiative has also led to increased efficiencies in the day-to-day management of staff, as 60 per cent of all leave applications are now received electronically.

On 1 July the University introduced electronic payslips for all employees who have easy access to the internet. This has decreased the number of payslips printed every year by 247,000, which has led to significant handling improvements for the mail room. These important green initiatives have been enthusiastically supported by the UNSW Green Office.

The Risk Management Unit continued to provide a comprehensive customer service network through which safety, loss control and risk initiatives were delivered to the University in a manner that was sensitive to the needs of the individual business units.

The range of flexible remuneration options offered to UNSW staff was extended, which included expanding the range of salary packaging options and identifying tax-effective remuneration options for staff recruited from overseas.

HR played a major role in the development and implementation of major new policies relating to employee/employer relationships, including the Paid Outside Work Policy; Conflict of Interest Policy; Associate Deans (International) Policy; Flexible Remuneration for New Staff Policy; and new Promotions Policy.

### UNSW Staffing Strategy

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#### Learning and Development

A new Head of School Induction and Development Program was implemented following several recommendations for preparing new Heads of Schools before commencing in their roles. The program involves a series of learning and development initiatives, including structured training sessions, individual executive coaching

and the use of diagnostic tools to increase self-awareness of individual leadership and management styles.

While primarily aimed at new Heads of Schools, more experienced Heads of Schools have also participated in a number of the development activities.

Late in the year the Academic Women in Leadership Program, a joint initiative of OSDS and the Equity and Diversity Unit, was launched. The program aims to develop the leadership skills of senior academic women at UNSW through a series of workshops, guest speakers, shadowing, mentoring and coaching opportunities.

## **Leadership and Management Performance**

A 360° review process for Deans and the Senior Management Group was introduced to enhance the feedback provided to our senior managers during their appointment. To complement the process and to adhere to Federal Government reform requirements, a Leadership and Management Development framework is being developed to ensure that relevant development opportunities are available for the University's senior managers.

## **Staff Statistical Profiles**

HR again participated in the Universities' Human Resources Benchmarking Program, coordinated by the Queensland University of Technology. This program has 42 participating universities from across Australia, New Zealand and South Africa and provides useful comparative staffing data across the Group of 8 (Go8) Universities and the higher education sector generally. Overall, UNSW compares favourably within the sector, but the program has highlighted some areas of employee management that require improvement.

To fully understand future staffing pressures, UNSW engaged Professor Graeme Hugo, Federation Fellow of the University of Adelaide, to undertake workforce profiling and projection studies. Initial results highlighted several key areas of concern, including the impact Australia's ageing population will have on our academic workforce.

## **Industrial Relations**

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As well as continuing to implement various requirements of the 2003 UNSW academic and general staff enterprise agreements, the IR Unit provided Faculties and Divisions with significant advice, input and support into the organisational restructuring of their Schools and work units. There were 17 organisational restructures during the year.

The IR Unit has the responsibility of implementing and managing the Higher Education Workplace Relations Requirements (HEWRRs) for UNSW, which were announced by the Federal Government on 29 April. The reforms provide additional funding for Australian universities upon demonstrating compliance with five key workplace requirements: the offering of Australian Workplace Agreements (AWAs); engaging directly with employees in enterprise bargaining negotiations; developing agreements, policies and work practices that facilitate, promote and support flexibility and productivity; and ensuring such agreements, policies and practices are consistent with Freedom of Association principles. In November the University applied to the Federal Government to receive the additional funding for 2006.

The current enterprise agreements for academic and general staff expire at the end of March 2006. The University has commenced preliminary discussions with employees and third parties for replacement agreements, with negotiations on new agreements to commence in early 2006. The IR Unit is also assisting one of its subsidiary companies, NewSouth Global Pty Limited, in negotiating a new agreement for its employees in the Foundation Studies Unit.

The IR Unit contributed significantly to the university sector by leading a Redundancy Test Case decision before the Full Bench of the Australian Industrial Relations Commission (AIRC) on behalf of the sector. At the time of writing, the decision was still pending.



## Risk Management

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The Risk Management Unit (RMU) implemented a number of initiatives that delivered pleasing results. The Insurance section achieved a 35 per cent cost reduction in the premium costs for commercial insurance for the year due to their active marketing.

A UNSW Risk Management Policy was developed, which informs all members of the UNSW community of their roles and responsibilities in establishing a UNSW risk management culture. The policy was approved by Council in June. In addition, a Risk Management Plan and Framework were designed to identify, analyse, assess, treat and monitor UNSW's business risks as part of the strategic planning process. Over 50 Schools participated in risk management reviews in 2005.

Initiatives to reduce the frequency and severity of losses were implemented. These include the introduction of a unified quarterly risk reporting program, integrated quarterly risk reporting at the Faculty level and the development of a series of tools for business units, including an online Occupational Health and Safety (OHS) training register, a *Laboratory Safety Manual*, an online Dangerous Goods database and an online Research Safety Toolkit. In addition, a Client Services Survey was undertaken by the Occupational Health, Safety & Environment Unit to ascertain levels of client satisfaction with services and to guide future priorities. The results have been incorporated into the *OHS Strategic Priorities Document 2005-2007*. Initiatives such as these have delivered excellent results, including a 26 per cent reduction in the number of workers' compensation claims in 2005. A total of 3,233 staff received risk training in 2005.

Repetitive motion injuries were identified as an area of concern. After a risk analysis, the Return-to-Work Coordinator developed a program of preventative ergonomic and workplace assessments for staff, carrying out 166 such assessments. In addition, 34 training sessions in preventing overuse injuries were conducted

and a website dedicated to ergonomic loss control was developed. This has resulted in a 37 per cent decrease in repetitive movement claims, as well as a 25 per cent decrease in muscular strain injuries from the previous year.

The Emergency Management Unit (EMU) expanded its training and emergency support services to COFA, UNSW@ADFA and the School of Rural Health (Coffs Harbour) campuses and reviewed its emergency procedures and evacuation protocols to ensure they continue to meet the changing needs of the Kensington campus. For the first time the volunteer emergency management networks of UNSW were staffed at 100 per cent.

## HR Sector Leadership

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During the year members of the HR senior management team were invited to provide expert knowledge and resources to a number of other universities, most notably coordinating the 2005 activities of the Go8 HR network; hosting a number of human resources workshops in August for Go8; undertaking a review project for the University of Auckland, New Zealand; advising the University of Canterbury, New Zealand; providing external representation for a panel at Monash University; coordinating the Sydney University HR Group; publishing over ten articles in regional professional journals and participating at over 12 technical and professional conferences in Australia and New Zealand as either as presenters or conference chairs.

# HUMAN RESOURCES

## HUMAN RESOURCES STATISTICS

**Table 1: Total Number of UNSW Staff (Headcount as at 31 March 2005)**

Staff Type	2000	2001	2002	2003	2004	2005
Academic Staff	1476	1443	1538	1597	1581	1573
Academic Research Staff	356	328	400	396	417	441
Academic/Research Total	1832	1771	1938	1993	1998	2014
General Staff (Level 1-9)	2560	2348	2606	2664	2701	2773
General Staff (Level 10-14)	110	108	130	115	123	165
General Staff Total	2670	2456	2736	2779	2824	2938
Language Teaching Staff	62	63	62	58	53	47
Sub-Total (Persons)	4564	4290	4736	4830	4875	4999
Casual Staff (FTE)	656	603	699	683	697	660

**Table 2.1: Total Number of UNSW Staff by Gender (Headcount as at 31 March 2005)**

Year	Gender	Staff Types					TOTAL
		Academic	Academic Research	General (Level 1-9)	General (Level 10-14)	Language Teaching	
2000	Women	377	160	1425	43	47	2052
	Men	1099	196	1135	67	15	2512
	<b>Total</b>	<b>1476</b>	<b>356</b>	<b>2560</b>	<b>110</b>	<b>62</b>	<b>4564</b>
2001	Women	370	144	1307	41	48	1910
	Men	1073	184	1041	67	15	2380
	<b>Total</b>	<b>1443</b>	<b>328</b>	<b>2348</b>	<b>108</b>	<b>63</b>	<b>4290</b>
2002	Women	419	177	1487	55	47	2185
	Men	1119	223	1119	75	15	2551
	<b>Total</b>	<b>1538</b>	<b>400</b>	<b>2606</b>	<b>130</b>	<b>62</b>	<b>4736</b>
2003	Women	453	178	1494	49	46	2220
	Men	1144	218	1170	66	12	2610
	<b>Total</b>	<b>1597</b>	<b>396</b>	<b>2664</b>	<b>115</b>	<b>58</b>	<b>4830</b>
2004	Women	453	182	1554	51	43	2283
	Men	1128	235	1147	72	10	2592
	<b>Total</b>	<b>1581</b>	<b>417</b>	<b>2701</b>	<b>123</b>	<b>53</b>	<b>4875</b>
2005	Women	465	189	1616	68	39	2377
	Men	1108	252	1157	97	8	2622
	<b>Total</b>	<b>1573</b>	<b>441</b>	<b>2773</b>	<b>165</b>	<b>47</b>	<b>4999</b>

**Table 2.2 Total Percentage of UNSW Staff by Gender (as at 31 March 2005)**

Year	Gender	Staff Types					TOTAL
		Academic	Academic Research	General (Level 1-9)	General (Level 10-14)	Language Teaching	
2000	Women	25.5%	44.9%	55.7%	39.1%	75.8%	45.0%
	Men	74.5%	55.1%	44.3%	60.9%	24.2%	55.0%
2001	Women	25.6%	43.9%	55.7%	38.0%	76.2%	44.5%
	Men	74.4%	56.1%	44.3%	62.0%	23.8%	55.5%
2002	Women	27.2%	44.3%	57.1%	42.3%	75.8%	46.1%
	Men	72.8%	55.8%	42.9%	57.7%	24.2%	53.9%
2003	Women	28.4%	44.9%	56.1%	42.6%	79.3%	46.0%
	Men	71.6%	55.1%	43.9%	57.4%	20.7%	54.0%
2004	Women	28.7%	43.6%	57.5%	41.5%	81.1%	46.8%
	Men	71.3%	56.4%	42.5%	58.5%	18.9%	53.2%
2005	Women	29.6%	42.9%	58.3%	41.2%	83.0%	47.5%
	Men	70.4%	57.1%	41.7%	58.8%	17.0%	52.5%

**Table 3: Total Number of UNSW Adjunct, Conjoint and Visiting Appointments (as at 31 March 2005)**

Staff Type	2000	2001	2002	2003	2004	2005
Adjuncts	121	129	142	143	152	141
Conjoints	453	474	689	869	944	1055
Visitors	481	408	432	454	534	596
TOTAL	1055	1011	1263	1466	1630	1792

**Table 4: Total Number of UNSW Academic Staff Successfully Promoted (as at 31 March 2005)**

Staff Type	2000	2001	2002	2003	2004	2005
Lecturer	5	14	0	9	12	7
Senior Lecturer	45	35	30	22	26	44
Associate Professor	33	24	21	28	23	34
Professor	12	12	9	14	13	17
TOTAL	95	85	60	73	74	102

**Table 5: Total Number of UNSW Applications (as at 31 March 2005)**

Applications	2000	2001	2002	2003	2004	2005
# of staff	122	128	112	91	131	144
% of Academic cohort	6.66%	7.23%	5.78%	4.57%	6.56%	7.15%

#### EXPLANATORY NOTES

The above statistics are reported as headcount (actual number of staff) as at 31 March 2005. The statistics are sourced from the returns provided each year to the Federal Department of Education, Science and Training (DEST).

The figures provided in the *2005 Annual Report* differ slightly from those reported in previous years, which were provided at 31 December each year. The minor variations in this year's numbers to previous years can be explained by the difference in timing, and in some cases, to slightly different definitions for determining staff types.

Tables 4 and 5 are extracted directly from the HR database, as these figures are not compiled as part of the DEST reporting regime.

These figures do not include any employees of commercial or otherwise related entities of UNSW.

The **Casual Staff** statistics provided in Table 1 are an equivalent full-time figure for the calendar year. These are shown as a total and are not broken down by staff type.

**Academic and Academic Research Staff** headcount statistics include all academic staff from UNSW, the Australian Defence Force Academy (ADFA) and the Australian Graduate School of Management (AGSM). The statistics include full-time and fractional appointments in continuing or fixed-term roles, for academic levels A to E. Both staff types are covered by the UNSW (Academic Staff) Enterprise Agreement.

**General Staff** headcount statistics include employees of UNSW, ADFA and the Institute of Languages, as well as a small number of AGSM employees that have maintained an employment relationship with UNSW. The statistics include full-time and part-time appointments in continuing or fixed-term roles. They include employees under 35-hour and 38-hour per week award bases, as well as a number of general research staff who have been assigned an equivalent general staff employment level.

**Visiting, Conjoint and Adjunct** headcount statistics include all categories of visiting appointments (Honorary Associates to Visiting Professors), conjoint appointments (from Conjoint Associate Lecturers to Conjoint Professors) and adjunct appointments (Adjunct Associate Lecturers to Adjunct Professors). These categories represent honorary appointments and are not defined as employees.

**Academic Promotion** rounds are conducted once each year for each academic level from B to E. Table 4 shows the headcount for promotion through the academic promotions round and do not include promotions via recruitment applications to advertised positions.

**Special Studies Program** statistics are provided in Table 5. The statistics show a headcount of the number of academic staff who have availed themselves of a period of study leave either overseas or within Australia in the calendar year. The percentage is calculated as the number of applications for leave divided by the total number of academic and academic research staff reported in Table 1.



## UNIVERSITY CONTROLLED ENTITIES

Fully audited financial details for University Controlled Entities are found in Volumes Two and Three of the 2005 Annual Report.

### AGSM Consulting Limited

AGSM Consulting Limited is a not-for-profit company owned by The University of New South Wales. The company did not operate during 2005.

### AGSM Limited

AGSM Limited is a not-for-profit company formed by The University of New South Wales and The University of Sydney for the joint purpose of utilising the talent, energies and resources of both Universities to produce a powerful centre of excellence for teaching and research in business. An agreement to end the joint venture will result in AGSM reverting to being wholly owned by UNSW in 2006. As a controlled entity, AGSM results are consolidated in the UNSW accounts.

### NewSouth Global Pty Limited

NewSouth Global Pty Limited (NSG) is the international education, training and consultancy arm of the University. It is a wholly owned subsidiary of UNSW, with an annual turnover in excess of \$65M. Surpluses from NSG activities are donated to the University and used for scholarships, fellowships and the multidisciplinary NSG Professorships. In 2005 a donation of \$4.4M was made.

The Vice-Chancellor of UNSW, Professor Mark Wainwright acts as Chair of NSG, Deputy Vice-Chancellor (International & Development) Professor John Ingleson is the Chief Executive Officer, and a directorship is held by Deputy Vice-Chancellor (Resources) Dr Alec Cameron. There are two external directors, Ms Mara Moustafine and Mr Peter Bergman, a UNSW alumnist.

NSG's business divisions during 2005 were Educational Assessment Australia, Foundation Studies, UNSW International Projects, the UNSW Institute of Languages, the National Centre for Language Training and UNSW Study Abroad. The company also has a Corporate Services Unit that is responsible for business development, financial management, human resources and related corporate governance issues.

On 1 July NSG purchased the Expert Opinion Services business unit of Unisearch Limited during the restructure of Unisearch. This business was integrated into the NSG International Projects Division to create NSG Consulting. From 1 January 2006 this group is responsible for assisting the parent body with the implementation of the new UNSW Paid Outside Work Policy.

NSG is responsible for the operational management of the UNSW offshore offices in Singapore, Bangkok and Hong Kong and the Australian Institute of Languages in Hanoi, which is a joint initiative with the Vietnam National University, Hanoi. NSG also owns a Hong Kong-based recruitment organisation, Australian Education Consultancy Limited (AEC). In 2005 NSG received Representative Office status in Vietnam on behalf of the University.

Educational Assessment Australia has been a prime provider of educational measurement and assessment services in Australia, New Zealand and the Asian Pacific region for 35 years. During 2005 it consolidated its international activities in India, increased its research in South Africa, extended the Schools International Assessments to Indonesia and trialled school-based assessments in Vietnam in cooperation with the Ministry of Education and Training.

Foundation Studies comprises the University Foundation Year, HSC Unilink, the Maths Skills Program and other external programs, including Learn 4 Life. The core activity, University Foundation Year, is a full academic program designed to prepare international students for undergraduate studies in Australia. Foundation Studies was

extended to China and a new legal entity, the UNSW Asia School, was established to offer the Foundation program in Singapore before the launch of UNSW Asia.

The UNSW Institute of Languages (UNSWIL) is one of the oldest and largest university language centres in Australia. Established in 1966, it offers a comprehensive range of language courses and services for overseas students, migrants and international clients from government and industry that require language training beyond the scope of existing university award programs. During 2005, 80-85 per cent of English for Academic Purposes students continued on to study at UNSW. It was also the second year of the highly successful Migrant English Program, offered in conjunction with the New South Wales Department of Education and Training.

UNSW International Projects (IP) provides international consulting services, resources, technical assistance, training and project management to industry, commerce and government on overseas projects. IP utilises UNSW resources and expertise, including technical, economic, social, environmental and training aspects of sustainable development in its activities. Projects secured in 2005 included the Solomon Islands Health Executives Program; Health System Management in the Solomon Islands; Training in Tax Administration in Indonesia; and the Medical and Psychosocial Aspects of Narcotic Drug Training in Indonesia.

UNSW Study Abroad, the leading Australian program of its type, provides opportunities for international students to gain credit for courses at their own institutions while studying on campus in Sydney. UNSW Study Abroad also conducts short courses and a summer school for six weeks during the Northern Hemisphere summer. More than 1000 students per annum participate in the UNSW Study Abroad programs and in 2005, the division disbursed more than \$11M to UNSW. The University also profited from the participation of well-qualified students from prestigious American and European institutions.

The National Centre for Language Training assists Australian enterprises to realise their international trading objectives by providing education, training and services in

language, cultural awareness, intercultural communications and related business services. The Centre was established in late 2004 and is funded by the Department of Education, Science and Training (DEST) during its establishment period. The Centre is a consortium of education partners including UNSW, Curtin University of Technology, Griffith University, Monash University, the University of South Australia and the Australian TAFE Consortium. During 2005 the Centre offered its first programs in Mandarin, Doing Business in China and Simulated Business Negotiations.

## NewSouth Innovations Pty Limited

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NewSouth Innovations Pty Limited (NSi) leverages the intellectual wealth of the research community at UNSW to create commercial value for the University and its researchers and to bring exciting new technologies to the marketplace.

NSi was born of the restructure of Unisearch Limited, a company established in 1959 as a controlled entity of UNSW that was responsible for managing the University's consulting and commercialisation activities. Renamed NSi in September 2005, the business now focuses solely on connecting researcher ingenuity with commercial opportunities.

NSi evaluates research technologies, identifies appropriate collaboration opportunities and provides industry partners and investors with access to a wide range of technologies with broad commercial potential. The breadth of experience at NSi enables effective development of business relationships and strategic alliances with key partners in relevant industry sectors, as well as governments and other learning institutions locally and around the world.

## Acyte Biotech Pty Limited

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Acyte Biotech Pty Limited (Acyte) has been established by NSi to commercialise leading-edge research in the area of

mammalian cell production of recombinant DNA-derived proteins. Acyte is jointly owned by UNSW, NSi and the key researchers. The Board is chaired by leading businessman and ex-Unisearch director, Mr Rob Barry.

The underlying research by Professor Peter Gray and Associate Professor Noelle Sunstrom and their team at UNSW has moved into the commercialisation phase and achieved strong industry support. Acyte has negotiated collaborative research agreements with leading listed pharmaceutical groups, as well as being awarded three \$250,000 Biotechnology Innovation Fund Grants since inception.

Acyte expects to be able to offer cell expression systems to a wide variety of potential users based on exciting breakthroughs achieved around its SuperCHO platform technology.

## HepatoCell Therapeutics Pty Limited

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HepatoCell Therapeutics Pty Limited (HCT) was established by NSi to commercialise a technology for the bulk production of viable liver cells (hepatocytes). The company is jointly owned by UNSW, NSi and founding inventor Professor David Morris, UNSW Head of Surgery at St George Hospital.

The company aims to produce a cell therapy for chronic liver disease, a condition that has only one current therapy, the whole liver transplant. There are tens of millions of people worldwide that will never have access to the current therapy, but could benefit from HCT's technology. Current animal trials are producing encouraging results and a human clinical trial is planned for late 2006. HCT recently received a \$169,000 Biotechnology Innovation Fund Grant from the Australian Government to aid development of the technology and an additional \$50,000 from the New South Wales Department of State and Regional Development. NSi has also committed to investing \$250,000 to make a total initial investment of \$469,000.

The technology has the backing of leading scientists in Australia and Europe and has received strong interest from the venture capital community. The current plan will see a product in the market offering lifesaving treatment within two to three years.

## Qucor Pty Limited

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Qucor was activated during 2003 to commercialise the research breakthroughs emerging from the Centre for Quantum Computer Technology (CQCT), headquartered at UNSW. Qucor's work is in 'atom-scale information technology'. It connects extreme nanotechnology—work at the level of individual atoms and photons—with the emerging demands of the semiconductor and optoelectronics industries. Qucor's focus is on undertaking technology demonstrations with industry to apply single-atom and single-photon expertise that creates the foundations for the next generation of IT products.

Current projects include the development of control electronics with IBM and Peregrine Semiconductor and a joint venture with Melbourne University, MagiQ Inc and Silicon Graphics to develop and market a single-photon source for secure communications.

Qucor's early products will include components for encryption systems and probably MEMS and high-performance optical devices. In the medium to longer term, single-atom control has application for sensor manufacture and the precise doping of transistors and could underpin novel semi-conductor devices. Ultimately, 'few qubit' devices are expected to emerge, exploiting the unique quantum physical properties of individual atoms.

## Systemix Pty Limited

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Systemix was established to commercialise the therapeutics and other applications of the GSAO technology developed by Professor Philip Hogg and his team at the Centre for Vascular Research.

The company was activated in mid 2005 and is currently undertaking pre-clinical testing with Cancer Research UK,

prior to commencing Phase 1 clinical trials. Development of GSAO as a therapeutic compound for cancer treatment will be funded via NSi investment and is expected to occur in early 2006.

## The University of New South

### Wales Foundation (see also page 125)

The company was incorporated in 1988 to act as trustee for The University of New South Wales Foundation. It is a company limited by guarantee, and its objectives are to assist the University in raising funds from alumni, industry, commerce and the community. During 2005 the Foundation received more than \$6M to support University projects.

## The University of New South

### Wales International House

#### Limited

International House Limited is a co-educational residential College on the UNSW campus accommodating 166 postgraduate and senior undergraduate Australian and international students. The College opened its doors in 1968 and since that time has been home for more than 3500 UNSW students from over 100 countries. International House is recognised as an outstanding college that values cultural diversity and community service. It is renowned for its excellent food service and affordable room/board fees. The company is limited by guarantee, has on share capital with a Board of Directors with four elected by the company, one elected by the residents and six appointed by the University.

## University of New South Wales

### Press Limited

UNSW Press maintained and extended its role as one of the University's most visible and respected activities and

forms of outreach. As a book publisher and a distributor of books from other publishers, UNSW Press is now the largest university press in the Southern Hemisphere, both in sales revenue and in numbers of new titles, and additionally operates one of Australia's largest campus bookstores.

The entity is incorporated as a not-for-profit company with the constitutional requirement that all income be applied toward promoting the company's objects; funds may not be transferred out of the company for other purposes or to the University.

The non-executive directors on the Board are appointed by the UNSW Council and include non-University members selected to bring specialist expertise to the governance of the business. The Board receives and reviews reports from management, monitors performance in delivering the outcomes in the approved strategic plan and also maintains responsibility for risk management issues. The Finance Committee of the Board meets regularly to review financial performance and reports back to the Board.

The annual audit of the company's accounts by the Audit Office of the New South Wales Government resulted in an unqualified audit. At the Annual General Meeting of members (who represent the Vice-Chancellor and Deans), the Board reported back to the University on a satisfactory outcome for 2004 and the annual reports and accounts were approved.

A major achievement of UNSW Press was the number of new publications reaching a record level. Sales of UNSW Press titles increased by 13 per cent and distributed agency titles by 3.5 per cent. This growth was particularly significant in a generally flat Australian book market, which saw trading difficulties in a number of major bookselling chains. The Special Sales Unit of UNSW Bookshop increased its revenue by over 11 per cent.

Greater challenges lay in retail bookselling on UNSW campus. For the third year sales fell, in response to declining enrolments at UNSW. The 2005 budget was



based on expanding rather than declining student numbers and sales. Following first-semester enrolment, management and staff in all divisions took urgent action to control overheads, with resources tightened to improve the overall financial position. As a result, UNSW Press was able to achieve the budgeted surplus on the year's trading activities and increase cash reserves.

UNSW Press published 57 new titles in 2005 and agreed to offer publishing contracts for 72 manuscripts. Some 97,000 UNSW Press books of 400 different publications were distributed. UNSW Press reprinted 26 books and a number of titles were put into a print-on-demand program to maintain availability after existing stock was sold. Electronic access to many UNSW Press titles is now available through licensed third parties.

Seven UNSW Press books received or were short-listed for awards during 2005, including the winning books for the Non-Fiction Award in the Western Australian Premier's Literary Awards and the Arts Non-Fiction Award in the Australian Human Rights Awards.

Through its sales and distribution division UNIREPS, UNSW Press represents books from 37 other university presses and similar publishers from Australia and overseas, covering 62 imprints. In 2005 almost 200,000 copies of over 4000 different titles from such agencies were sold. New publishers distributed from 2005 included Aboriginal Studies Press, Choice Books, University of Western Australia Press, University of Wales Press and University of Illinois Press.

UNSW Press publications bring significant notice of the University to the wider Australian community. In 2005 there were over 450 published reviews, media articles and broadcast interviews relating to UNSW Press publications. UNSW Press was represented on industry and academic committees and at book fairs in Canberra, Frankfurt and London, where presentations were made on the Australian academic book market. In addition to international representation through stockholding distributors in the USA, Canada, the United Kingdom, Singapore, Japan and New Zealand, UNSW Press books were co-published or licensed in the USA, the UK, India and Germany.

The company operates bookselling and associated retail activities at UNSW's Kensington campus, which make a significant contribution to UNSW Press revenues. In 2005 UNSW Bookshop won two categories of the 2005 Campus Bookstore of the Year Awards.

UNSW Bookshop sold 175,000 books and ancillary items to UNSW students, staff, institutions and visitors in 2005. This reduction from earlier years reflected a decline in student enrolments and bookshop overheads were adjusted downwards. Resources were put into increased marketing and the expanding work of the Special Sales Unit, which supplies books (representing 16 per cent of the Bookshop's sales) to fill distance orders received electronically.

The Board and management of the company monitor the external factors that influence the company's activities and financial profile. A major factor is the size of the Kensington campus student community that patronises UNSW Bookshop. The overall buoyancy of the Australian book trade feeds directly back to UNSW Press's sales figures of its own and agencies' books; the growth seen in 2005 was welcome, but restraint in expenses and flexibility of approach remain essential to maintain the company's financial strength.





# 04 { COMMUNITY UNSW ANNUAL REPORT

## PART FOUR: COMMUNITY

Community Outreach .....	114
Marketing and Development .....	122

## COMMUNITY OUTREACH

### Faculties

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UNSW academics and general staff conduct an enormous amount of community outreach activities throughout the year, on faculty and discipline levels as well as personally. Below are details of this important work.

#### Arts and Social Sciences

The Faculty of Arts and Social Sciences undertook a range of innovative community-based activities at both an organisational and individual level in 2005. The outreach activities undertaken by the Faculty targeted a number of groups such as schools, indigenous communities, the disadvantaged, alumni and other interested parties, both in Australia and overseas.

Community outreach activities commenced in January with Dr Eileen Pittaway from the Centre for Refugee Research and Ms Linda Bartolomei from the School of Social Work providing the United Nations with assistance in planning psychosocial programs following the Asian tsunami. Dr Pittaway and Ms Bartolomei were involved in identifying the needs of Sri Lankan communities following the tsunami as well as advising humanitarian aid workers on how to deal with psychosocial distress.

At a local level, the School of Social Work furthered its involvement in the Waterloo Community Project. Students and staff from the School were involved in mentoring homeless youth and providing support to the local community. This support covered a range of topics including encouraging education and employment, preventing drug and alcohol abuse and dealing with crime and violence.

The School of the History and Philosophy of Science continued its central role in the Blue Mountains World Heritage Institute. Local Indigenous and non-Indigenous communities were engaged in the environmental work of the Institute through a range of participatory processes, activities and projects using artistic and creative expression.

Irish Studies within the School of English hosted the 2005 Irish Film Festival in conjunction with the Irish Echo. This Film Festival ran in both Sydney and Melbourne, attracting approximately 2000 attendees over six days.

The staff and students of the School of Music and Music Education arranged a number of free concerts for members of the public. Dr Christine Logan played an acclaimed selection of Frank Martin's music, which was broadcast on ABC Classic FM.

The School of History targeted both local schools and communities in rural and regional Australia. Of particular note was the work of Associate Professor Bruce Scates, who worked closely with the Australian War Memorial to provide free lectures to rural communities on the local impact of the Great War.

The Social Policy Research Centre hosted a regular lecture series, 'Social Policy in the City,' in conjunction with Mission Australia and The Smith Family. This free lecture series was open to the public and tackled a range of topics related to social development policy and practice.

The National Centre in HIV Social Research provided critical support to community organisations involved in assisting people with HIV/AIDS, Hepatitis C and other sexually transmitted diseases. This highly significant work took place on a local, national and international scale, with the Centre remaining the only dedicated body focusing on the social impact of HIV in Australia.

The Gifted Education Research Resource and Information Centre (GERRIC) continued its commitment to providing educational support to disadvantaged gifted and talented students in 2005. The Centre provided a number of equity scholarships for its holiday programs and encouraged students from remote communities Australia to participate in its programs. GERRIC also ran seven workshops in rural and regional Australia to assist the parents of gifted and talented children to prevent under-achievement. These workshops were run in Toowoomba, Weipa, Townsville, Mackay, Griffith, Tamworth and Albury/Wodonga.

Faculty staff also undertook a number of community outreach projects in their personal capacity. Associate Professor Michael Johnson from the School of Social Science and Policy continued his position as a Director of the Fred Hollows Foundation in South Africa. In this capacity, Associate Professor Johnson was involved in the development and implementation of a range of initiatives designed to eradicate preventable blindness in Africa.

Dr Susan Keen from the School of Social Science and Policy continued her work with the New South Wales Council of Social Services. In 2005 she played an integral role in organising and publicising the celebrations for the 70<sup>th</sup> anniversary of the Council.

Adjunct Professor Alan Watson participated in an AUSAID school improvement program in Tanzania. This program was designed to further the educational opportunities in underdeveloped areas.

Professor Paul Chandler from the School of Education worked with Nura Gilli to provide services aimed at improving education and employment opportunities for Indigenous people, both locally and throughout Australia. He also was involved in the establishment of the Mavis Abberton Foundation for the protection of children. This Foundation aims to provide assistance to children whose parents are drug addicted or in prison

Ms Alyssa Rothwell, from the School of Media, Film and Theatre, provided the visual design and animation for the onscreen aspect of the theatre production, *Go Pinocchio*. In 2005, this production toured rural and regional areas of New South Wales including Walca, Newcastle, Bathurst, Gosford, Wagga Wagga and Lismore, which may not otherwise have been able to access digital animation theatre.

Dr Elizabeth Thurbon from the School of Politics and International Relations was involved in community seminars and outreach through media outlets such as Radio National on the impact of Australia's recent Free Trade Agreement with the United States. Her activities provided farmers and the public with information on the likely impact of the agreement on the Australian agricultural sector and consumers more broadly.

## Built Environment

In 2005 the Faculty achieved significant growth and consolidation of its community activities. In August, a new community engagement unit – **FBEOutThere!** – was created to provide a focal point for exploring synergies between learning, research and engagement with the community. **FBEOutThere!** combines the existing programs of the Sustainable Living Project, the Community Development Project and Winter School Indigenous Community projects with Nura Gili, as well as new initiatives such as Architects Without Frontiers.

In its seventh year, the national secondary schools program – the Sustainable Living Challenge – was relaunched by the Faculty in partnership with the United Nations Environment Program. As usual, the Sustainable Living Challenge culminated in the annual Sustainable Living Expo and Awards Day, an informative and interactive showcase day with over 900 students from around 50 Sydney schools attending a series of workshops, stalls and an awards ceremony. In conjunction with the program, the Faculty partnered with the Sydney Olympic Park Authority to develop a schools program for the 'Houses of the Future' exhibit and provided numerous guest lectures and workshops with schools and teachers.

The Faculty also partnered with the New South Wales Local Government and Shires Association to launch Local Government Week 2005 in the Scientia. The team at **FBEOutThere!** researched and developed a new internet portal that will foster collaboration between schools and councils for the United Nations Decade of Education for Sustainable Development (2005-2014). Other programs that support the United Nations Decade include 'Knowledge Networks', an initiative in partnership with the New South Wales Department of Education and Training that supports teachers by using curriculum writing as a professional development process. The project will result in the first free interactive database of teaching materials in early 2006.

## COFA

COFA held its highly successful Spring Fair, which was attended by over 6,000 members of the public. Activities at the Fair included a wide range of exhibitions, art and design workshops, presentations by renowned artists and designers, market stalls, performance art and live music. Particularly popular were the COFA Talks: discussions between well-known designers, artists, critics and gallery directors regarding the nature of collaboration in the arts and design industries.

COFA continued to run a series of master classes and short courses in areas such as drawing, painting, textile printing, jewellery making, photography and electronic sculpture, all of which were well attended by members of the public and the professions.

COFA, through Printmaking lecturer Mr Michael Kempson, curated a successful exchange exhibition with Chiang Mai University Art School, Thailand. Head of Drawing Mr Michael Essen undertook a successful solo exhibition of his drawings in Shanghai and was guest speaker at Donghua University, Shanghai University, Shanghai Normal University and the National Academy of Fine Art's Design Campus.

Ms Liz Williamson from the School of Design was reappointed to the Visual Arts Board of the Australia Council for the Arts as Deputy Chair and Community Interest Representative.

The Central Academy of Fine Arts, Beijing, produced a book called *Great Art Schools of the World*, edited by Jin Hua, which included a chapter on COFA written by Design lecturer Vaughan Rees.

Since 2001, ARTEXPRESS@COFA has attracted more than 47,200 students from secondary schools, TAFE and tertiary institutions. In 2005 students came to COFA from more than 50 schools.

The School of Art Education has professional experience partnerships with over 800 primary and secondary schools, including special schools. Recent student

internships have been provided by the Museum of Contemporary Art, the Art Gallery of New South Wales, the Regional Gallery Network and the Historic Houses Trust.

Recently, COFA Art Education students have engaged in projects through their courses with the Children's Hospital at Westmead and Randwick, municipal councils such as Sutherland & Marrickville, youth services such as Waverley Action Youth Services and cultural agencies such as the Inner West Cultural Service.

## Commerce and Economics

The Faculty hosted the third annual Commerce and Economics Preparatory Program for Indigenous Australians, attracting participants from Queensland, the Northern Territory and Victoria.

'The Business Project' was introduced as part of the compulsory core of the revised Master of Commerce course, whereby students are required to work in cross-disciplinary teams on a real business problem or opportunity. Meals on Wheels New South Wales participated in the inaugural project and was delighted with the results. Several not-for-profit organisations have agreed to participate in The Business Project for 2006.

Forty-three postgraduate students participated in a Charity Sleepover to raise funds for the Australian Conservation Foundation. Students and staff of the Faculty also raised \$6,650 for Care Australia for the victims of the South Asia earthquake.

## Engineering

The Faculty continues to host the Indigenous Australian Engineering Summer School in January each year. This activity enjoys the patronage and support of the Governor General and also former Prime Minister Bob Hawke. Ben Lange, the first Indigenous electrical engineer, graduated earlier in the year. Ben has been a tireless worker for the Summer School during his time as a student.

Sunswift 3, the student-led solar car racing team, built a new car in 2005 and competed in the world solar

challenge from Darwin to Adelaide. Despite a number of mishaps the team finished the 3000 kilometre course in less than five days and averaged 90 kilometres per hour on the last day.

The School of Computer Science and Engineering hosted the state and national championships of Junior Robocup – a large competition involving primary and secondary schools in the construction and operation of autonomous robots. The enthusiasm of the competitors suggests we may expect an increased interest in technical careers.

The skills shortage in engineering has led to an unprecedented demand for graduates, especially in mining and civil engineering. The Faculty has worked with local government and major industries to create a large number of scholarships to attract students into these disciplines.

## Law

The Faculty of Law was founded on a commitment to social justice and makes significant community outreach contributions.

The Kingsford Legal Centre (KLC) maintained its community legal services, providing legal assistance to over 3000 members of the community throughout the year. KLC made a submission to the Senate Inquiry into Unfair Dismissal Policy in the Small Business Sector on behalf of the New South Wales Combined Community Legal Centres Group and a submission to the Senate Inquiry into the Workplace Relations Amendment (WorkChoices) Bill 2005. KLC has prepared a training DVD and workbook for students and staff on referring clients, which will be launched in March 2006.

The Australasian Legal Information Institute (AustLII), a joint facility with the University of Technology, Sydney (UTS) Law Faculty, had another very successful year. In April AustLII launched its 'Point in Time' legislation system, enabling users to see an Act or Section as it was at any day in the past and to visually compare sections at different dates side by side. In September AustLII launched the Commonwealth Legal Information Institute

(CommonLII) at the Commonwealth Law Conference in London, providing free access to legal databases from most of the 53 Commonwealth countries. The Australian Attorney-General subsequently sponsored a resolution by the Commonwealth Law Ministers Meeting in Ghana endorsing the inclusion of laws from all Commonwealth countries on CommonLII.

The Gilbert + Tobin Centre of Public Law hosted its fourth annual Constitutional Law Conference, bringing together scholars, practitioners, judges and the general public to discuss important areas of public law. Additionally, two events aimed at building networks among researchers in the field of Terrorism and Law were organised by the Centre. One was a significant meeting of Australasian scholars in Sydney while the other was a round-table discussion in London with British experts that focused on comparative issues in the area. The Centre also hosted a seminar on 'money politics' with UNSW's School of Politics and International Relations with Professor Joan Mandle, Executive Director of Democracy Matters as the keynote speaker.

The Centre for Continuing Legal Education delivered more than 50 seminars across 12 principal topic areas to those working in commercial, private and public law fields. Courses are presented with the aid of the Judiciary, the Bar, solicitors' firms and Faculty members.

The Diplomacy Training Program (DTP) celebrated its 15<sup>th</sup> anniversary in 2005 and held the 15<sup>th</sup> Annual Regional Human Rights and People's Diplomacy course in Timor Leste. The three-week intensive-study program brought together 26 human rights defenders from across the Asia-Pacific and was opened by José Ramos-Horta, Foreign Minister of newly independent Timor Leste and also founder and patron of the course. All participants had the opportunity to meet with former political prisoner and current President Xanana Gusmao.

Other DTP activities included a regional program on Indigenous Peoples, Human Rights and Advocacy, conducted in June in partnership with Batchelor Institute in the Northern Territory and the Northern Land Council. In August, the second regional program on the theme of

Migrant Workers' Rights was conducted in Bangladesh. In September the Diplomacy Training Program facilitated a new course on Trade, Human Rights and the World Trade Organisation. The ten-day course was held in Cambodia in partnership with Oxfam's International Youth Parliament and brought together young advocates from Africa, the Americas, Asia and around the Pacific. José Ramos-Horta continued his support for the program, speaking at lunches in Melbourne and Sydney in November.

Professor Julian Disney, Director of the Social Justice Project, delivered the 2005 Dame Roma Mitchell Oration entitled 'Equal Opportunity at Home and Abroad' and the 2005 Frederic Ozanam Oration entitled 'Housing Costs and Australian Families'. Anti-Poverty Week, which was initiated several years ago by the Social Justice Project, has spread nationwide and in 2005 involved more than 120 activities.

The Neighbours Program was established several years ago through the Social Justice Project to help strengthen community relations with neighbouring countries. In May the program conducted its third visit to Indonesia by Australian community leaders. The team was led by Professor Disney and included the Executive Directors of the Australian Council of Social Service, Australian Conservation Foundation and Australian Consumers Association, as well as the Vice President of the Australian Council of Trade Unions.

The Indigenous Law Centre continued to publish the Indigenous Law Bulletin and the Australian Indigenous Law Reporter, as well as sponsoring two conferences on juvenile justice and custody. Issues of Indigenous governance were canvassed at a public forum.

The report of the major Access to Justice Research Project was finalised in July. Work on 'stolen wages' and entitlements, led by Mr Sean Brennan and involving social justice program interns, resulted in a significant research report.

The National Children's and Youth Law Centre worked with Defence for Children International to coordinate the preparation of the non-government sector report to the

United Nations Committee on the Rights of the Child in Geneva. The report was published in May and discusses Australia's compliance with the Convention on the Rights of the Child.

The National Pro Bono Resource Centre secured its ongoing future, with the Commonwealth, State and Territory Governments agreeing to fund \$1.4M over four years. The Centre launched a new website to help attract volunteers to community legal centres ([www.clcvolunteers.net.au](http://www.clcvolunteers.net.au)), published research papers on government lawyers and pro bono and kept the visibility of pro bono legal services high amongst the legal profession.

The Australian Human Rights Centre (AHRC) began the year with the launch of the AHRC Annual Public Lecture. The inaugural address on 'Challenging Indifference' was delivered by Mr David Malouf. AHRC research activities included a project with the Mineral Policy Institute on compliance with human rights principles and laws by Australian mining companies operating in Indonesia; working with two officials from the National Judicial College of China in partnership with the Human Rights and Equal Opportunity Commission (HREOC) to develop a human rights curriculum for judicial training in China (the project was sponsored by AusAID via the China-Australia Human Rights Technical Cooperation Program); and a consultancy with the Dusseldorp Skills Forum and the ACT Government on the right to education.

AHRC educational initiatives included an extensive seminar program featuring the Zimbabwean Shadow Minister for Justice, the Hon David Coltart, on 'Crimes against Humanity'; Professor Eli Salzberger from Haifa University Law Faculty on 'The Israeli Supreme Court and Human Rights'; Ms Elizabeth Evatt and Malaysian human rights advocate and member of the UN Committee on 'The Elimination of Discrimination Against Women' Ms Shanti Dairiam on 'The Global Realisation of Women's Human Rights'; and an address to the Law Faculty by NewSouth Global Chair of Health and Human Rights and AHRC Management Committee member, Professor Daniel Tarantola.



AHRC also launched the UNSW Law Graduate Human Rights Law Fellowship (a joint project of AHRC and the New South Wales Legal Aid Commission (LAC), which will offer graduates a short-term fellowship working in the LAC's Human Rights Legal Practice Unit, with a view to ongoing employment.

## Medicine

The Faculty of Medicine highly values its work with community partners in many settings involving teaching, research and community outreach. Cooperative efforts have continued with the new development of Area Health Service alignments. This has represented a significant period of change for organisation of governance units within the New South Wales Health Department. The Faculty continues to work closely with the administrations of the four relevant Area Health Services, namely the South Eastern Sydney/Illawarra Area Health Service, the Sydney South West Area Health Service, the Greater Southern Area Health Service and the North Coast Area Health Service.

After 40 years of residence on the fifth floor of the Wallace Wurth Building since the foundation of the Medical Faculty at UNSW, the Museum of Human Disease has found a new home in a more accessible and modern location on the ground floor of the Samuels Building. The new premises provide state-of-the-art teaching and learning facilities for this irreplaceable and highly valued teaching resource.

Before the Museum reopened its doors on 1 August, the 'down time' was used to update and digitise images and service databases, revise policy documents and prepare specimens for transport. The hard work of Museum staff was rewarded with the enthusiastic return of many high school and community groups from all over New South Wales, and full-capacity bookings have continued since the reopening. Feedback indicates a great appreciation for the more modern and accessible location, as well as the new teaching programs offered. An overhaul and redesign of the Museum's website was also completed at the end of 2005.

Following on from the 'Getting on My Nerves' exhibition in 2004 dealing with neurological disorders and recent advances in the neurosciences, the Museum opened the 'Gutsy Stuff' exhibition for 2005-6, featuring disorders of the digestive system and how they are being overcome.

As part of the Faculty of Medicine's integrated approach that encompasses undergraduate and graduate curriculum, community engagement, relevant research and a truly international perspective, the Museum continues to play a key role in the University's vision and purpose.

## Science

The Faculty maintained a strong commitment to Outreach programs and promoting public understanding of science. A fun-filled feature in 2005 was the staging of the Sunsprint model solar car race in the Quadrangle, in association with the Faculty of Engineering and the new principal sponsor Jaycar Electronics. More than 120 students from 35 schools around New South Wales and the Australian Capital Territory took part, with the winners attending the national finals.

The Faculty was a major participant and strong sponsor of the 'Science in the City' program in Sydney. Held during National Science Week, the program reached many thousands of school-aged children at the central venue, the Australian Museum.

The Faculty also continued its involvement in the Jason Project, an innovative internet-based international education project that also brings many children and primary and secondary teachers onto campus. The Faculty again took part in the Siemens Science Experience, which tours metropolitan and regional schools, and also sponsored a prize for secondary science teaching with assistance from the Science Teachers Association of New South Wales.

A gifted and talented student program was commenced in association with Moriah College in 2005, with post-graduate mentors working both at the school and the University on the creation and testing of scientific

hypotheses. A submission for Government funding to expand the program in 2006 has been made.

Science outreach programs also included providing resources for schools, either on campus or at their site, including the Starlab Planetarium, the Chemistry in Action show, the Arcs and Sparks electricity show, Chaos Science, Women in Science, and campus tours led by science students or recent science graduates.

## **UNSW@Australian Defence Force Academy (ADFA)**

During 2005 UNSW@ADFA was involved in a number of outreach activities closely related to its core business of providing a quality liberal and balanced education to Defence.

In March 2005 the Chief of Army, General Peter Leahy, accepted the invitation to drive the School of Aerospace, Civil and Mechanical Engineering (ACME) Formulae SAE racing car, originally built for the 2004 National Championships by midshipmen and officer cadets. The car is an ongoing multidisciplinary project involving Midshipmen and Officer Cadets from all schools on campus.

In June UNSW@ADFA, through the School of ACME, held the campus-round of the Weir-Warman and Engineers Australia (EA) Design and Build Competition for second-year mechanical engineering students. This event provides the Officer Cadets and Midshipmen with exposure to engineering students from across Australia, adding to the range of their educational experiences.

UNSW@ADFA, in conjunction with the Australian Defence Force Academy (ADFA), participated in the Combined Canberra Tertiary Open Day in August. The event was very well attended by prospective students and members of the Canberra community.

In September the Reverend Tim Costello, Chief Executive of World Vision Australia, delivered the UNSW@ADFA University Lecture, an event which is held annually to broaden the education of the Officer Cadets and Midshipmen at the Academy. Rev Costello's speech

'*Ethical Leadership*' was well received by students, Defence and University staff and members of the public alike.

UNSW@ADFA co-sponsored the Defence Skilling Summit in Adelaide in October. The Rector, Professor John Baird, delivered a paper entitled *The challenges of integrating training, education and experience* while Professor Joseph Lai chaired the Summit's second day of proceedings. Following this, UNSW@ADFA hosted a cocktail party for UNSW alumni in the Adelaide region. This was the second event of this type with the inaugural UNSW@ADFA Alumni cocktail party held at the National Museum in Canberra for all UNSW graduates residing in the ACT and surrounds. Guests at the Canberra event enjoyed an address from former cricketer and sports commentator Geoff Lawson – himself a UNSW alumnist and member of the UNSW Council.

Additionally, many of the Schools on campus hold regular public and lunchtime lectures to enrich the experience of staff and students and provide the public with an opportunity to sample the rich diversity of UNSW@ADFA scholarship.

## **Other University Units**

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### **The UNSW Art Collection**

The mission of the UNSW Art Collection is to develop and maintain a distinctively university art collection; to enhance the environment for students, staff and visitors; and to provide opportunities for this audience to acquire an appreciation for an aspect of Australian culture with which they may not be familiar.

In 2005, the UNSW Art Collection satisfied the five goals that derive from this mission. These were to develop and maintain the collection; ensure preservation and safekeeping of the collection; broaden knowledge and appreciation of the collection; maximise the accessibility of the collection; and heighten the public profile of the collection, leading to greater community awareness, involvement and support.

Of the 25 new works that were acquired, ten were purchased with funds provided by NewSouth Global Pty Limited; four were purchased with funds from the U Committee, acquired specifically for the UNSW Surgical Training Centre; one was an unconditional gift; and ten were presented via the Federal Government's Cultural Gift Program. The commissioning of the Chancellor's portrait by 2002 Archibald Prize winner Nicholas Harding was initiated.

Nine works on paper were framed and repaired and 13 sculptures in the public collection were repaired. A casual Curatorial Assistant was employed to perform a rolling stocktake of 40 buildings on campus, plus COFA. The agreed transfer of 210 works from the COFA collection to the care and administration of the UNSW Art Collection was formalised.

Eleven new acquisitions were displayed in the Library foyer before being dispersed across the campus. Also, the display requirements of 65 clients were satisfied and relations were established with ten new clients.

To increase public access, 185 works were installed campus wide and catalogue information on the website's online database was updated. In terms of general access, copyright permission was sought for the reproduction of works on the database, which is an ongoing project.

Five works were also lent to the Powerhouse Museum, the National Trust (NSW) and the National Gallery of Victoria for major exhibitions. This served to increase community awareness, involvement and support of the UNSW Art Collection.

### **Home Instruction Program for Pre-School Youngsters (HIPPY)**

HIPPY aims to better prepare young children for attending school, thereby improving their experiences in education and subsequently in employment. The University has acted as auspice body for the pilot program, based at La Perouse Primary School.

2005 was the fourth year of HIPPY La Perouse. In 2005, 15 children graduated from the program, 12 of whom

are Aboriginal. Thirty-nine children completed age 4 work and are ready to continue in 2006 with age 5 work before hopefully graduating. HIPPY La Perouse is also looking to start an age 3 program next year, which will be the first in Australia.

The program will continue to be funded by Family and Community Services until June 2006. Avenues for further funding are currently being pursued.



## MARKETING AND DEVELOPMENT

### Marketing and Development Office

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In 2005 the Marketing and Development Office was established, replacing the former Institutional Advancement Department. The Office continues to function as the operational arm of the UNSW Alumni Association and the UNSW Foundation and also undertakes central responsibility for student recruitment, development, marketing and advertising, alumni relations, events and the main UNSW switchboard.

The Office aims to provide a consulting service to University Faculties, Schools and Departments and be a central coordinator and leader in providing University-wide policies and strategies.

### Marketing and Advertising

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Marketing and Advertising (within the Marketing and Development Office) provides centralised support to the University's various marketing and advertising functions. It also provides a leadership role in setting University branding and marketing guidelines that ensure a consistent message and positioning are communicated to our target audiences.

All University media buying is managed through the Advertising Division of the Marketing and Development Office. This maximises the University's purchasing power, optimises the time and effort expended and provides an enhanced source of advice for advertising opportunities and placements. More than 1000 advertisements were placed in 2005 across media including outdoor, print, radio and television.

The Marketing Division developed a new visual identity and University slogan for all marketing communications.



The new slogan was unveiled to the public through a newspaper and bus advertising campaign.

The Marketing and Advertising area is also responsible for event operations and the main UNSW switchboard. Both areas are very important in terms of marketing and presenting the University to the external community.

The Events team organises and supports events across campus, ranging from large public events through to smaller Faculty and administrative unit events. The most notable public event of 2005 was the Wallace Wurth Lecture, named after the first UNSW Chancellor. The lecture by Mr Gareth Evans, AO, on the topic of 'The Global Response to Terrorism' attracted over 1000 attendees and generated a high level of media coverage.

### Student Recruitment Office

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The Student Recruitment Office (SRO) coordinates local undergraduate recruitment and supports Faculties in their undergraduate and postgraduate coursework recruitment. The SRO was moved to the Marketing and Development office to combine all related functions in the one division.

A new High Schools Program was established, strengthening our scope and relationships with targeted high schools. The program focuses on bringing high school students in Years 10-12 onto campus and creating a bond between them and UNSW. These activities are supported by the High Schools Database, which has been rebuilt and now includes details on all interactions with schools.

In 2005 the SRO organised Info Day (approximately 9,000 attendees), Courses and Careers Day (approximately 20,000 attendees), the Careers Advisers Seminar (230 attendees) and the Postgrad Expo (approximately 800 attendees).

A new initiative was the Year 10 Evening, which provided information on choosing Years 11 and 12 subjects to support potential study at UNSW. The SRO also attended 45 careers markets in New South Wales, Melbourne and Brisbane and arranged 54 school visits and campus

tours. At these events the SRO represents UNSW, as well as Faculties where they cannot participate. Recruitment publications were the *Postgraduate Prospectus*, the *Undergraduate Guide*, the *Year 10 Guide* and the quarterly newsletter to Careers Advisers.

## Office of Media and Communications

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The Office of Media and Communications is responsible for managing internal and external communications for UNSW. Major research and other achievements of the University attracted significant coverage in external media and were showcased through the UNSW's magazine *Uniken* and the corporate website ([www.unsw.edu.au](http://www.unsw.edu.au)).

The Office played a pivotal role in the continuing development of UNSW Asia in Singapore, with the launch of an interim website and a communications strategy that has resulted in a significant degree of interest in the new campus, in both Australia and throughout the South-East Asian region.

The fortnightly online staff bulletin *news@UNSW* continued to provide a vehicle for communication between senior management and staff. Several major University projects were supported by the Office, which worked closely with external consultants to ensure a regular flow of information to staff and, where relevant, the local community.

The UNSW corporate website continued to build on its effectiveness as a communication tool for the University, increasing its average visitor rate in 2005 to over 15,000 per day. As a springboard for students, staff and visitors to the Faculties and Schools, the *myUNSW* portal, the Library and many other services, the site now attracts nearly 150,000 hits per month, of whom approximately 70 per cent are from Australia. The majority of international visitors to the site are from the United States and South-East Asia.

## UNSW Alumni Office

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The Alumni Relations Unit within Marketing and Development works in partnership with the University and the UNSW Alumni Association to coordinate alumni programs. With the support of Faculties, the Alumni Relations Office strives to promote awareness of UNSW as a vibrant international community and to identify areas through which alumni can continue to contribute to the ongoing excellence of the University.

In 2005, four outstanding alumni were awarded the prestigious UNSW Alumni Award for their achievements in professional life and service: Associate Professor Susan Hayes, AO (*BA '68, PhD '74*), Head of the Department of Behavioural Sciences in Medicine at the University of Sydney; Professor Gordon Parker (*MD '78, PhD '83, DSc '97*), Scientia Professor and former Head of the School of Psychiatry at UNSW and Executive Director of the Black Dog Institute; Mr John Prescott, AC (*BCom '62, HonDSc '95*), former Managing Director and Chief Executive Officer of BHP; and Ms Jillian Segal, AM (*BA '77, LLB '79*), a director of the National Australia Bank and the Australian Stock Exchange.

Associate Professor Hayes was recognised for her contributions to the community, demonstrating leadership in the fight for the rights of people with intellectual disabilities. Professor Parker is internationally recognised for his work in the field of mood disorders. Mr Prescott has had a distinguished career of more than 40 years with BHP, as well as being Chairman of ASC Pty Limited and the Sunshine Coast Business Council and a Director of Newmont Mining Corporation and the Asia-Pacific Advisory Committee of the New York Stock Exchange. Ms Segal was Commissioner then Deputy Chair of the Australian Securities & Investments Commission (ASIC), before serving as Chair of the Banking and Financial Services Ombudsman then becoming a Director of the National Australia Bank in 2004.

Four new Alumni Scholarships were awarded in 2005 and two final-year students were honoured with Alumni

Graduand Awards that recognise their significant service to the University and the community.

2005 saw the launch of a new program for both Alumni and the wider community, with stimulating insights into the latest developments at UNSW. Presentations were given by Professor John Storey, who talked about Antarctic astronomy; Professor Veena Sahajwalla on recycling plastics in steel making and its effects on the environment; and Dr Paula Dawson from COFA on the art of holograms. With their research being internationally acclaimed, each of these speakers had fascinating stories to tell the 100 to 160 people attending each event.

'Young Alumni Drinks' was launched in 2004 to engage younger alumni and it continued in 2005 with three events held. The functions offered a great opportunity for young UNSW graduates between the ages of 20 and 35 to catch up with old friends and meet new ones over drinks after work. The final event was held in November and was a huge success, with almost 200 people attending at a bar in Sydney's CBD. The vibrant atmosphere and huge attendance indicated definite interest for more of these events in the future.

2005 also saw the re-launch of the Alumni magazine, which underwent a facelift to improve the quality of the information and reading material for alumni. The new-look magazine, now called *UNSWorld*, intends to be a more stimulating publication with thought-provoking articles and the latest news on the University's current research and on UNSW internationally. With two issues published each year, the first in the new format was released in November and mailed to more than 120,000 alumni and friends of UNSW in 124 countries.

The alumni pages of the UNSW website have been improved throughout the year, with easier navigation and regular updating. Currency of content is monitored on a regular basis. In conjunction with UNSW International and NSG, international alumni activities and events have been held in Hong Kong, Singapore and Kuala Lumpur, where there are active overseas chapters, as well as in Beijing and in Jakarta. Great enthusiasm has been a feature of all these events and attendances have been high, particularly

in Jakarta where this was the first such event for many years.

The Alumni Association Volunteers maintained their regular support services to UNSW, usually one day a week, as well as assisting with greeting visitors at the large number of graduation ceremonies. The continuing contribution by this devoted group is appreciated by alumni and the University.

The Annual General Meeting was held on 27 April and provided some positive outcomes for UNSW alumni. Most notable was the abolition of membership fees and Alumni Association membership is now complimentary to all UNSW graduates. By removing the annual fee it will be possible to reach far more of our alumni and engage them with the offer of benefits and services. This was the successful conclusion to negotiations between the University and the Alumni Association, who approved the Constitutional Amendments that facilitated the agreement on a new Memorandum of Understanding.

## **UNSW Alumni Association Board of Governors**

Mr Peter W Bergman (*BCom '63*), President  
Dr Keith Bowling (*Associate STC, BSc '52, PhD '55*)  
Mr Darren Challis (*MBA '00*)  
Ms Julie Choo (*BE '02, MCom '02*)  
Dr Clio Cresswell (*BSc '95, PhD '00*)  
Ms Carole Elvin (*GradDipProfArtStud '86, MFA '91, MAEd '95*)  
Dr Penny Fitzgerald (*PhD '97*)  
Mrs Jennifer Horder (*BSc '75*)  
Mr Rod Houg-Lee (*BCom '80, LLB '81*)  
Dato' David Koh (*BSc '72*)  
Mr Jimmy Koh (*BE '64*)  
Mr Ray Maino (*BE '58*)  
Dr Jessica Milner Davis (*BA '65, PhD '73*)  
Mr Peter Noble (*BCom LLB '76*)  
Mr Julian Reynolds (*BCom '66*)  
Mr Damian Stephenson (*BSc '02*)  
Dr Adrienne Thompson (*PhD '73*)  
Professor Mark Uncles (*BSc '82, PhD '85*)  
Ms Gabrielle Upton (*BA LLB '88*), Vice President  
Mr Gary Vaughan (*BCom '65 MA '93*), Vice President  
Dr Ian Walker (*PhD '02*)  
Mrs Linda Wilhelm (*BA '76, DipEd '77*)  
Mr Benjamin Zipser (*BCom LLB '92*)

## UNSW Development Office and UNSW Foundation

UNSW Foundation was established in 1988 to build the basis for supporting future generations in the University community. Alumni, friends and commercial partners play a critical role in helping UNSW achieve its mission, which is to enhance the financial capital and reputation of the University.

Leadership and governance are provided by the Directors of UNSW Foundation Limited, which acts as the Trustee for UNSW Foundation. Directors have a high degree of experience in public office, community involvement and/or administering a company. The Chancellor and Vice-Chancellor are both directors.

UNSW Foundation was responsible for the management of more than \$46M of invested funds during 2005. Distributions from these funds play an increasingly important role in UNSW's ability to attract and support the best students from Australia and elsewhere and to maintain the University's reputation for excellence in teaching and research. There are currently 231 scholarships, 40 chairs and research grants and 36 prizes. Considerable efforts were made throughout the year to ensure that scholarships were awarded at a level that reflects the current needs of students. As a result it was decided that the minimum award for an undergraduate scholarship would now be \$4,000 per annum.

This required the Foundation to contact a large number of donors to invite them to review the amount and/or terms of their fund so that they would meet the new criteria. This process will continue in 2006. The response so far has been extremely positive and UNSW is delighted by the willingness of donors to ensure their awards provide continued benefit for students, now and in the future.

The Directors of the UNSW Foundation also revised the Matching Gifts Policy and agreed to offer matching gifts on a discretionary basis at a 1:4 ratio.

Total income for 2005 was in excess of \$6M and we are indebted to all donors who contributed money to UNSW Foundation in this period.

Bequests continued to be a major source of income, with \$1.1M donated by the late Brian and Pearl Bowles to establish a fund to support study and research into diseases of the oesophagus in the Department of Gastroenterology at the St George Public Hospital.

The late Mr Kurt Neubauer donated \$350,000 through his estate to assist research into magnetism in the School of Physics.

The Faculty of Law received more than \$4M in pledges to support its 'Building Great Minds, Building Partnerships, Building Law' campaign over the next five years. The Faculty aims to have \$10M pledged for an endowment fund by the time its new building is completed in July 2006.

A donation of \$40,000 by Mr Julian Beaumont will ensure that a new artist studio can be built at Fowler's Gap in far-western New South Wales as part of the College of Fine Arts (COFA) Artist in Residence Program with the Imaging the Land International Research Institute (ILIRI).



The creation of tax-deductible, non-profit entities in the USA and Hong Kong provided a significant boost to efforts to raise funds internationally, with the first major donation received from Qualcomm Inc in the United States for US\$514,400 to support the establishment of the John Lions Chair in Operating Systems.

The Directors were pleased to welcome new directors to the Board of the Foundation: Mr John Kinghorn, Mr Colin Sutton and Mr Christopher Cuffe. Dr John Yu resigned from the Board when he stepped down as Chancellor in July and Dr John Hirshman AM, retired just prior to his 84<sup>th</sup> birthday.

The Chair, Mr Robert Maple Brown, stood down in November for health reasons and the Vice-Chancellor, Professor Mark Wainwright, thanked him for his wonderful efforts in chairing the Foundation since May 2004 and specifically for his contribution to the Investment Policy. Mr Peter Ritchie and Ms Catherine Harris agreed to act as Co-Chairs until a new appointment is made in 2006.

## UNSW Foundation Board of Directors

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Responsible Persons and Executive Officers of the UNSW Foundation Limited as at 31 December 2005:

### Directors

- Mr Robert Barry (*BCom '70*)  
Mr Alexander Boyarsky (*BBuild '66, MBA '69*)  
Mr Chris Cuffe (*BCom '81*) from 9 May 2005  
Mr David Gonski AO (*BCom '76, LLB*)  
Ms Catherine Harris PSM (*BCom '71*) Acting Co-Chair from 22 November 2005  
Dr John Hirshman AM (*HonMD '98*) to 26 April 2005  
Dr Wallace King AO (*BE '66, MEngSc '68, HonDSc '02*)  
Mr John Kinghorn (*BCom '64*) from 22 November 2005  
Mrs Christine Liddy AO (*BA '73*)  
Dr Ronald Lu (*BArch '70*)  
Mr Bob Mansfield AO (*BCom '75*)  
Mr Robert Maple-Brown (*BCom '65*) Chair to 22 November 2005  
Mr Peter Mason AM (*BCom '69, MBA '72*)  
Mr Daniel Petre AO (*BSc '81*)  
Mr Simon Poidevin OAM (*BSc '83*)  
Mr Julian Reynolds (*BCom '66*)  
Mr Peter Ritchie AO (*BCom '66*) Acting Co-Chair from 22 November 2005  
Mr Neville Roach AO (*HonDSc '01*)  
Dr Colin Sutton (*BSc '69, PhD '73*) from 09 May 2005  
Sir William Tyree OBE (*Associate, STC '49, HonDSc '86*)  
Professor Mark Wainwright, AM  
Mr Albert Wong (*BCom '81*)  
Dr John Yu AC, to 31 July 2005

### Executive Officers

- Professor John Ingleson, Acting CEO to 26 April 2005  
Ms Clare Taylor, CEO from 26 April 2006  
Mr Nick Geddes, Company Secretary









