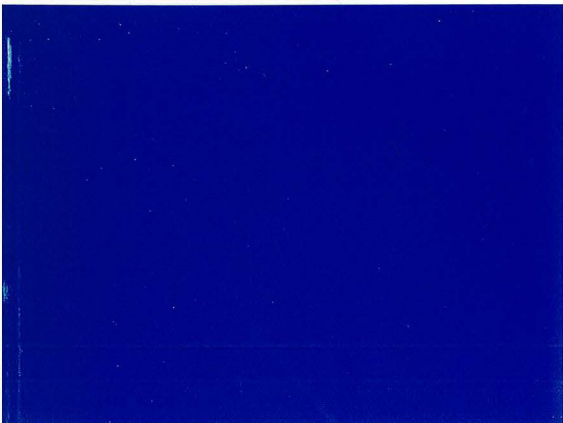
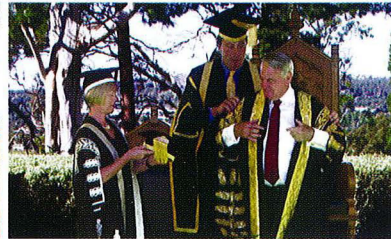




THE UNIVERSITY OF NEW ENGLAND

2004 ANNUAL REPORT



UNE
THE UNIVERSITY
OF NEW ENGLAND

The University of New England
Armidale NSW 2351
April 2005

The Honourable Carmel Mary Tebbutt, MLC
NSW Minister for Education and Training
Parliament House
SYDNEY NSW 2000

Dear Minister

In accordance with Section 10(1) of the Annual Reports (Statutory Bodies) Act, 1984, and Section 34 of the Public Finance and Audit Act, 1983, the Council of the University has the honour to present to you, for tabling to the Parliament, the Annual Report of the proceedings of the University for the period 1 January to 31 December 2004.



Mr J Cassidy
Chancellor



Professor I Moses
Vice-Chancellor

Historic Booloominbah



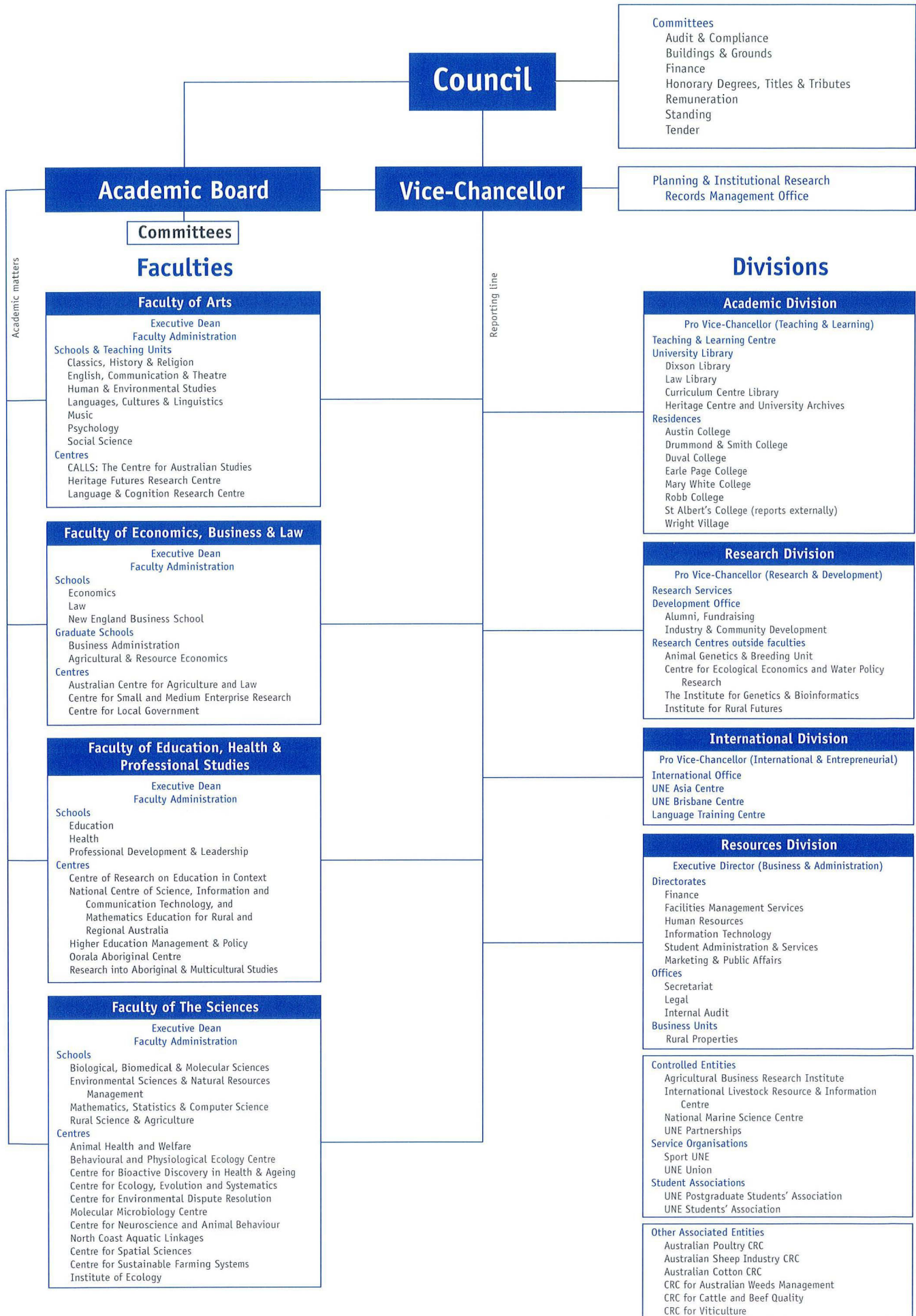
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Statistics at a glance

Total number of students (persons) at UNE (1/9/2003 - 31/8/2004)	
Domestic students	17,055
International students	1,808
Total	18,863
Students commencing an award course	
	6,258
Graduates	
	3,428
Staff	
Academic staff	484
Administrative and support staff	817
Total	1,301
Total revenue	
	\$m
Consolidated	180.2
UNE parent entity	168.9

University of New England Organisational Chart 2004





Vice-Chancellor's Message

The University of New England is Australia's oldest rural university and celebrated with great pride 50 years of autonomy through a variety of academic, cultural and community events. Having started in 1938 as the New England University College of The University of Sydney it gained autonomy in 1954. At that stage it was still a very small institution which provided the vibrant living and learning community of staff and students we are still cherishing and trying to maintain.

UNE gained autonomy under the condition that it would provide distance education, initially to teachers in NSW. In 2004 the University is a major provider of distance education nationally, and we have moved from exclusive reliance on print based material to a blend of various media, including extensive use of the internet.

Our technology infrastructure has been vastly improved over the past few years

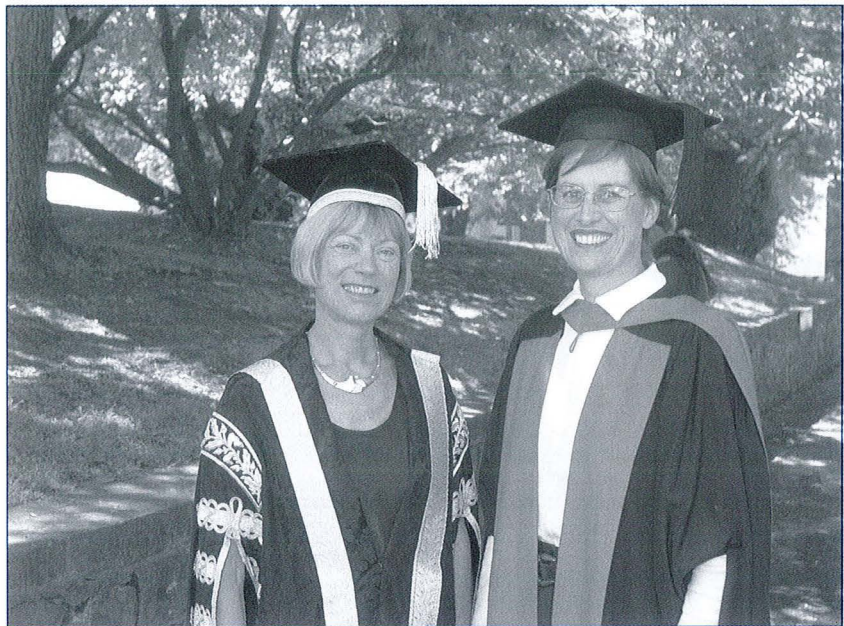
with excellent broadband provisions funded by the federal government and heavy investment by the University in new systems for finance, research and student administration. The challenge to modernise our infrastructure and to enable staff, students and the community to interact with the University electronically is a costly but inevitable challenge which we are meeting.

Academically, the year 2004 saw exciting developments – a new Institute for Genetics and Bioinformatics under Professor John Gibson and a new federally funded National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia with Professor John Pegg as Director. The CRC for Beef Quality housed at UNE was again renewed as was the Cotton CRC in which UNE is a partner. Negotiations for other partnership-based centres will come to fruition in 2005.

Having spent for many years the federal capital funding on repaying our T-Corp debts, in 2004 we opened a new Student Centre, built with federal funding and the newly paved and planted central courtyard. Our last T-Corp loan will be retired at the end of 2006 and during 2004 we prepared for a new building program.

With a new funding formula applying from 2005 UNE will continue to be prudent in its financial management. But being prudent has never meant to skimp on funding adequately our academic activities. Over the past years I have used the Vice-Chancellor's Strategic Initiatives Fund to ensure that we had the academic capacity to maintain our record of excellence in teaching and research. And we have.

*Professor Ingrid Moses
Vice-Chancellor*



Teaching Excellence

Dr Jennifer Clark (right), from the Faculty of Arts, receives the Vice-Chancellor's Award for Excellence in Teaching, at Autumn Graduation.

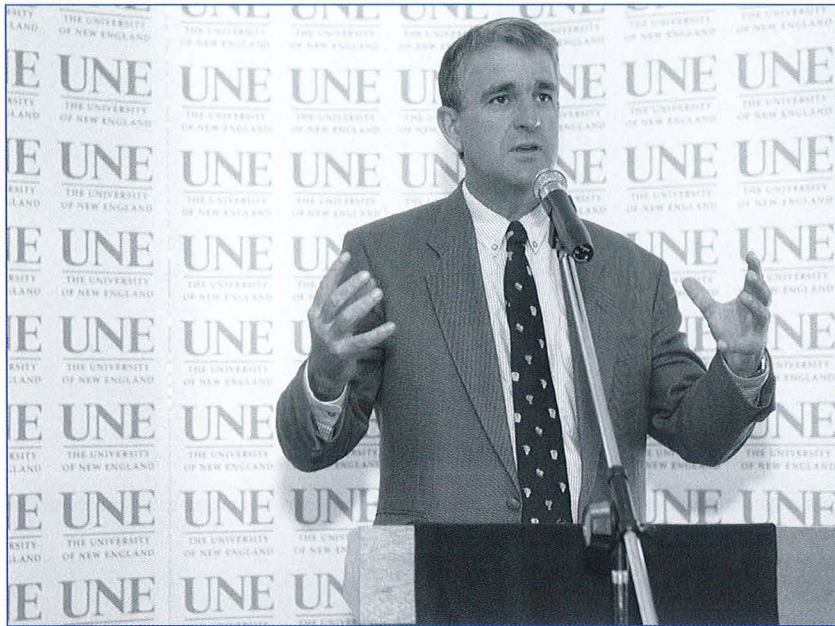
Vice-Chancellor's Report

In 2004 the University celebrated 50 years of autonomy through a series of seminars, and conferences, a film festival, concerts and other community events, including the launch of a commissioned history by Dr Matthew Jordan, *A Spirit of True Learning*. Celebrating the past while living in the present and preparing for the future involves reflection and forward thinking. Both of this occurred during the year.

The year 2004 was then a year of audit, evaluations, reviews and many changes, initiatives and celebrations. And we are happy to be able to report that UNE has progressed satisfactorily in implementing its Strategic Plan 2002-2006. The following KPIs (Key Performance Indicators) were achieved: increases in postgraduate coursework students and domestic fee paying students, and also increases in on-campus and international students. Our total revenue increased substantially as did our external research income, our income from consultancies and from tuition fees. Our dependence on government grants decreased accordingly, with the federal government providing 43.5% of our 2003 operating income.

But much of what we aimed to achieve was qualitative rather than quantitative. We are pleased that, again, our graduates expressed their high satisfaction with their overall experience at UNE in the annual Course Experience Questionnaire, leading to a 'five star' rating in the Good Universities Guide.

The Australian Universities Quality Agency audited UNE during 2003 and the audit report was released in early June 2004. The Report was taken seriously within the University and all explicit recommendations and those embedded in the text led to action plans where improvements were not already in train.



Launch of Maths and Science Centre

Deputy Prime Minister John Anderson officially opened SiMMER in 2004, funded through a grant of \$4.9 million from the Regional Partnerships program. The Centre's role is to improve the quality of rural and regional students' learning in mathematics, science and information and communication technology.

The Commendations supported our efforts over the past years to bring the University back to a sound financial footing, and to implement our Strategic Goals in teaching, research and outreach.

The Commendations address

Our financial management:

1. *AUQA commends the University of New England for prudent budgetary management over the past six years [as per September 2003]*
2. *AUQA commends the University of New England for the introduction of its Teaching Quantum scheme, which has the potential to be an effective incentive mechanism for aligning the activities of Faculties with strategic priorities of the University.*

The Federal Government's new Institution Assessment Framework Portfolio for the University of New England also commented on UNE's organisational sustainability:

"The University of New England has a sound strategic planning process in place and is in a reasonable financial position."

Our work environment:

3. *AUQA commends the University of New England for providing an environment in which individual staff are able to pursue excellence in teaching, research, service and equity and be recognized for their achievements.*

In 2004 the following staff received Vice-Chancellor's Award for Excellence in Teaching: Dr Jennifer Clark; Vice-Chancellor's Award for Excellence in Research: Professor John Pegg; Vice-Chancellor's Award for Excellence in Service: Ian Truswell; Vice-Chancellor's Award for Excellence in Equity: Dr Mary Notestine.

During much of 2004 we were engaged in negotiating a new Enterprise Bargaining agreement with our staff unions in a spirit of collegiality and concern for staff entitlements and institutional viability.

Our relevance to and partnership with the communities:

4. *AUQA commends the University of New England for successfully concentrating its efforts on research and teaching that supports the University's rural and regional focus.*

We are involved in six Co-operative Research Centres, our Institute for Rural Futures, the Centre for Ecological Economics and Water Policy, the Animal Genetics and Breeding Unit, the Centre for Rural Crime, Safety and Security, and the Institute for Genetics and Bioinformatics.

We also have other centres with rural and regional focus: the Heritage Futures Research Centre, the Centre for Research into

Aboriginal and Multicultural Studies, the National Centre of Science, Information Communications Technology and Mathematics Education for Rural and Regional Australia (SiMMER), the Centre for Agriculture and Applied Economics, the Centre for Local Government, the Business Research Centre (incorporating SME), the Centre for Environmental Dispute Resolution, the Centre for Sustainable Farming Systems, the Institute of Ecology and the National Marine Science Centre, a joint venture with Southern Cross University. These are examples of our successful research partnerships, as is the new Centre for Agriculture and Law. There is a rural and regional focus in many courses, and we are offering a new BAg/LLB double degree.

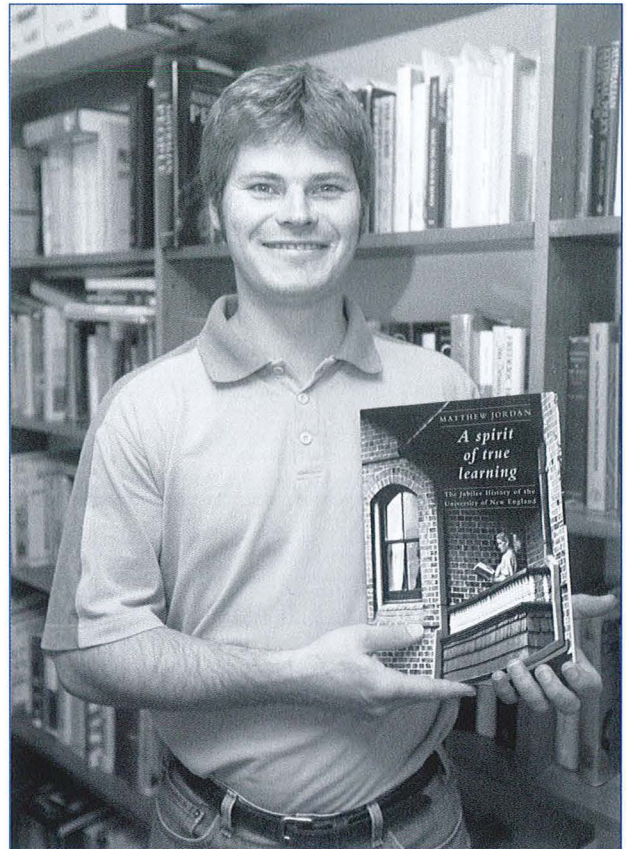
13. *AUQA commends the University of New England for the School Recommendation Admissions Scheme (SRAS) which provides students with effective pathways to university entrance and also helps develop a relationship of trust between UNE and Schools.*

In 2004 we admitted 681 students via the SRAS scheme from 224 schools.

14. *AUQA commends the University of New England for a wide range of examples of positive community linkages, including Access Centres, relationships with Indigenous communities and sharing facilities.*

UNE Golden Jubilee history

A year of activities and events commemorating the University's 50th year as an autonomous institution culminated in the launch of a history *A Spirit of True Learning* by Dr Matthew Jordan. The book commissioned by the Vice-Chancellor traces the history of UNE from its foundation as a college of the University of Sydney in 1938 to the present day.



In 2004 eight Access Centres throughout New England were opened in TAFE facilities providing the most up-to-date, broadband based access for rural students to UNE. The larger centres also have video conferencing facilities which will prove to be invaluable for face-to-face interaction. In addition, the UNE Tamworth Centre thrived and the Bachelor of Nursing Studies was partially relocated into the expanded UNE Tamworth Centre.

Our support for staff and students and a challenging and relevant University experience:

5. *AUQA commends the University of New England for its approach to the incorporation of graduate attributes in its teaching and programs in a manner specifically designed to benefit all UNE students.*

These graduate attributes relate to transferable or generic skills a graduate needs in addition to the degree specific knowledge, skills and attitudes. During 2004 we made progress in embedding development of these skills in all degree courses.

6. *AUQA commends the University of New England for ensuring that knowledge of plagiarism policies is well embedded within the academic community.*
7. *AUQA commends the University's Teaching and Learning Centre for its series of publications that provide academic staff with valuable guidance for teaching in accordance with the strategic direction of the University.*
8. *AUQA commends the University of New England for its Technology Passport and eSKILLS UNE systems, which provide valuable learning support for students.*

The Library and Information Technology Division provide the Technology Passport Program, which includes six sessions aimed at providing training in vital information technology skills.

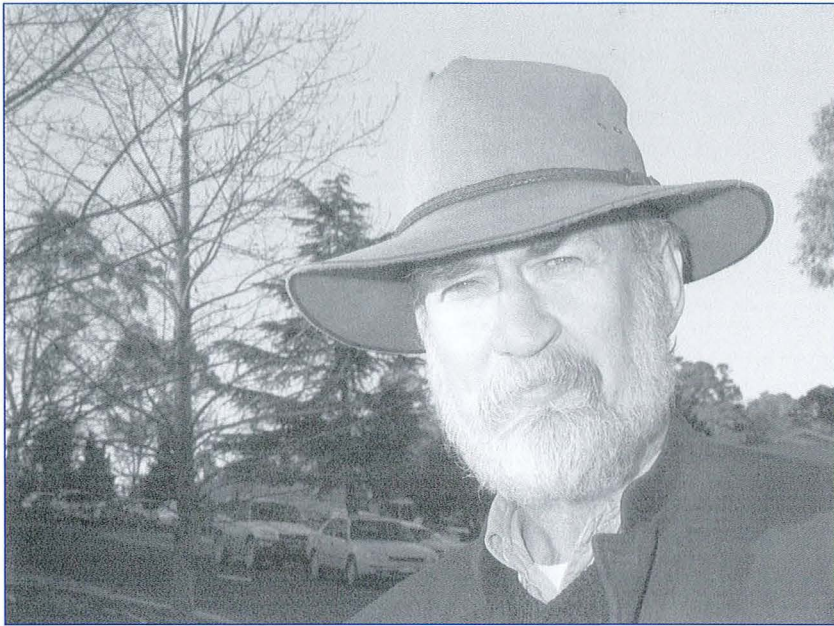
In 2004, 1295 students participated in these classes. A series of on-line training programs, called eSKILLS UNE, is also available for those who are either unable to attend face-to-face sessions or simply want to refresh their skills.

9. *AUQA commends the University of New England for the TRACKS program, which demonstrates a strong commitment to the fulfillment of the University's goals for indigenous education.*

In 2004 25 students attended the TRACKS program and the total enrolment of Indigenous students was 250.

10. *AUQA commends the University of New England for the positive teaching and learning relationship between staff and students, demonstrated informally through the interactions and formally through such mechanisms as the CEQ.*

We pride ourselves on our residential system which accommodates over 2,000 students in fully catered colleges and self-catering flats. We have extensive extra-curricular development programs for students with a Vice-Chancellor's Leadership Program and the new New England Award which enables students to gain credit for a variety of activities towards the NEA. Employers will be impressed by the wide variety of skills and experiences our students develop outside the classroom.



Homo floresiensis

Hailed as one of the most important scientific discoveries of 2004 when published in *Nature* magazine, the new pigmy species *homo floresiensis*, has captured the world's imagination. The team led by UNE's Professor Mike Morwood, which made the discovery, will continue its research into the species which lived about 18,000 years ago in a large limestone cave at Liang Bua, on the tiny island of Flores, about 600 km east of Bali.

15. AUQA commends the University of New England Dixon's Library for the strong sense of customer service reported by staff and students.

This tribute we hope, will be extended in the years to come to the new Student Centre which became functional during the year 2004. The Student Centre will eliminate the duplication in student administration between the Faculties and Central Administration and with the newly installed new Student system will become vastly more cost effective and efficient. In addition staff development has been focusing on customer service. The new Student Centre was officially opened by the Deputy Prime Minister in July.

We received notice of a \$2 million Capital Development Grant from the Government for 2007 for the construction of an E-Learning Commons adjoining the Student Centre.

Both the Student Centre and the Dixon Library frame the Central Courtyard which was completely redesigned during the year as the first step in the implementation of the UNE Campus Master Plan. It now provides a visually pleasing and functionally improved place for relaxation and connection of various buildings.

16. AUQA commends the University of New England and its four student organizations for working together to demonstrably enrich the University environment.

On Research and Research Training:

11. AUQA commends the University of New England for examples of leveraging strong research leadership to create loci of research activity and opportunity for staff.

There were significant research achievements during 2004 and details are provided in the section on Research Excellence and the Faculty Reports.

12. AUQA commends the University of New England for creating a climate conducive to postgraduate research and for the positive feedback received from postgraduate research students.

Research students are a vital part of and important contributors to UNE's research efforts. During 2004 we invested more funds in scholarships for research students, both domestic and international to build up critical mass in our areas of research strengths.

In all areas of our core mission - teaching, research and engagement with our community 2004 brought achievements and progress. From 2005 the funding and the

external environment will be changing and we prepared ourselves for it by strengthening the Senior Executive through a re-alignment of portfolios. The Vice-Chancellor is assisted in her management and leadership of the University by the Executive Director (Business and Administration) and three Pro-Vice-Chancellors with portfolios for teaching and learning, international and entrepreneurial activities, and research and development activities.

The Vice-Chancellor's Strategic Initiatives Fund was used for new appointments at professorial and postdoctoral level in order to strengthen our research concentrations or to establish new research niches.

Our year of celebrating 50 years of autonomy ended with the annual conference held at UNE of the Australian Archaeological Association in mid-December which acknowledged, as UNE and the world had done, the discovery of *homo floresiensis* under the leadership of two UNE researchers: Dr Mike Morwood and Dr Peter Brown. They were awarded Professorial Fellowships in recognition of their outstanding research.

Professor Ingrid Moses
Vice-Chancellor

New Chancellor installed

The new UNE Chancellor, John Cassidy, was installed at the first graduation ceremony of the year in March. Mr Cassidy recently retired as Chairman of the Board of Directors and Chief Executive Officer of Abigroup Limited. He is a Director of the Hills Motorway Limited, Sydney SuperDome Pty Limited, Tollaust Pty Limited, Bilfinger Berger Australia Pty Ltd and a Life Governor of the Victor Chang Cardiac Research Institute in April 2000. He and his wife, Annette, have extensive agricultural interests in the New England region.



Governance

MANNER OF ESTABLISHMENT AND PURPOSE OF UNE

The University of New England was founded as a college of the University of Sydney in 1938. It became fully independent in 1954. In 1989 it amalgamated with the Armidale College of Advanced Education which had been founded as the Armidale Teachers' College in 1928. The University was reformed under a new Act in 1993 (*University of New England Act 1993*) and was provided with a new By-Law in 1996. This Act was amended from March 2002 to reflect changes imposed by the *Universities Legislation Amendment (Financial and Other Powers) Act 2001*. The University consists of a Council, convocation, the professors, full-time members of the academic staff of the University and such other members or classes of members of the staff of the University as the by-laws may prescribe, and the graduates and students of the University.

The governing body of the University, the Council, may make rules in relation to any activity or function of the University provided they are not inconsistent with the Act or the *University of New England By-Law 1996*.

The Act establishes an Academic Board, which provides guidance and advice to the Council on academic matters. Academic administration of the University is conducted through four faculties—Arts; Economics, Business and Law; Education, Health and Professional Studies; and The Sciences.

BUSINESS AND SERVICE HOURS

The standard business and service hours at the University of New England are 9.00am to 5.00pm on week days. However, individual academic, administrative and residential areas may vary these hours slightly.

Principal Officers of the University	
Chancellor	
John M Cassidy, BSc(CivilEng) (N'castle(NSW)), FIE (Aust)	
Deputy Chancellor	
James R F Harris	
Vice-Chancellor	
Professor Ingrid Moses, DiplSozWirt (Erlangen-Nürnberg), MA, PhD (Q'ld), HonDLitt (UTS and CSU-S), GradDip(TertEd) (DDIAE), FACE, FSRHE	
Executive Director (Business and Administration)	
Graeme Dennehy, BE(Hons), DipTech(Civil) (NSWIT), MIE(Aust), CPEng, SFCDA, DipCD	
Pro Vice-Chancellor (Academic) (until 31 October)	
Professor W Randall Albury, BA, PhD (Johns Hopkins)	
Pro Vice-Chancellor (International and Entrepreneurial)	
Professor Robin Pollard BSc(Hons) (Cantuar), MBA (Monash), PhD (Cantuar)	
Pro Vice-Chancellor (Research and Development)	
Professor Peter G Flood, MSc (NE), PhD (Qld), MAusIMM	
Pro Vice-Chancellor (Teaching and Learning) (from November 2004)	
Professor David Rich, MA, PhD (Camb)	
Academic Board	
Chair:	Professor Ray Cooksey, MSc, PhD (Colorado State)
Deputy Chairs:	Professor Majella Franzmann, BA(Hons), PhD(QLD), DipTeach (Brisbane CAE), FAHA
	Professor Eilis S Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SID (Tor), Solicitor

HIGHLIGHTS

- Mr John M Cassidy was installed as Chancellor of the University of New England on 19 March 2004.
- Council undertook a self-review in July 2004 and a follow-up discussion was included in the Council Workshop held on 10 December 2004.
- Council held an out-of-town meeting at the UNE Centre in Sydney on 9 August 2004.
- Ms Kellie Scharf was elected Undergraduate Student member of Council for a term of one year commencing 29 September 2004.
- Mr Andrew Marks was elected as the Postgraduate Student member of Council for a term of one year, commencing 5 October 2004.
- Mr Peter Mathew was re-elected as the non-academic staff member on Council for a further two-year term until 19 August 2006.
- Associate Professor Herman Beyersdorf was re-elected as one of the two academic staff members on Council for a further two-year term until 19 August 2006.
- Associate Professor Jennifer McParlane was elected to one of the two positions of academic staff member on Council for a two year term until 19 August 2006.
- Ms Fiona Giuseppi was appointed to Council by the Minister in June 2004

Council

MEMBERS OF COUNCIL

(as at 31 December, 2004)

The Chancellor

Mr John M Cassidy

Parliamentary Members

The Honourable Christine Robertson, MLC

Mr Richard Torbay, MP

Official Members

Professor Ingrid Moses, Vice-Chancellor

Professor Ray Cooksey, Chair of Academic Board

Members Appointed by the Minister

Mr James Harris, Deputy Chancellor

Mr John Cassidy

Ms Jan McClelland

Mrs Jillian Oppenheimer, OAM

Ms Fiona Giuseppi (from June 2004)

Mr Edward Wright, AM

Members Elected by Academic Staff

Associate Professor Herman Beyersdorf

Professor Howard Brasted (until 19 August 2004)

Associate Professor Jennifer McParlane (from 19 August 2004)

Members Elected by Convocation

Mrs Jennifer Crew, OAM

Mr Scott Williams

Member Elected by Non-Academic Staff

Mr Peter Mathew

Member Elected by the Postgraduate Students

Mrs Irene Sharpham (until 5 October 2004)

Mr Andrew Marks (from 5 October 2004)

Member Elected by the Undergraduate Students

Ms Kryssy Loker (until 29 September 2004)

Ms Kellie Scharf (from 29 September 2004)

Seventh Lay Member elected by the Council

Mr Tony Windsor, MHR

Council Meeting Attendance

In 2004 there were eight Council meetings. Attendance was as follows:

	Possible	Actual
J Cassidy	8	7
J Harris	8	8
I Moses	8	8
R Cooksey	8	6
H Beyersdorf	8	7
H Brasted	5	5
J Crew, OAM	8	8
F Giuseppi	5	5
K Loker	5	3
A Marks	3	3
P Mathew	8	8
J McClelland	8	6
J McParlane	3	3
J Oppenheimer	8	8
C Robertson	8	2
K Scharf	3	2
I Sharpham	5	4
R Torbay, MP	8	3
S Williams	8	8
A Windsor, MHR	8	4
E O D Wright, AM	8	8

SIGNIFICANT COMMITTEES OF THE UNIVERSITY OF NEW ENGLAND COUNCIL

(as at 31 December, 2004)

Standing Committee

Mr J Cassidy (*Chair*)

Mr J Harris

Professor I Moses

Professor R Cooksey

Mr A Marks

Mr S Williams

Mr E O D Wright, AM

Terms of Reference

The Committee shall have the authority to:

- appoint selection committees for the Pro Vice-Chancellors, Executive Director (Business and Administration), Deans and Professors and receive and approve recommendations from those selection committees; and
- deal with any matter brought to it by the Vice-Chancellor or the Chair of the Finance Committee, Chair of the Buildings and Grounds Committee or Chair of the Audit and Compliance Committee which, in the opinion of the Chancellor or in his/her absence the Deputy Chancellor, requires urgent attention, provided that members of the Council are informed promptly in writing of the matter and the reason for the urgency

A quorum shall consist of a simple majority of members of the Committee.

Audit and Compliance Committee

Mr J Cassidy (*Chancellor*)

Mr J Harris (*Chair*)

Professor I Moses

Mrs J Crew, OAM

Ms F Giuseppe

Associate Professor J McParlane

Mr S Williams

Vacancy

Terms of Reference

The Committee shall consider, review and advise Council on the compliance of UNE and its related entities to various laws and regulations, including those relating to audit, governance, the environment, employment practice and anti-discrimination.

The Committee shall be responsible for monitoring and reporting to Council on:

- the audit plans of the internal and external auditors, including the degree of coordination between the two parties;
- the pursuit by UNE and its related entities of audit and compliance procedures that are acceptable to Council;
- the quality and effectiveness of the programs and policies of the University and its related entities for the internal control of audit, environment, employment practice and anti-discrimination;
- any matters which have or could have a material effect on the financial statements and the operation of UNE and its related entities;
- the University's programs and policies for the detection and control of fraud, corruption and other illegal acts; and

- risk management.

A quorum shall consist of a simple majority of members of the Committee.

Buildings and Grounds Committee

Mr J Cassidy (*Chancellor*)

Mr J Harris

Professor I Moses

Professor R Cooksey

Associate Professor H Beyersdorf

Mrs J Oppenheimer, OAM

Mr E O D Wright, AM (*Chair*)

Terms of Reference

The Committee shall consider, review and advise Council on the implementation of:

- the University's Master Plan;
- the University's Strategic Asset Management Plan, including information technology facilities;
- the University's Preventative Maintenance Program;
- the Buildings and Grounds Operational Plan.

The Committee shall be responsible for monitoring and reporting to Council on:

- the establishment of proposals and design standards for building works;
- formulation of contracts for building and civil engineering works, including information technology infrastructure;
- management of building and civil engineering contracts, including the tender process, post tender activities and contract administration.

The Committee shall make recommendations to Council on:

- the naming of buildings and areas;
- the restoration and use of heritage buildings;
- environmental aspects of campus development.

A quorum shall consist of a simple majority of members of the Committee.

Finance Committee

Mr J Cassidy (*Chancellor*)

Mr J Harris

Professor I Moses

Professor R Cooksey

Ms F Giuseppe

Mr P Mathew

Mr S Williams (*Chair*)

Mr E O D Wright, AM

Terms of Reference

The Committee shall consider, review and advise Council on the development and implementation of the University's Budget Plan.

The Committee shall be responsible for monitoring and reporting to Council on:

- the University's financial performance against budget targets;
- preparation of the University's annual financial statements;
- development, review and implementation of financial policies and delegations;
- the review of the financial reporting systems;
- the status of University insurances;

- the status of the activities of the Investment Committee;
- all proposals for capital expenditure in excess of \$100,000;
- benchmarking of UNE performance against other universities;
- the University's management of borrowing activities.

The Committee shall make recommendations to Council on:

- all proposed borrowing and financial obligations
- approval of annual budgets and forward budgets.

A quorum shall consist of a simple majority of members of the Committee.



New Student Centre

The University's new Student Service Centre which opened in 2004 centralises and streamlines student administration services from each of the four faculties, the functions of the Academic Registrar's Office and includes responsibility for admissions, examinations, graduations, fees and HECS.

Quality Management and Resources

During 2004 the Resources Division continued to support the University in achieving its objectives relating to its core business of teaching, research and community service. This occurred through the provision of a range of enhanced services and improved infrastructure. Highlights include the upgrade of the central courtyard, completion of the eight new regional Access centres, a start on the \$1.2m upgrade of the CB Newling Centre and the establishment of the new Student Centre.

Services were improved through the integration of the finance system with the new residential management system, further development of the University's Risk Management framework, the development of the UNE Environmental Sustainability Policy, the implementation of a new timetabling system and further enhancement to the University's Human Resources Web Kiosk.

Work commenced on the implementation of a new Student Management System (Callista) and the upgrade to the University Web presence. Improvements were made to the University's financial reporting particularly relating to Entrepreneurial projects.

The University was successful in attracting \$2m from the Federal Government's Capital Development Pool funding for the construction of a new E-learning building.

A break even budget was achieved for 2005 while work commenced on the development of a three year rolling operational and capital budget cycle.

Negotiations for the academic and general staff enterprise bargaining agreements concluded in December 2004 subject to minor drafting issues. It is anticipated these agreements will be certified in the first half of 2005.



Graeme Dennehy,
Executive Director (Business and Administration)

STUDENT ADMINISTRATION AND SERVICES

Commencing with the change in reporting lines for student administration staff from deans to a director, 2004 saw the establishment of a new centralised student administration. This included the purpose-built Student Centre, a Student Accounts group and a Careers and Counselling Group. The new Centre, which was opened by the Deputy Prime Minister the Hon. John Anderson in May 2004, provides a focused point of contact for all undergraduates and coursework postgraduates.

More than 50 staff participated in the workplace change. All positions were filled in a six-week recruitment process that saw the Student Centre fully staffed by early June. The essential idea behind the new arrangement is to improve consistency of information and services in a demanding and increasingly market oriented environment. Concurrently the University is establishing a new student information system to ensure that our management and administrative practices keep pace with increasing UNE student numbers across Australia and around the world.

Student administration is also dealing with new requirements as a result of the Commonwealth's higher education reforms. To meet these challenges, the University has invested heavily in new technologies including a Customer Relationship System to provide a student contact history record and an 'academic database' to bring together at a single point an integrated record of the university's academic offerings. Timetabling has also been centralised in the Student Centre. These tools and the arrival of new digital telephone switching will be very welcome as the Student Centre fast heads towards 250,000 telephone, fax, email, post and personal contacts in its first half-year of operation.

Much progress has already been made in cooperation with the Faculties to standardise policies and processes to realise the benefits of the new technologies coming on stream in 2005. The next 12 months is expected to be an exciting time for new and enhanced student services after a very hard year of change.

University of New England Student Information System (UNESIS)

In 2004 the University successfully completed the second stage of a major project to implement a new student information system – the UNESIS Project. The first stage was conducted in 2003 with a detailed analysis of products. The Callista Student Management System used in eleven other Australian universities was chosen. During 2004 the new software was installed and configured, data holdings comprising over 2 million records were migrated from the old system to the new and Callista went into live production in the University's environment in September.

Introducing a new student information system is one of the largest and most difficult infrastructure tasks that a university can undertake. The UNESIS Project Team have worked long and hard for over two years to bring the project to fruition on time and within budget.

The new system is supporting the 2005 admission and enrolment period. Later in the year a third stage of the project is intended to bring online enrolment and

feepaying to UNE students together with a range of other information services.

Higher Education Information Management System (HEIMS)

The HEIMS project at the UNE has been developed to manage change associated with the student support policies that are enacted under Commonwealth legislation. The project will explain and implement the rules and procedures associated with administering:

- places for Commonwealth supported students;
- the Student Learning Entitlement; and
- Higher Education Loan Programs. (HELP)

The project is planning, communicating, implementing and managing changes that will help ensure that our business systems and practices comply with standards required by the Higher Education Support Act 2003 (HESA) legislation.

This is a substantial project with impacts on many parts of the University's administration. It also involves a substantial information effort directed to helping students understand the new rules that apply to their financial support.

HUMAN RESOURCE SERVICES

The level of recruitment during 2004 continued at the same level as for the past two years.

	2002	2003	2004
Academic	93	59	57
General	120	158	161
Total	213	217	218

The General Staff advertised positions include 43 positions in Student Administration and Services which were advertised internally as part of the restructure. Though these were internal movements and not advertised externally, the complex nature of this process had a significant impact in recruitment.

Enterprise Bargaining proceeded during the year and has reached the final stages of negotiation. During the process two salary increases have been paid to general and academic staff – general staff in December 2003, academic staff in April 2004 and both academic and general staff in September 2004.

The University also made Professorial appointments in English and Literacies Education, Mixed Farming Systems, Director of the Institute for Genetics and Bioinformatics and Director of the Australian Centre for Agriculture and Law. In addition, two Professorial Fellows were appointed in the School of Human and Environmental Studies in recognition of outstanding research success to Associate Professors Mike Morwood and Peter Brown.

Support continued for the University's Indigenous Employment Strategy through the advertising of two targeted Level A academic positions, with a consequent appointment to an Indigenous position in the Faculty of Arts. Two trainee positions were also established for Indigenous appointments in the Faculty of Arts and Marketing & Public Affairs.

During 2004, four Academic staff were promoted to Lecturer, eight were

promoted to Senior Lecturer, six were promoted to Associate Professor and two were promoted to Professor, which was slightly down on the figures for 2003.

The University contributed significantly during 2005 to the ongoing substantial development of the (Alesco) HR Management Information System, with UNE being the first and only University in 2004 to roll out on-line Summary Payment Forms. In addition, time and resources were put into the continuing development of e-recruitment which is expected to be operational in 2005.

The Organisational Development (OD) unit continued to expand its range of professional development programs in 2004, including training UNE staff for the introduction of UNESIS. A highlight for 2004 was the completion of the *OD Online* trial, with over 40 on-line courses being made available to UNE staff. As part of this initiative, the International Computer Driving Licence (ICDL) was provided free of charge to both UNE staff and students. The ICDL process is based upon a standard worldwide Syllabus, which is developed and maintained by the European Computer Driving Licence (ECDL) Foundation. OD was also accredited as an ICDL Test Centre. An on-line *360 Degree Feedback* process, through WebKiosk, was trialled for the first time with senior staff as part of their 2004 performance management review. In 2003, 69 Academic staff gained approval for the University's Study Leave program (up from 58 in 2003, and 49 in 2002) and 40 General staff were granted Study Leave to complete approved study programs (up from 26 in 2003).

Courtyard revamp

UNE's central courtyard has a new look as a result of extensive upgrading during the year as part of the University's master plan. A new fountain, new paving and levelling, more seating, landscaping and better lighting have transformed the well used thoroughfare and meeting place.



During 2004 the Occupational Health and Safety (OHS) unit reinforced its risk management approach and increased its training endeavours. A major focus was the establishment of the OHS Strategic Committee to oversee the continued implementation of the OHS Plan for the University and ensure compliance with legislative requirements.

The University is committed to providing and maintaining an environment that is safe and without risks for all employees. In 2004, the University had 44 claims which is 10 lower than during 2003. This was achieved through positive claims management and the University being proactive in its "Return to Work" processes.

FACILITIES MANAGEMENT SERVICES

Facilities Management Services (FMS) undertook some major projects in 2004 in accordance with the UNE Master Plan.

The courtyard upgrade included new security lighting, access compliant pathways, security phones and comprehensive landscaping. FMS also refurbished the new Student Administration Centre at the base of the Lambie Building which faces onto the courtyard.

Eight new Access Centres were designed and spaces converted in TAFE colleges in Coonabarabran, Moree, Boggabilla, Inverell, Tenterfield, Gunnedah and Quirindi to provide fast broadband access for UNE's external students to the Armidale campus. These new Centres, funded by the Federal Government, will make it easier for many country students to live at home and still access tertiary studies.

Refurbishment of the CB Newling building (Old Teachers College) in Mossman Street began in 2004 following the sale of the Taylor Street Annexe for \$1.2 million. These funds are being used to develop the historic building as a regional and community arts complex, housing the UNE School of Music, the New England Conservatorium of Music and the New England Institute of TAFE Modern Music program. UNE Partnerships will be a major commercial tenant on the ground floor of the building. Community arts organisations and Friends of the Old Teachers' College will retain offices in the building.

During the year FMS staff also completed the re-roofing and fume cupboard upgrade for the Botany and Zoology buildings, an upgrade of audio-visual equipment in two major lecture theatres in the Education building and

refurbishment of the foyer and commercial area of Sport UNE.

The 'UNE Environmental and Sustainability Policy' was also approved in December 2004 and will allow the University to comply with a number of Legislative requirements and enlarge the existing recycling program on campus. The various land titles of the main campus were also consolidated into one title.

MARKETING AND PUBLIC AFFAIRS

2004 marked a year of change and innovation made possible by a team of dedicated personnel. Student recruitment programs and activities, including the proven Schools Liaison Program delivered increases in student applications despite increased competitive activity and a reduced overall market. This was achieved through a continued focus on relationship marketing, the provision of relevant marketing materials, and market responsiveness.

In order to better align Marketing and Public Affairs' organisational structure to the changing demands of the higher education sector and the University the Directorate was streamlined into three units, Marketing Services and Publications, Marketing Programs, and

Public Relations. This involved the realignment of existing positions, reallocation of administrative staff into marketing and marketing support and the introduction of brand management and corporate communications roles.

2004 Innovations

- Introduction of a daily News and Events web page, attracting up to 10,000 "hits" a week – the only university in NSW, and possibly Australia to offer daily updates
- Introduction of electronic media monitoring, offering UNE stakeholders 24 x 7 access to up-to-date monitoring of UNE media coverage. Also delivering significant resource and workload benefits
- Increased media coverage: on average a 50% increase in average daily media hits.
- Coordination of the international promotion and publicity surrounding the discovery of a new human species, the promotion of which has the potential to be made into a series of documentaries. As a result significant increases in media coverage were recorded with a 150% increase in metropolitan newspaper coverage and a stunning 2,466% increase in radio coverage.
- 32 events delivered, reflecting a 113% increase in the overall number of events from 2003, including the 50th Anniversary celebrations and the Access Centre launches. Notably seven of the Access Centre launches were delivered in a two week timeframe
- As part of the UNEweb project, refreshed the front pages of the UNE web and introduced a new webpage template to better reflect UNE's image, appeal to UNE's target audiences and enhance ease of navigation
- Initiatives in electronic marketing communications to potential students including emailing personal invitations to Open Day
- 28 tours with 515 attendees reflecting a 33% increase in Campus Tours to potential students
- Improved coordination for Open Day across the University including the introduction of a risk management plan, now the prototype for all on-campus events. In addition, the inaugural Guest of Honour at the 2004 Open Day, was Olympian and former UNE alumnus, Suzy Balogh
- UNE Photodatabase software was successfully trialled and implementation process commenced
- 2003 Annual Report revamped with new layout and content more closely aligned to the Strategic Plan
- Renewed focus on brand management with a significant increase in the number of UNE staff contacting the office for marketing materials advice, branding issues, layout and photography. To facilitate communications and offer online support the MPA website was launched

- Streamlined quality assurance processes including marketing materials development and the introduction of a coordinated approach to risk management within the Directorate

FINANCIAL SERVICES

Bedding in the new Finance One system was a challenge for staff in 2004. It was a major achievement to successfully implement the new Bank Reconciliation Module which took some time because of problems with the programming. Now that the System is operating it will offer significant benefits in cutting the time involved in administration.

The major focus has been on the finance components and integration of the new student system and residence systems. Both these systems have generated completely new requirements with regard to receipting, invoicing, debtor management as well as import/integration issues. Significant time and resources have been applied to the development and testing of these new systems which will be operational in 2005.

The development and establishment of the 2005 budget was significantly more complex than in previous years due to the timing of the changes to the government funding legislation.

Entrepreneurial activities reporting and management requirements increased during 2004. The development of the Integrated Project Management process has assisted in identifying issues. The Entrepreneurial Project Officer has been

transferred from Financial Services to directly assist the PVC (I&E) with the management of the projects.

Compliance and Company Secretarial activities have continued to take a front role during the year with the increased activities of the University's controlled entities, outcomes from changes in the University Act and increasing other legislative changes.

Tax issues have been a major item on the agenda during the year and the University has undergone both a Business Activity Statement and a Payroll Tax audit. Both resulted in a satisfactory outcome.

The Risk Management Policy (RMP) has been completed and approved and the Risk Management Operational Manual is currently in draft form for discussion. Insurance requirements and issues have continued to have an impact both on the management of the premiums and policies as well as the benefits of the development of the RMP. The Insurance renewal program changed during the year and the majority of the policies were renewed from 1st October. Although this had an impact on the workload, it enabled the renewal to occur at a time when staff were available.

Some key achievements during the year were the completion of the 2003 Financial Statements, Council approval of the 2005 budget in December 2004, establishment of the UNEF Financial Policies and Procedures and the commencement of the second stage in development of the finance system

project. The Directorate also established a Directorate Monthly Award process to recognise client service which was awarded to 16 staff members.

OFFICE OF THE SECRETARIAT

It was an exceptionally busy year in the Office of the Secretariat which played an important role in the organisation and coordination of the installation of Mr John M Cassidy as Chancellor in March. In addition, the Head of the Office of the Secretariat administered the Review of the Academic Board, University and Vice Chancellor's Committees, and, as Returning Officer, supervised the administration of the elections for staff and student members of Council.

The role of the Secretary to Academic Board continued to be crucial for the effective development and review of policies and the flow of advice and information concerning Academic Board matters.

The Senior Committees Officer administered the selection processes for a considerable number of senior academic appointments, including those of the Pro Vice-Chancellor (Teaching and Learning), Executive Dean, Faculty of The Sciences, Pro Vice-Chancellor (Research and Development) and Pro Vice-Chancellor (International and Entrepreneurial), as well as academic promotions and study leave. There were changes in staff in the full-time Administrative Assistant position and the appointment of a permanent part-time Administrative Assistant whose focus is assisting the Secretary to Academic

Board and the Senior Committees Officer. Throughout the year, the people in these administrative assistant positions provided essential support without which the Office could not function.

INFORMATION TECHNOLOGY

2004 was a key year for the Information Technology Directorate and saw major achievements in a number of projects and operational areas. The new Callista Student Information System went successfully into production in September. The implementation included the main student information system as well as a number of smaller related systems, including online centralised timetabling and a management system for the residences.

The UNWeb project, which commenced in 2003, updated the University homepages, implemented a new search engine and procured the Content Management System that will underlie UNE's future web presence. Stage One of a student portal was also completed in late 2004 in readiness for a launch in early 2005.

Wireless technologies and video conferencing equipment were installed in UNE's regional Access Centres. A 2GB high-speed network links the centres with UNE and each other and provides state-of-the-art technologies to the region's students.

An investigation into a new PABX system was carried out throughout 2004, culminating in an Request for Tenders with a number of selected vendors. The Information Technology committee structure was reviewed and rationalised

to streamline the IT decision making processes at UNE. The review introduced a revised peak IT Committee and a number of supporting committees.

Initial steps were taken to introduce ITIL (Information Technology Infrastructure Library) processes in ITD. ITIL is an internationally recognised best practice framework for the delivery of IT services and will provide benefits both to the internal processes of the Information Technology Directorate and the delivery of IT services to the university community.

LEGAL OFFICE

The Legal Office is staffed by two lawyers, the University Lawyer and an associate, and a Contracts Officer. The Legal Office handles the University's broad range of legal and commercial issues that arise both locally and internationally. It checks all contracts with the University and advises on issues arising from information technology, intellectual property as well as a broad range of governance issues. During the past year the Legal Office has focused on compliance issues.

Graeme Dennehy
Executive Director
(Business and Administration)

Regional and Community Development

In 2004, the University of New England pursued the objectives of its Regional and Community Development Plan, namely the incorporation of regional and community priorities into the University's core activities, the development of partnerships, linkages and interactions with the regional community and the development of the importance of education as an industry for Armidale and the region.

INCORPORATION OF REGIONAL AND COMMUNITY PRIORITIES INTO CORE ACTIVITIES

A significant proportion of UNE's research and consulting activity is focused on issues, topics, problems and opportunities directly relevant to the people, businesses and government of regional Australia. While some of this activity occurs in the New England and North West of NSW, many projects are based in regional areas throughout Australia and indeed worldwide.

Research focused on regional issues covered a range of subjects in the indigenous, environmental, agricultural and social areas.

Topics of indigenous interest included: A study on traditional knowledge of medicinal plants among the Nunggubuyu people in NT which resulted in that community setting up their own business to harvest the plants; a project conducted by Professor Anne-Katrin Eckermann, examined "The implications of mobility for the provision of quality schooling for Indigenous Australian students".

Environmental issues addressed ranged from Mr Julian Prior's study entitled "Environmental Dispute Resolution in Public Policy: Strategies for Reducing Costs and Improving Outcomes" to a project conducted by the Institute for Rural Futures assessing options for the re-use of artesian spa water for the Moree Spa Operator's Association.

The diversity of regional agricultural activities is represented in two different studies, one characterising and mapping vineyard canopy using high-spatial-resolution aerial multispectral images, by Associate Professor David Lamb and another activity through EdServe lead by Professor Jim Scott, which makes software tools available to registered users on-line, delivering decision-support tools to increase the wealth of grazing enterprises.

The performance of Regional Boards was scrutinised by Dr Alison Sheridan, from a gender diversity point of view, while Professor Brian Dollery has engaged with local and state governments at various levels to examine regional governance in rural NSW.



Challenge

The University has forged strong links with local business and community groups, one of which is with Challenge Armidale, set up to help the economically and socially challenged members of the community.

Service based initiatives have been undertaken in the community by both staff and students of the university.

A clinic operated by staff from the School of Psychology, Dr John O'Mahony, Dr Margaret Brechman-Toussaint, Dr James Donnelly and Dr. John Malouff, provides psychological assessment and treatment, to the local community. Also a Memory Assessment Clinic, operated by UNE clinical interns and Dr James Donnelly, provides neuropsychological testing for dementia sufferers as part of a State Government funded dementia care network.

University staff are active in their support of regional high school students through several projects including: an E-mentoring programme lead by Dr Liz Hale in the School of English, Communication and Theatre, for HSC extension English students at a number of regional NSW High School; and Philosophy Distinction courses are delivered in external mode from the School of Social Science to specific HSC students for inclusion in their UAI.

Students are involved through two particular student organisations - UNESMART, the University of New England Student Marketing and Recruitment Team and SIFE, Students in

Free Enterprise. UNESMART, overseen by Mr. Peter McClenaghan of the New England Business School, is a team of UNE students, in their second year or beyond who volunteer to undertake paid or unpaid work to assist UNE with various marketing, recruitment, business and community projects.

The different direction taken by the UNE chapter of SIFE is reflected in collaborative projects with local community groups including web design and development for merchants at Armidale's Sunday Markets.

Scientific and cultural extension work is an important part of the community engagement program. Numerous UNE staff and students contribute research and extension work to the Cicerone Project, a producer-led initiative, to increase the profitability and sustainability of grazing-based agriculture on the Northern Tablelands. Cultural diversity was represented in an International Film Festival, organised by the School of Languages, Cultures and Linguistics in 2004 as part of the 50th Anniversary celebrations. The festival included films from China, France, Germany, Indonesia, Italy, Japan and an Indigenous Australian film.

Consulting through the University is facilitated through the Development Office.

Consultancies in many fields were completed in 2004, including both local and international projects addressing topics of interests to regional communities. Internationally such activities included: A report detailing the feasibility of implementing a post-farm e-learning network for wool in China and India, for Australian Wool Innovation Limited; an analysis and review of the Bhutanese school management systems for the Royal Government of Bhutan; and Delivery of English classes and cross-cultural communication for Chubu University, Japan.

Australian based projects included a professional undergraduate mentoring program for Meat and Livestock Australia; a Quality Teaching Programme for the Department of Education Science and Technology; a study identifying and managing the ecological impact of free ranging wild horses for NSW National Parks and Wildlife Service; and a rural and regional retail policy for Department of Infrastructure, Planning and Natural Resources.

DEVELOPMENT OF PARTNERSHIPS, LINKAGES AND INTERACTIONS

The University has widespread partnerships, linkages and interactions with groups in the community throughout New England, North West NSW and beyond, including representation on various Commonwealth, State and Local government committees and other independent boards.

The University Community Liaison Officer, based in the Development Office is a board member of New England North West Area Consultative Committee (NENWACC) and represents the University on the Regional Coordination Management Group, a whole-of-government group coordinated by NSW Premiers Dept, providing opportunities for interaction between the University and locally based Federal and State government agencies

Dr Alison Sheridan, Director of UNE's Graduate School of Business Administration, served as a Board member on the NENW Regional Development Board. The Vice-Chancellor, Prof. Ingrid Moses is a member of the Regional Women's Advisory Council which advises the Deputy Prime Minister.

It is the role of the Development Office to coordinate and assist in community service projects and consultancies, by providing a contact point for groups seeking to collaborate with the University. The good relationships already developed with government, community and business organisations are beginning to provide benefits and opportunities for UNE in community service, research,

consulting and teaching areas. Some examples of the community based activities are provided here.

Challenge Armidale and the university have agreed to sign a Memorandum of Understanding which will allow them to explore ways of working together. Challenge Armidale's mission is to provide opportunities for social and economic participation for people with disabilities and other disadvantaged groups. Challenge is moving from providing a sheltered workshop site for people with disabilities to an integrated community business model – working in partnership with business, education, government and community sectors to create new viable regional business and employment opportunities.

For Challenge, fundamental to this organisational change is the development of a series of business ventures which it seeks to progress through a partnership with UNE. For the University, a formal and continuing relationship with Challenge provides opportunities for research, teaching, community service, regional development and participation in business ventures that are relevant to the University.

Tamworth Indigenous Coordination Centre and Kamilaroi Regional Council

Manager and staff have built on good working relationships established by the Community Liaison Officer, and held discussions focused on a project proposal involving UNE academics and Minimbah School under the ICC Indigenous Women's Issues Program.

Minimbah Aboriginal School has received significant pro bono contributions from the School of Education through a project co-ordinated by Anne-Katrin Eckermann focusing on issues of importance to this community. This project has been developed with strong community consultation. In another project Dr Judy Miller was engaged to develop specialist sport and physical education curriculum the school.

EDUCATION AS AN INDUSTRY FOR ARMIDALE AND THE REGION

The University of New England is an important member of a network of education providers across the region. To strengthen this network and develop education as an industry for the region the following initiatives have been undertaken:

New UNE Access Centres were opened in Narrabri, Quirindi, Gunnedah, Coonabarabran, Moree, Boggabilla, Inverell and Tenterfield in 2004, with a function held in each Centre. All functions featured a video conference which included UNE Academics both at the UNE video-conferencing room as well as at each Centre.

The UNE Access Centres provide a modern and comfortable learning environment for UNE students and boast broadband internet, video conferencing, telephone and printing facilities. The Centres have been developed in collaboration with the New England Institute of TAFE and have been funded by the Commonwealth Government.

Since their opening a number of multi-site video conference tutorials have been conducted in the Centres.

UNE Tamworth centre had major renovations to the basement floor resulting in an additional lecture room and teaching and learning space. Broadband technology including video conferencing equipment was installed and utilised effectively for a professional development workshop with participants from UNE, TAFE, Area Health Services and the Department of Education with a video conference link to the University of Western Sydney.

During 2004 the centre provided a venue for UNE based activities such as external student study skills workshops, Faculty of Economics, Business & Law workshops, and residential schools conducted by Bachelor of Nursing studies program. the centre was host to functions of a wider regional interest such as book launches, a Poultry CRC information evening, and the 'Science in the Bush' workshops.

In 2004 components of the Bachelor of Nursing Studies program were relocated to the UNE Clinical School in Tamworth

The UNE Manning Valley Centre experienced strong demand in 2004. In Semester One there were 336 students enrolled in 695 units residing in the Manning Valley. Student use of the Centre's computer facilities increased significantly compared to previous years with local access to Dixson Library online catalogues and internet access provided.

Centre staff provided intensive support to those students requiring assistance with data base searches and the library catalogue system and referencing procedures. UNE staff also field many enquiries regarding External Undergraduate studies. Workshops based on the UNE TuneUp Programme for UNE students were very well attended. Topics included: Time Management, Improving Concentration & Memory, Effective Reading Strategies, Essay Writing, Referencing and Exam Preparation.

UNE staff make regular local contributions through participation in Regional Planning and Council Library Development discussion groups, liaising with local TAFE colleges in Taree, Tuncurry and Port Macquarie and via Manning Valley Chamber of Commerce.

As well as formal networks of education providers UNE seeks to contribute to the life long learning aspirations of the local community by its involvement in public access activities such as public lecture series and participation in locally based "Learning Community" initiatives. The Tamworth Lecture Series, an initiative of the Faculty of Arts, sees academic staff present evening lectures in the UNE Tamworth Centre on a wide range of topics of interest to the public. Public lectures are also held in Armidale: notably in November 2004 that given by Professor Mike Morwood on his discovery of a new species of human.

Graeme Dennehy
Executive Director
(Business and Administration)



Professor Robin Pollard,
Pro Vice-Chancellor (International and Entrepreneurial)

International Activities and Domestic Partnerships

PRO VICE-CHANCELLOR (INTERNATIONAL AND ENTREPRENEURIAL)

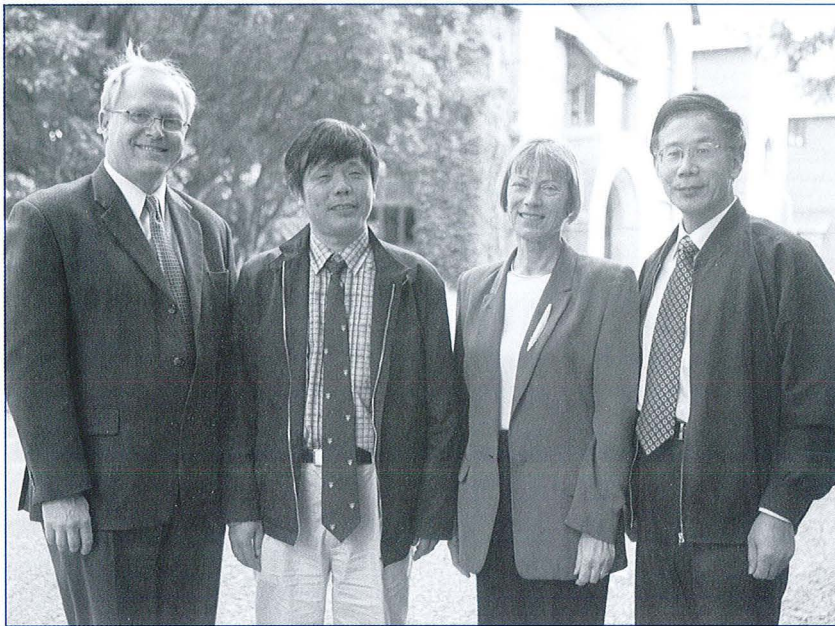
Professor Robin Pollard commenced in January 2004 as the University's first full-time Pro Vice-Chancellor (International). During the year the title in parentheses was changed to International and Entrepreneurial, with the scope being extended to include teaching partnerships in Australia. These changes reflect the importance the University places on strategic development of international and domestic operations to broaden its funding base and ensure relevance and quality of the highest order.

Professor Pollard participated in various offshore AVCC and DEST programs and conferences. One of these, the Chinese University Administrators Shadowing Project, involves exchange of senior administrators between Australian and Chinese universities and is designed to facilitate understanding and closer relationships. UNE partners were from Inner Mongolia Agricultural University and Hebei Normal University.

INTERNATIONAL PLAN

- The *International Plan 2004-2006* was presented to the University community via the International Committee, the Vice-Chancellor's Strategic Directions Forum, and Council. The goal of the plan is:

The University of New England must strive to better engage with carefully selected international communities, in a manner consistent with its interests and capacity, so that its staff, students and resource base may flourish. A university-wide effort is required, involving improvements in course attractiveness and relevance, capacity to adopt new technologies, administrative and academic processes, project evaluation and management, and the ability to say 'No'.



Chinese University Administrators' Shadowing program

University Vice-Presidents from Australia and China gained first-hand knowledge of each others' organisations by mutual visits in a program coordinated by the AVCC and the China Education Association for International Exchange. From left: Professors Robin Pollard, Jiang Chulan (Hebei Normal University), Ingrid Moses, and Hou Xianzhi (Inner Mongolia Agricultural University).

■ As set out in the *International Plan*, a new model for cross-institutional arrangements was developed and implemented with two institutions in China. Unlike previous arrangements, this does not involve the problematic repatriation of tuition fee revenue earned in China, and it avoids the quality assurance issues that arise when students studying in China are admitted to a UNE award. It is expected that the new model can be readily deployed with Chinese and Indian institutions. Following visits and negotiations by Professor Pollard, two institutions operating under this new approach are:

- Wuxi South Ocean College – with several cohorts now at UNE in Armidale, and
- Harbin Engineering University – with the first cohort to commence their UNE bachelor degree in July 2005 in Armidale.

■ The *International Plan 2004-2006* provides that all discretionary activities are to be assessed on a cost-benefit basis. To this end sophisticated analyses were set out in the form of templates to enable rapid and realistic analysis of

financial viability of activities such as recruitment, offshore teaching and various forms of partnership.

POLICY DEVELOPMENTS

■ Policies were changed to improve accountability and consistency in areas of admissions requirements, English language requirements, and advanced standing in recognition of prior learning. For example, all incoming international students will have their prior academic attainment levels recorded for subsequent correlation against performance at UNE. This permits an objective evaluation and setting of admissions levels.

■ The new policies also provide for a central hub for recording and publicly disclosing admissions and advanced standing precedents. This meets the goals of equitable treatment, disclosure of university practices and rapid turnaround time for application processing.

■ Included in course and unit review policies are new sections that require explicit assessment of students studying UNE courses at different locations (some of which

are at partnered teaching locations) against comparable cohorts.

PROJECT MANAGEMENT

■ Management of international projects had become critical in the years prior to 2004, and this led to the new Pro Vice-Chancellor (International and Entrepreneurial) spending considerable time managing particular matters and reporting on these activities to the Audit and Compliance Committee of Council and to the Finance Committee of Council. Lessons learned from these activities were incorporated in the policy developments (described above) and new methods of project management as follows.

- A comprehensive project management schema termed *Integrated Project Management* was devised and implemented in 2004. All details are publicly available at www.une.edu.au/pvci/Projects/IPM.htm. It is believed that this will be useful to other universities; it incorporates and extends a rigorous costing and reporting model developed at the University of Canberra.

- New generic and modular formats for contracts, and new rules pertaining to contract formation and conclusion, were instituted.
- Exchange programs became better managed, with limits placed on the imbalance between incoming and outgoing students to reduce the net cost to the University. At the same time, a scholarship scheme was implemented to encourage Australian students to spend one or two semesters studying overseas.
- The University Entrepreneurial Framework, including the role of the Entrepreneurial Committee, was reviewed and consolidated.
- An Entrepreneurial Office was established, initially with one staff member seconded from another area, to assist in project management.

INTERNATIONAL OFFICE

- The University International Office was reviewed and benchmarked. Its breadth and depth of activities was found to be deficient, and the office was restructured in accordance with the prevailing Enterprise Agreement. Service level agreements between the Office and stakeholders were negotiated and approved.
- Synergies were identified with other University units; an impending co-location of the International Office with the Language Training Centre will help bring these to fruition.

- The new structure will have two distinct units that will work together closely. The new units, each to be headed by a Director, are:
 - International Marketing and Pathways, and
 - English Language and International Services.
- During 2004 the International Office established priority markets with IDP – Education Australia and actively participated in the IDP Real Australia University Group workshops and training sessions, promoting regional institutions across a range of Asian countries. Advertisements were strategically placed in a range of publications; staff from the International Office and across the University participated in various marketing events including exhibitions in India, China, Thailand and Japan.
- Other activities in 2004 included:
 - New policy and processes for appointment of agents, including the implementation of a performance-based incentive scheme.
 - A review and update of undergraduate entry requirements from an increased range of countries.
 - Combining four faculty-focused postgraduate brochures into a single university prospectus.

- Hosting of a number of visitors with presentations from various groups.
- Design and implementation of an 'on-the-spot' offer process for staff participating in promotional events.

LANGUAGE TRAINING CENTRE

- The Language Training Centre continued to provide its core English Language programs and a range of professional services to the University and to other English language organisations. It hosted 171 students in full-time English language courses, and 106 students in short term study tour programs drawn from 17 countries with the largest group being from China.
- During 2004 the LTC initiated and facilitated four agreements: two with Chubu University, Japan on academic cooperation and exchange, an agreement with the Australian Migrant English Services to provide English tuition for migrants, and an agreement with Smith Family to organise home-tutoring for migrants.
- In 2004 the Centre's programs were reviewed and updated, including:
 - A new English for Academic Purposes program with an off-shore delivery package.
 - Audit of the LTC as an IELTS (International English Language Testing System) Test Centre.
 - Development and production of an online interactive workbook

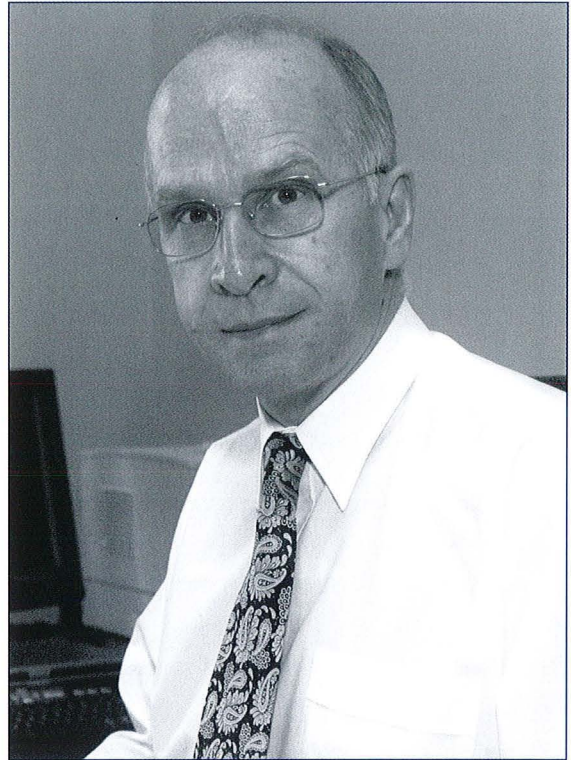
entitled *'Plagiarism and How to Avoid It for NESB (Non English Speaking Background) students enrolled in degree programs at UNE'*.

UNE ASIA CENTRE

- 2004 was a year of major change for the UNE Asia Centre which, under the *International Plan 2004-2006*, was placed under the aegis of the Pro Vice-Chancellor (International and Entrepreneurial). Accordingly a new constitution for the Centre was devised and a new Board of Management was appointed.
- The restructure was designed to extend the Asia Centre's traditional role as the 'shop front' for Asian studies, to facilitate and support the UNE's international plan to establish mutually beneficial pathways and linkages with institutions in Asia.
- The Centre undertook a range of activities including:
 - Generating Research Quantum and consultancy income of \$125,000.

- A successful public seminar series.
- Managed the Third Master Class in Research Management in Agriculture in Sydney for the ATSE Crawford Fund.
- Published a number of research papers through its refereed electronic journal – *UNEAC Asia Papers* – including the 13th James C. Jackson Memorial lecture by Professor Clive Kessler on behalf of the Malaysia Society of Australia.
- Supervised PhD students.
- Approved six new scholars at UNE with Asian expertise as Affiliated Fellows of the Centre.

*Professor Robin Pollard
Pro Vice-Chancellor
(International and Entrepreneurial)*



Professor David C Rich,
Pro Vice-Chancellor (Teaching and Learning)

Quality Teaching and Learning

QUALITY ASSURANCE

The report of the audit conducted by the Australian Universities Quality Agency in 2003 was released in May 2004. Its assessment of UNE's arrangements to ensure quality teaching and learning was overwhelmingly positive, concluding that 'the design of the Quality Assurance Guidelines is likely to assist greatly with the consistent implementation of quality assurance policies throughout the University'.

AUQA specifically commended UNE's Teaching Quantum scheme; the focus of teaching efforts on supporting the University's rural and regional focus; the approach to incorporating graduate attributes into academic programs; mechanisms to ensure that a knowledge of plagiarism policies is well-embedded within the academic community; aspects of professional development arrangements in support of teaching; the Technology Passport and eSKILLS UNE systems of student support; and the TRACKS program for indigenous students.

Subsequently, AUQA sought details of six areas of UNE's teaching and learning practice for inclusion in its national Good Practice Database.

AUQA made only one recommendation about UNE's policies and practices in teaching and learning: that it should undertake a review of assessment practices throughout the University and use the findings to consider the effectiveness of the current assessment policy. A review was completed and modifications to the assessment policy approved by the Academic Board by the end of 2004.

The University maintained its efforts to improve its policies and practices related to teaching and learning, even in areas commended by AUQA. For example, two projects

on graduate attributes funded by Vice-Chancellor's Teaching Development Grants led to recommendations for improvements in the graduate attributes framework which were approved by the Academic Board. Work continued in other areas, for example plagiarism policy and residential schools.

During the year, UNE sought accreditation from the US Distance Education and Training Council. After an inspection by auditors in September, the results of the application were still awaited at the end of 2004.

TEACHING AND LEARNING SUPPORT

The University Library made significant progress on the refurbishment of both the ground floor of Dixson Library and the Law Library. In Dixson the review and relocation of the reference collection released significant space for the extension of the Information Commons area.

The strengthening Australian dollar saw a welcome improvement in the Library's ability to buy North American and European publications, and for the first time in a decade the University was not required to cut back journal subscriptions. In fact, in 2004 the Library subscribed to new journal databases including *Springer*, *Kluwer*, *Factiva* and *SciFinderScholar*, while gaining access to the valuable *JSTOR* Arts and Sciences sets via DEST funding. Research Higher Degree students were given free access to inter-library loans and document delivery, as part of the *Minimum Standards for Support of Higher Degree Students* policy introduced by the Academic Board.

An electronic version of the traditional high-use Reserve print collection, *E-Reserve*, was soft launched in first semester, building on the very successful *E-Exam Papers* launched in 2003.

Funds from the Vice-Chancellor's Strategic Initiatives Fund were provided to convert records of thousands of books in the old card catalogue into the online computer catalogue. Together, the three projects provide significant improvements in access to information for the whole University community, but most particularly for students studying externally, while *E-Reserve* also supports the copyright management of third-party information resources.

UNE joined AARLIN, a national consortium of university libraries formed, with the help of DEST funding, to develop a federated search facility to simplify searching across multiple electronic databases. UNE's version, known as *MetaSearch*, was launched in two subject areas - Rural Science and Linguistics - in July, and will be implemented across all subject areas in 2005.

Staff of the Heritage Centre worked on a number of projects including: the 'Pens and Presses' exhibition staged at NERAM; the Wing Hing Long Museum archives project in Tingha; the ongoing local government archives appraisal project; and the Unlocking Regional Memory project funded by the Australian Research Council in 2003. A wide variety of outreach activities continued with many regional museums, family history groups and community groups.

The NSW State Records Authority has provided annual grant funding for infrastructure upgrades and project work on State records. In 2004, the Authority donated 17 tonnes of shelving worth \$40,000 and provided \$75,000 for installation of the shelving, staff training and local government cataloguing projects.

The Teaching and Learning Centre conducted a successful trial of a system for the electronic receipt of assignments; the service will be expanded in 2005 to all units requiring the facility. In conjunction with the University Library, the Centre developed a process for using the current *DigiPath* system to create PDFs of resource books and study guides that can be stored in the new *E-Reserve* system. The uptake of *WebCT* increased, with Master of Laws units being added in 2004.

The Centre again administered the Vice-Chancellor's Teaching Development Grants scheme. Three grants were allocated, two for projects mapping and embedding graduate attributes into courses and units, and the third concerned with enhancing practical learning in Physiology and Human Bioscience. In addition, four TLC Faculty Projects were supported during the year: the Bachelor of Nursing Science Unit Redevelopment Project; a project to record science lectures, integrate PowerPoint presentations and burn to CD; creating video clips for Special Education and developing a searchable database; and the Master of Laws Online Project.

Following recommendations of a review in 2002, a new elective unit on Supervising Postgraduate Students was added to the

New England Award

The New England Award was launched in 2004 to acknowledge student involvement and achievement in extra-curricular social, cultural, political, educational, sporting activities as well as voluntary and paid work.

Robyn Muldoon - Project Manager



Graduate Certificate in Higher Education, taught by TLC staff. Sixteen academic staff completed the course in 2004, compared with seven in 2003.

A number of improvements were made in the processes and procedures for administering the student evaluation of teaching and unit instruments. A new student feedback on unit survey form was introduced. Other survey forms were modified to suit a new scanner. The distinction between periodic 'unit review' and 'unit evaluation' was clarified during the year, eliminating an ambiguity in the academic quality assurance system.

Work on the establishment of the New England Award continued in the Academic Skills Office. This is a non-competitive award recognising a student's involvement in non-academic and extra-curricular activities. The first cohort of students in the program will graduate in 2005.

The position of Residential System Manager was created and filled during the year, to improve the coordination between and overall management of the seven university residences. A high-level

University working party was established to advise the Vice-Chancellor on means of achieving the sustainable development of the residential system and to provide a strategic framework for operational management of the residences. A commercial provider of student accommodation submitted a report on the management and operation of the system.

A new Residential Management System software package called StarCom was introduced to assist residences in a wide variety of administration tasks, including student admissions to residences, room allocation, accounts and building maintenance. A review of Wright Village was completed during the year. The Residential System commenced tender negotiations to upgrade the fire alarms and warning systems across the residences; this is the first project funded by the Residential System Maintenance Fund introduced to finance priority projects outlined in a 2001 building audit.

The residences continued a wide variety of collegial and extramural activities. For example, Earle Page College celebrated the

25th anniversary of its Annual Coast Run charity program, raising a record \$20,000 for the Children's Medical Research Institute. Sixty-five members of Duval and Drummond & Smith Colleges participated in the Hawkesbury Canoe Classic, raising funds for the Arrow Foundation. Robb College raised over \$9,000 for the Royal Flying Doctor Service.

Following a review, Student Administration and Services was transferred from the portfolio of the former Pro Vice-Chancellor (Academic) to the Executive Director (Business and Administration). The intention was to highlight the strategic importance of teaching and learning and to focus the responsibilities of the newly defined Pro Vice-Chancellor (Teaching and Learning) in this area.

FACULTY HIGHLIGHTS

Faculty of Arts

Improving the quality of teaching was placed as a standing item on the Faculty Teaching and Learning Committee's agenda, highlighting the continuing importance of this issue at all levels of the University. The same committee approved

recommendations for Faculty-wide control of unit guides and study material, made significant progress on a Faculty-wide policy on late assignments and extensions, and completed the first Faculty-wide analysis of 'anomalous' grade distributions at 100 level. An analysis of flexible learning patterns across the Faculty was completed, with further discussion of the results and subsequent recommendations to take place in 2005.

The new course Bachelor of Languages and International Business (taught jointly with the Faculty of Economics, Business and Law) was approved, and the Bachelor of Asian Studies was withdrawn because of poor enrolments. The 3+1 Honours programmes were revised to make a clear distinction between coursework and dissertation components, permitting official credit for each component to appear on Academic Records.

Faculty of The Sciences

2004 saw the first intake of students into the double degree in Agriculture and Law, following the establishment of the Australian Centre for Agriculture and Law.

The first exchange between UNE and European students under the LEAFSE (Learning Through Exchange – Agriculture, Food Systems and Environment) program occurred during the year. The program is a collaboration between DEST and the European Union, and involves four Australian and four European universities.

The Faculty continued its efforts to promote science in the region, through the 'Science and Engineering Challenge', 'Science in the Bush', 'Siemens Science Experience' and 'HSC booster' programs.

Faculty of Economics, Business and Law

New courses were introduced in Master of Hospitality and Tourism Management, Bachelor of Languages and International Business (with the Faculty of Arts), Master of Laws (coursework) and Master of Laws (research).

A review of the Bachelors of Agribusiness, Agricultural Economics and Commerce was completed as part of the University's quality assurance system, leading to significant changes including renaming the Bachelor of Commerce as the Bachelor of Business and a rationalisation of the majors and an increase in the core units. The Bachelor of Agricultural Economics will be renamed the Bachelor of Agricultural and Resource Economics and the content strengthened to reflect its flagship status.

A review of the Master of Business Administration will lead to a rationalisation of the units offered and a plan to internationalise the course. The Graduate School of Business Administration will be renamed the Graduate School of Business and its role widened to encompass other postgraduate business awards.

A review of the Bachelor of Financial Administration conducted by CPA-Australia resulted in the course being re-accredited by CPA-Australia.

The Faculty introduced a rolling program of Country Scholarships for newly enrolling students, funded by Tamex. Two prizes for student performances in small business and entrepreneurship were established, funded by Professor Geoffrey Meredith. The Law Society of NSW funded four prizes for Law students dealing with

Ethics, Civil Procedure, Human Rights and Indigenous Australians.

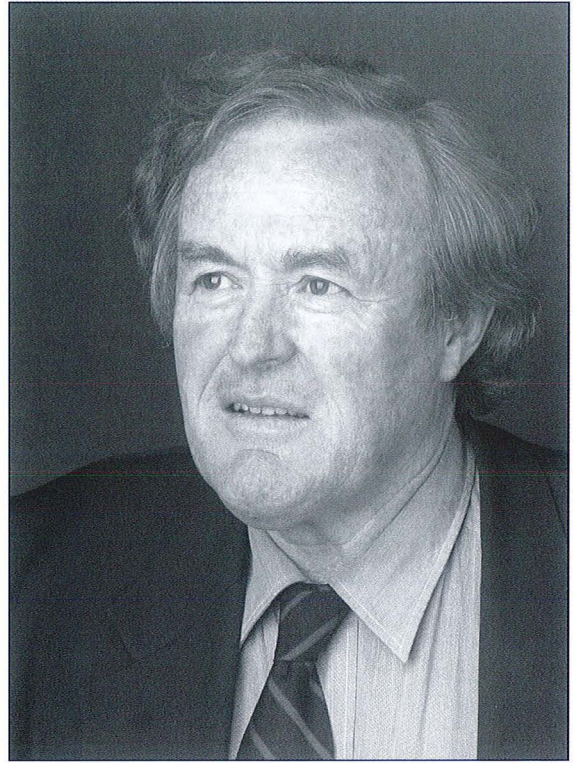
Faculty of Education, Health and Professional Studies

Reviews were conducted of the Bachelor and Master in Counselling courses, the Bachelor and Master of Health Science, the combined degrees in Education, the Graduate Diploma in Education and the Bachelor of Teaching.

The Faculty was involved in a number of high-profile special events as part of its teaching mission: a Summer Institute in Early Childhood on 'Engaging Children's Minds: the Project Approach'; FEHPS Teaching and Learning Day with a program focusing on 'How Do We Assess Students' Learning'; and the launch of 'Honouring Our Tertiary Teaching', a collection of papers from the FEHPS 2003 Symposium for Recognising Wonderful University Teaching and Learning.

The Faculty also launched two important centres, both related to its teaching and learning mission. The National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SIMERR) was created with Commonwealth funding of \$4.95 million. The Centre for Research on Education in Context was established to enhance and promote quality education and equitable educational processes and outcomes for diverse student populations. More details are provided elsewhere in this Annual Report.

*Professor David C Rich
Pro Vice-Chancellor
(Teaching and Learning)*



Professor Peter G Flood,
Pro Vice-Chancellor (Research and Development)

Research Excellence

The Research highlight of the year was the reporting of the discovery by Professor Mike Morwood and his international team of the Flores hominids, the pint sized relative of modern humans. The resulting media coverage by TV, newspaper and almost 50,000 hits on the UNE website has been exceptional. In its annual wrap-up, the American Association of Advancement of Science's Science News (306:5704) rated the discovery of Professor Morwood and the description of the skeleton as the second most important scientific story for 2004. A colleague anthropologist, Professor Iain Davidson, referred to it as "the greatest scientific earth story of the year". The discovery, more than anything in the preceding 50 years of autonomy as a University, has demonstrated that UNE has made its mark on the international map and that we still have much to learn about human evolution. Another more detailed TV documentary and a special edition of National Geographic magazine is planned for 2005. The original site investigation was funded by the Australian Research Council Discovery Grant titled "Astride the Wallace Line", and further grant applications are scheduled. The investigations on other islands will, if they find similar or different sized hominids, challenge the ideas about hominid evolution and what drives speciation. Have different species evolved on the other islands or is it the same species? The jury is still out! DNA analyses will tell us of the relationship between this species and our own.

The other satisfying thing to happen in 2004 was the Good Universities Guide for 2005 which reported that UNE has increased the Research Grants Rating by one star from two to three (out of five) and the Research Intensity Rating by two stars from two to four (out of five). Currently in Research Intensity UNE is rated the same per full time academic as the University of Newcastle and the University of Sydney.



Beef CRC work to continue

The Cooperative Research Centre for Beef Genetic Technologies has been successful in its bid in the latest round of funding. A total of \$30 million Commonwealth funding over seven years has been approved commencing in 2005/06. All up the budget for the new CRC, which includes funding from industry partners, is \$120 million. The CRC for Cattle and Beef Quality, with headquarters on the UNE campus was established in 1993 and refunded in 1999.

In the 2004 ARC Discovery Round there was a 20% improvement in the number of grants successful compared to the previous year and the amount of grant income increased by 76%. However, the position of UNE with respect to the National Scheme remained static. The competition by all universities for the research dollar is extremely fierce. As for 2004, the number of DEST publications increased by 8% over the previous year.

In 2004, for the first time, the VC Strategic Initiatives Funded Research Encouragements Awards and the Grants Incentive Scheme operated. Each together are intended to increase and reward research productivity.

Towards the end of the year UNE considered the draft Research Management Plan, which will be implemented with very minor modifications in 2005 to drive the agenda of increasing research output and higher degree performances. In 2005, each school, Faculty and Centre/Institute will have agreed KPIs for the following:

- a) HDR commencements,
- b) HDR completions,
- c) research \$ income per staff, and
- d) publications per staff.

These figures will be benchmarked against similar universities. The research 'game' is now performance based as block funding was abolished in 2001.

POSTGRADUATE SCHOLARSHIPS

In 2004, the University offered 60 new Research Assistantships and there were 178 applications for these scholarships. In addition there were a number of Australian Postgraduate Awards – Industry (APAI).

PHD ENROLMENTS

PhD candidature numbers were down by 18 enrolments when compared to the previous year. There were 253 male and 236 female students.

PHD GRADUATIONS

Graduating students in 2004 totalled 81, comprising 16 in Arts; 15 in Economics, Business and Law; 14 in Education, Health and Professional Studies and 36 in Sciences. This number of graduates is above the average for the past 5 years.

RESEARCH GRANTS

117 of 157 grant applications were successful. They comprised of Arts, 15; Economics, Business and Law, 8; Education, Health and Professional

Studies, 16; Sciences, 64; and Centres, 13. There were 6 ARC Linkages, 6 ARC Discovery Grants, 1 ARC LIEF Grant and 2 ARC Network Seed Funding Grants. There were 15 ARC Grants in total. There were 38 University Research Grants.

For 2005, there are 7 ARC Discovery Grants and 6 ARC Linkage Grants. The University also received 2 ARC Network Grants. UNE ranked in the middle of all the universities in the amount of funds allocated for research.

ETHICS COMMITTEES

The Human Research Ethics Committee approved 200 applications and the Animal Ethics Committee approved 208 applications.

RESEARCH SUPPORT

The University continues to cooperate with the consortium of universities in the implementations and development of Callista Research.

CRCs

The University researchers in the Sciences continue collaboration in the following CRC's, namely Sheep, Beef, Weeds, Cotton, Poultry and Viticulture. Successful rebids have been won in Cotton CRC

(approximately \$100million over 7 years) and Beef CRC (approximately \$120million over 7 years).

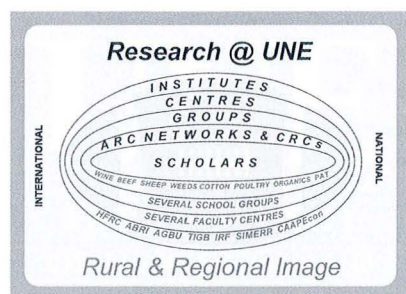
RESEARCH CENTRES

The University implemented the policy on Centres and Institutes. This restructure of research activities is designed to encourage more team-based activities and in doing so address the national priorities for research (see individual Centre Reports following).

CONSULTING AND INDUSTRY LIAISON

The Consulting and Industry Liaison component of Research Services was transferred to UNE's Development Office. This unit facilitates contact between industry partners and academics and is active in negotiation of contracts, consultancies, licences, patents and commercialisation.

Research projects have resulted in intellectual property which has been protected by patents or plant breeder's rights. Three provisional patents have been lodged.



BRANDING UNE RESEARCH

It has been proposed that UNE develop its own brand (see Figure above) with a

rural and regional focus and with both national and international emphasis on its research.

At the core of UNE's research effort are the individuals, researchers or scholars. Moving out there are ARC Networks and CRCs (existing Beef, Sheep, Weeds, Cotton, Poultry, Viticulture and proposed new CRCs), then there are various groups within the Schools, followed by the various Faculty Centres and the outer layer contains the University Centres and Institutes.

The Animal Genetics and Breeding Unit, a joint venture of UNE and NSW Department of Primary Industries, was able to expand its research and postgraduate training considerably during 2004. AGBU now has nearly 30 staff and students. Funding for major new research projects led to AGBU starting collaboration with the Dairy CRC investigating the use of molecular markers in the selection of young sires. A new joint project with the Southern Tree Breeders Association commenced with the enrolment of a PhD student. A key scientist funded under this project will start at AGBU in 2005.

AGBU's flagship R&D project 'Genetics R&D for the Australian Beef Industry' was funded by various partners (MLA, ILRIC, Beef CRC and Breed Societies) in 2004. At a special function earlier in the year the NSW Minister for Agriculture officially launched a commercially available test for blood serum insulin-like growth factor 1 (IGF-I). When recorded in young animals IGF-I is an indicator trait for net feed efficiency. IGF-I data is now being

submitted to BREEDPLAN and resulting evaluations used by commercial breeders to improve overall selection accuracy. With the recording of IGF-I across thousands of animals, AGBU will eventually be able to estimate the genetic relationships between IGF-I and all other commercially important traits that are needed to ensure no negative effects occur. New software developed in 2004 will allow much faster turn-around times in AGBU-supported commercial genetic evaluations for the beef and sheep industries. Usage and development of the BreedObject technology were expanded. Through this, genetic evaluations are made available as selection Indexes for industry application in genetic selection. The Indexes now widely available broadly address 70% or more of beef production situations. International applications are also expanding. Development of a web facility for deriving breeder-specific Indexes was also completed during 2004 with funding assistance from the Commonwealth.

The Centre for Ecological Economics and Water Policy Research has become one of the leading research organisations in the world with the explicit focus of developing transdisciplinary methodologies through which to address and implement those sustainability outcomes that are at the core of the Ecological Economics agenda. Two indicators to support such a claim include a PhD research candidate cohort that is amongst the largest at any explicitly designated Ecological Economics research organisation in the



International rural crime research centre

A new international Centre for Rural Crime, Safety and Security, established with the UNE Institute for Rural Futures in 2004 will be at the hub of a global network including researchers at Ohio State University in the US and the University of Plymouth in the UK. Director Dr Elaine Barclay who will work closely with Brendan Doyle, Assistant Director Institute for Rural Futures and Professor Joseph Donnermeyer, the new Centre's International Research Coordinator.

world and a series of refereed journal papers that uniquely deal with the themes noted above. Our research project agenda is similarly noted for its systematically coherent attempt to develop and implement participative, learning-based methodologies which deal with complex environmental and resources issues.

Another aspect of the Centre's strategic agenda was to develop its 'virtual network' of cooperating researchers. To this end, the CEEWPR Director successfully sought the appointment of three new Adjunct Professors and five Honorary Associates early in the year. Our four Professors represent a diverse array of research interests and each have strong links into the research and government domains with which we are seeking stronger association. All these new appointees have indicated a willingness to co-supervise PhD candidates and interact with the Centre's wider research agenda. By the end of 2004, the CEEWPR group has grown to include 16 PhD candidates, four Adjunct Professors, five Honorary Associates and two full time staff members.

The natural environment and its governance are sensitive issues for Australia as a nation. Understanding the response of industry to changing environmental legislation is an important thematic area of research for the Institute for Rural Futures. There is general agreement on the need for better ways of enabling governments and communities to work in partnership to manage the land and water resources on which society depends. The Institute for Rural Futures is involved in a number of research projects on policy and planning issues for integrated natural resource management, resource governance, resource and property rights, catchment planning and policy and, landscape ecology and design. A highlight in this arena was the completion of a major project for the NSW Department of Lands, an Eco-Civic Regionalisation for New South Wales.

The Institute for Genetics and Bioinformatics (TIGB) is being established by UNE to coordinate existing activities within UNE and its local, regional and national partners to ensure that Armidale's existing high profile in genetics R&D and teaching and capacity development is secured and

grown. Professor John Gibson was appointed as Director of TIGB in September 2003 and took up his position in May 2004. Professor Gibson brings extensive experience in establishing genetics and genomics research and development programs applied to livestock, aquaculture and crop species of the developed and developing world. In August 2004, Ms Lisa Mascord joined TIGB as Project Officer to coordinate development and management of projects and collaborations and to assist in establishment of TIGB.

2004 has been a year of major change for the UNE Asia Centre. Centre reporting has changed. The Centre now comes under the newly constituted UNE International Precinct and reports formally to the Pro Vice-Chancellor International & Entrepreneurial. A new "constitution" for the UNE Asia Centre has been formulated by the Pro Vice Chancellor International & Entrepreneurial and a new UNEAC Board of Management has been appointed. The restructure was designed in part to maximise the Asia Centre's traditional role as shop front of Asian studies in the university, in part to facilitate the UNE's international plan to establish mutually

beneficial pathways and linkages with universities in Asia. Accordingly the Centre and the research dimension it brings with it will be physically located in building E21 together with International Office and the Language Training Centre to help form a coordinated international precinct.

The Centre for Research in Aboriginal and Multicultural Studies, in collaboration with the School of Health and the Armidale Aboriginal Medical Service, coordinated and hosted the *First National Conference of Indigenous Counsellors, Psychologists and Healers: Family and Community Healing*, July 9-11, which was attended by some 200 Indigenous Health professionals.

In August 2003, the Centre for Agriculture and Law made submissions to a Productivity Commission Inquiry on the *Impacts of Native Vegetation and Biodiversity Regulations*. The report arising from this inquiry was published in April 2004. A paper entitled *Taking Farmers' Property Rights Seriously; Just Compensation on Their Taking*, was delivered by Bryan Pape to the Fourth Annual Global Conference on Environmental Taxation Issues, Experience and Potential held in June 2003. In June 2004, the *AgLaw Papers 2004* were published and distributed. On 5 November 2004 Ag Law held a Roundtable Conference in the Duval Conference Centre.

The Centre for SME Research will be hosting the Small Enterprise Association of Australia and New Zealand (SEAANZ) annual conference at UNE in 2005. The

conference theme is the role of SMEs in rural, regional and urban development. The conference will be held, on campus in Armidale, in conjunction with the International Council for Small Business with which SEAANZ is affiliated. There will be delegates from all over the world attending and there will be presentations by international researchers as well as by local entrepreneurs. There will be workshops for PhD students and panel discussions for practitioners and advisers.

Located within Ecosystem Management, the Centre for Environmental Dispute Resolution (CEDR) is a cross-disciplinary Centre concerned with the development of ethical strategies which seek to anticipate, avoid, mitigate or resolve disputes over natural resources or the environment.

In conjunction with the NSW DIPNR and the Qld Dept Natural Resources and Mines, CEDR convened, organised and chaired a two day forum (23-24th November) at UNE. Titled: *Regional Resource Planning: Lessons Learnt, Future Challenges and the Way Forward*. The Forum was attended by representatives of catchment management authorities and regional organisations from Victoria, NSW and Queensland and State and Federal Government agencies. The four key issues identified by the Forum were: Aboriginal engagement within regional natural resource management; the future role of Landcare; monitoring and evaluation of performance; and strategies and skills for community consensus building. The Forum presentations and recommendations are available on the CEDR website.

Highlights for the Centre For Neuroscience and Animal Behaviour for 2004 included Prof. Lesley Rogers' discovery that animals with lateralised brains are able to perform two vital and conflicting survival tasks simultaneously and more effectively than animals without such lateralisation (published first in *FirstCite*, website of the Proceedings of the Royal Society, London, and soon to appear in print). Another 14 papers were published or accepted for publication in international journals and a further 7 chapters by Kaplan & Rogers (individually or jointly written) have appeared in influential books on Animal Behaviour and Animal Rights. A book published by Rogers & Kaplan, entitled *Comparative Vertebrate Cognition* (Kluwer 2004), was very favourably reviewed (e.g., see leading journal *Animal Behaviour*). Another highlight was the publication of Prof. Gisela Kaplan's book *Australian Magpie. Biology and Behaviour of an Unusual Songbird* by CSIRO/UNSW Press, followed by extensive media coverage (well over 100 radio and television interviews and reports of the book in mainstream printed media).

In 2004, Prof. Rogers was awarded the Clarke Medal by the Royal Society of NSW to acknowledge her research in Zoology, and she was elected to the Council of the Australian Academy of Science. Prof. Kaplan also won awards in 2004, one for excellence in publishing and one by the Wilderness Society, both for her 2003 book *Famous Australian Birds*.

The Centre for Spatial Sciences (CSS) is a multi-disciplinary research centre bringing together skills and expertise from various disciplines with interests in Spatial Sciences, including GIS, remote sensing, environmental and rural sciences, geography, geology, mapping and decision support, physics, mathematics, statistics and computer science.

In 2005, the Centre will be jointly convening a symposium with The Cicerone Project Inc., communicating the results thus far of a whole-farm systems research project in the Northern Tablelands of NSW to both agricultural producers and researchers.

The focus of the Research Centre in Molecular Microbiology is the use of molecular biology to study micro-organisms of importance to human health, agriculture or industry. Organisms under study include the anaerobic bacterium *Dichelobacter nodosus*, which causes footrot in sheep, filamentous fungi from the genus *Aspergillus*, and the fungus *Thielaviopsis basicola*, which causes black root rot in cotton. The research on *Dichelobacter nodosus* is funded by Australian Wool Innovation, with the aim of using DNA technology to develop an improved diagnostic test for virulent footrot.

North Coast Aquatic Linkages (NCAL) is a UNE research centre that draws together staff and students from a variety of disciplines and Schools to facilitate integrative catchment-based projects along the NSW North Coast from Byron Bay to the Hunter River, approximating the area covered by the Northern Rivers

Catchment Management Authority (CMA). The Centre's specific goals include provision of a focal point for sharing ideas and data on research projects and opportunities; enhancing external funding opportunities for research, postgraduate projects and scholarships; coordination of educational opportunities on North Coast catchments; provision of a 'clearing house' for expertise in environmental management; and a repository of information on issues and projects on the NSW North Coast. With the introduction of broader regional CMAs in NSW, NCAL has taken on a new significance because its area of focus allies closely with that of the Northern Rivers CMA, providing some great opportunities for collaborative projects in 2005.

Two novel CRC vaccines were registered by the Beef CRC during 2003/2004. In August 2003 the "Pestigard" vaccine against Bovine Viral Diarrhoea (Pestivirus) was launched by commercial partner, CSL Pty Ltd. This disease is a causative agent of bovine infertility and predisposes cattle to bovine respiratory disease (BRD). In June 2004 a vaccine called "Bovilis-MH" was successfully registered by Intervet, another CRC commercial partner. This vaccine is directed against *Mannheimia haemolytica*, a bacterium that causes BRD, especially in feedlot cattle. These vaccines will combat two diseases that cause serious loss of profitability in Australian beef businesses.

As detailed elsewhere in this Annual Report the CRC's research on an association between plasma levels of the hormone IGF-I and Net Feed Intake has led to the commercialisation of this test by PrimeGRO Pty Ltd, the Australian company which owns the intellectual property rights to the IGF-I test. The product was launched in Armidale in November 2003.

The Beef CRC continued to publish high quality scientific papers during 2003/2004. This included, in May 2004, another landmark Special Edition of AJEA dealing with efficiency of feed utilisation by cattle and other species. This is a crucial subject for the long-term sustainability of Australia's grazing industries. The Beef CRC is proud to share international scientific leadership in this field.

UNE is a core partner of the Australian Cotton Cooperative Research Centre. The Education program of the Australian Cotton CRC celebrated the tenth anniversary of the Cotton Production Course this year. The undergraduate and graduate certificate courses continue to be provided through The University of New England in the external mode. Dr John Stanley delivers the principles of cotton production, protection and the environment and research advances to industry personnel. The Cotton CRC program also teaches undergraduate internal students within agriculture courses at The University of Sydney and The University of Queensland (Gatton Campus).

Highlights this year include a review of the Cotton Course material by industry experts and past students to maintain relevance in this strongly employment orientated arena. The introduction of a series of new topics to the Farming Systems unit, reflecting the importance of fibre technology, spinning and economic evaluation for cotton producers. Despite low enrolments, attributed to the recent, long running drought the cotton course continues to provide a shining example of the CRC model for education to industry at the tertiary level.

The Crop Protection Unit within the School of Rural Science and Agriculture is involved in research aimed at developing semio (signalling) chemicals as tools to manipulate insect behaviour in integrated pest management systems for cotton. In collaboration with commercial partners, Ag Biotech Australia Ltd., we have developed an attractant for the key pests, *Helicoverpa* moths, which is based on plant volatile chemicals. We are trialling an attract-and-kill formulation based on this product, which has been commercialised as Magnet®. About 20,000 ha of cotton have been treated in these trials, with encouraging results. There is widespread national and international interest in the potential for such approaches, and our work resulted in the recognition of Associate Professor Peter Gregg as Cotton Researcher of the Year for 2004. We are also working on semiochemical approaches to the control of an emerging cotton pest, the green

mirid, and have recently filed a provisional patent for material which could be used for attract-and-kill or mating disruption of this pest.

The Australian Poultry CRC commenced operation on 1st July 2003. The CRC's aim is to enhance the competitiveness of the Australian egg and chicken meat sectors and supporting industries through the application of strategic programs delivering cost-effective and socially responsible production of safe, quality poultry products for domestic consumption and for emerging export markets.

On July 22nd 2004, the Deputy Prime Minister John Anderson opened the National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SiMERR) at the University of New England (UNE), Armidale. SiMERR Australia is a Priority Project of the Federal Government, funded by an establishment grant from the Department of Transport and Regional Services.

The mission of SiMERR Australia is to provide a national forum for addressing issues relating to the key areas of science, ICT and mathematics education, particularly as they concern rural and regional communities. Through a combination of strategic research, network building and practical support, SiMERR Australia aims to identify the needs of geographically and professionally isolated teachers, and enhance their efforts to assist students to realise their academic potential in these subject areas.

The Sheep CRC research portfolio continues to focus on the interface and compatibility between wool and meat production and on the transition from flock to individual animal management.

Important research outcomes include identification of basic relationships between genetic selection strategies for meat production characters such as growth and muscling, and the consequences of these strategies for meat quality and wool production. Researchers have also made significant progress towards understanding nutrient partitioning in animals selected for wool growth when they are used for meat production. This information on genetic and biological interactions is critical for future breeding and production when dual meat and wool outcomes are important. The new knowledge can be applied rapidly as it is linked to important estimated breeding values (EBVs) that currently form the basis of breeding decisions in Merino sheep breeding.

Individual animal management systems have been developed based on automatic walk-through weighing and further research of this technology is being conducted in close cooperation with key companies involved in commercialization of the equipment. The walk-through weighing will be important enabling technology for monitoring animal performance for welfare, disease and production. It is likely that this new approach to animal management will be just as relevant to producers in remote pastoral areas as it will in intensive grazing and finishing systems.

Research into wool fibre profile management and its importance for processing have revealed significant complexity in the use and interpretation of the information. These results will be important for producers using on farm fibre measurement. The major finding has been that wool fibre profiles measured on sheep in the temperate regions are not closely related to major profit drivers such as staple strength. Further research will develop quantitative methods for describing and comparing staple profiles and this initiative will bring further sophistication to the use of on-farm fibre measurement.

A detailed analysis of the benefits arising from measurement and management of individual animals includes development of operational decision support software and profit calculators. The on-farm fibre measurement profit calculator is now available on the internet and proving to be a valuable tool for many producers and consultants.

Research into techniques for parasite diagnosis that can be applied race-side on individual animals has been very successful and commercialisation of at least two new diagnostic tests is anticipated during 2005-06.

A major initiative has been development of the WormBoss information and decision support package. Delivery of this information to producers, drench resellers and consultants is expected to reduce loss of production through internal parasite infection, reduce the development of resistance to current parasiticides and increase the use of measurement and monitoring programs. The sophisticated CD and internet package will be launched in 2005 in cooperation with Australian Wool Innovation with support from the veterinary pharmaceutical companies and individual State departments.

The Sheep CRC has attracted strong support from industry and current contracts negotiated during 2004/2005 are valued at over \$2.3 Million.

*Professor Peter G Flood
Pro Vice-Chancellor
(Research and Development)*

Faculty Reports

FACULTY OF ARTS

Image

The Faculty continued its on-going involvement with the regional community via teaching, research and service. The Faculty utilised the new Access Centres to provide its first Community Lecture Series. In the research area, Professor BE Dollery and Associate Professors NA Marshall and AD Sorensen have been awarded an ARC grant to investigate emerging issues and future options in regional governance in rural NSW. Professor Jim Walmsley is part of an inter-university team to be awarded an ARC grant investigating the impact of festivals on regeneration strategies in rural Australia. Professor Walmsley is also part of another such team investigating patterns of population mobility and internal migration – an issue of crucial importance to regional and rural Australia. In service, the Local Government Association held its annual conference at the University which acknowledged the significant role that its urban and regional planning graduates play in local government across the State.

Course Profile

Amongst a very full and on-going teaching reform agenda arising from a range of quality assurance reviews of the Faculty and most of its constituent Schools, the 3+1 Honours programs in the Faculty has been thoroughly revised to enable a clear separation of coursework and dissertation evaluation for Academic Records purposes. This will assist progression and ensure that external students who have difficulties in continuing their studies due to family or work commitments are not disadvantaged. Honours rules have also been recast to eliminate any practices that could lead to unfair differential treatment of students according to specific disciplinary requirements and practices. A new course, Bachelor of Languages and International Business, has been established as the first of its kind in the country to specifically deal with the needs of companies working across national boundaries and language communities. Given that language teaching is under threat in many universities, the Faculty has sought to ensure that the mastery of languages other than English is made more accessible and economically relevant.



Arts - National online theatre database

UNE's Theatre Studies Professor Adrian Kiernander was at the 2004 Adelaide Festival for the launch of Austage, the result of a research project he led to create the first national online theatre base. The project took six years to complete with \$1 million funding from the Australian Research Council.

Research Excellence

2004 has been a particularly exciting year for researchers in the School of Human and Environmental Studies within the Faculty of Arts with the discovery of a new branch of the hominid family tree, *homo floresiensis* by a joint Australian-Indonesian archaeological team led from UNE. The remains of this new species were discovered in the Liang Bua cave on the island of Flores in Indonesia as part of excavations led by Professor Mike Morwood and funded by a major ARC Discovery Grant. The findings have led to a major rethink of theories of human evolution. Professor Peter Brown played a key role in the identification and interpretation of *homo floresiensis*. The papers in the highly prestigious journal, *Nature*, attracted massive worldwide publicity. It is probably fair to say that the entire University has not seen such worldwide interest in the results of its researchers since its foundation as an independent university. Finding water on Mars and Professor Morwood's work have been voted as the top discoveries in

2004 by the American Association for the Advancement of Science.

In addition to these exciting finds, research activity increased across the Faculty. Many of the Arts disciplines that utilise books as the principle means for disseminating research have seen an increase in the numbers of publications. Fifteen books were published this year in a wide variety of disciplines in addition to a large number of refereed articles and refereed conference papers. The Faculty also had its largest number of postgraduates in ten years. Staff and Faculty research groups are involved in three of the four successful Arts, Humanities and Social Science funded ARC Research Networks - Spatially Integrated Social Science Network, the Asia Pacific Futures Network and the Enabling Human Communication Network. Fourteen staff have also been successful in the annual ARC grant round being involved in collaborative ventures with other universities with a combined ARC support of over \$3.6 million (\$3,648,776).

The academic standing of the Faculty staff has again been recognised with individual honours to a number of staff: Professors Mike Morwood and Cliff Goddard being elected Fellows of the Academy of Humanities; Professor Bill Noble being appointed to the Helen C. Levitt Endowed Visiting Professorship at the University of Iowa and installed as President of the International Society of Audiology, the first Australian to hold this position; and Dr Franko Leoni being awarded with the honour of Cavaliere ("Knight in the Order of the Italian Star of Solidarity") and Mr Brennan Wales with the honour of Grand'Ufficiale ("Grand Officer in the Order of the Italian Star of Solidarity"). Dr Janis Wilton, in her role as President of the International Oral History Association, chaired the XIVth International Oral History Conference hosted by the City of Rome.

Partnerships

The School of Social Sciences within the Faculty of Arts was awarded the editorship of the prestigious *Journal of Sociology* from 2005 to 2008. The *Journal*

of Sociology is the official peer-reviewed journal of *The Australian Sociological Association*. Prior to his untimely death, Dr John Ferry was awarded the Armidale Dumaresq's Australia Day Mayor's Special Award for his contributions to the community as a teacher, writer, lecturer and historian. The School of Classics, History and Religion hosted the first International Conference on Roadside Memorials and continued its assistance to secondary school studies with staff members Dr Matthew Dillon, Professor Majella Franzmann, Dr Jennifer Clark, and Dr Charles Tesoriero serving on committees of the NSW Board of Studies in their respective disciplines. In partnership with the Armidale Dumaresq Council, the School of Languages, Cultures and Linguistics staged the Kanuma Drumming Festival – Kanuma being Armidale's Sister City in Japan.

Infrastructure

This year in support of the goal of creating a vibrant living-and-learning community, University Uniting Church Chaplain Rev. Judy Redman coordinated a series of lectures aimed at community and college awareness of religious and cultural diversity, including lectures by staff from the School of Classics, History and Religion: Dr. Mun-keat Choong, Dr. Denis Wright, Ms Julie Marsh, and Ms Toni Tidswell.

FACULTY OF ECONOMICS, BUSINESS AND LAW

In 2004 the Faculty of Economics, Business and Law (EBL) made good

progress in relation to the five themes in the UNE Strategic Plan 2002-2006. The Faculty's three key committees—Teaching and Learning Committee, Research Committee and Executive Committee—worked hard to achieve this progress but all members of the Faculty played a role. The progress against each theme is discussed in turn.

Image

EBL staff have helped build UNE's image through exercising leadership in our community. Examples include membership of regional development boards, membership of the Board of Directors of the New England Credit Union and office bearers in professional societies. Importantly, several of our students are also playing a role in enhancing UNE's image through the Students in Free Enterprise movement. These students are studying our business awards and they engage with the community through undertaking projects aimed at helping regional small businesses develop their business skills.

Strategic alliances are important to EBL and help build the UNE image. The 2004 year was the first full year of operation of a strategic alliance with the National Institute of Accountants whereby the Faculty provides professional training needs for the Institute's members and planning commenced on internationalising this program. The Faculty's Centre for Local Government worked closely with shire and city councils throughout NSW undertaking research on issues such as shire amalgamations.

The 2004 year was also the first full year of operation of the Australian Centre for Agriculture and Law, a joint venture between the Faculty of The Sciences and EBL. This Centre was a very natural development for UNE given its location in a major agricultural area and its long tradition of teaching and research on matters pertaining to agriculture coupled with a vibrant School of Law within the Faculty. The first publications appeared and a "roundtable" was convened to discuss contemporary issues at the interface between agriculture and the law. In 2004 UNE had its initial intake of students into a new combined degree, Bachelor of Agriculture/Bachelor of Laws, which was initiated by the AgLaw Centre and which is unique to UNE and aimed squarely at servicing the educational needs of our region.

Course Profile

Two important reviews of Faculty awards were received during the year: the joint review of the Bachelor of Agricultural Economics/Bachelor of Agribusiness/Bachelor of Commerce and the review of the MBA. The Bachelor of Agricultural Economics is one of UNE's three flagship awards while the MBA is UNE's largest source of full-fee income. While the reviews contained many positive statements about these awards, there were also suggestions on how they could be modified to keep pace with the needs of students and potential employers. During the year working parties have been analysing how best to make changes to the awards to fully capitalise on the ideas put forward by the review teams.



Economics Business and Law - Students help to bring Armidale Markets online

Twelve students from the UNE's New England Business School last year collaborated with stall holders at the Armidale monthly markets to create a virtual market on the internet. The project gives shoppers and stall holders an extension of market services and received enthusiastic support from Armidale Dumaresq Council and the Armidale Visitor Information Centre.

The Faculty is a strong supporter of the concept of having "UNE Attributes" embedded in its degree programs. Teams have been at work during 2004 to ensure embedment of UNE attributes in the MBA and various undergraduate awards. Additionally, EBL strives for flexibility in its teaching program. During the year much effort was given to increasing the on-line component of unit delivery, including various forms of feedback to students on their progress. Many staff are now using modern software packages such as PowerPoint to facilitate classroom instruction.

The profile of our portfolio of awards is always under consideration and in 2004 a new degree, Bachelor of Languages and International Business, was developed for a 2005 intake. This development was motivated by the globalisation of business and the commensurate need by our business students for foreign language skills. In addition, initial planning began for a new degree called Bachelor of Business and Information Systems that will target international students.

Research Excellence

Consistent with developments at the UNE-level, the Faculty has been re-

organising its research enterprise in ways that will give encouragement to early-career researchers and to make more time available for established researchers to undertake their research work, compete for nationally-competitive research grants and to mentor junior staff on research matters. The Faculty now has research centres focused on local government, small and medium-sized enterprise management and the interface between agriculture and law. Plans were developed in 2004 for the establishment of additional centres with a focus on agricultural and applied economics and business. A pleasing development has been the emergence of a research strength in the area of gender issues in management—pleasing because the researchers involved are mainly women in the early stages of their research careers.

Some staff received awards for their published research in 2004 and two members of the School of Economics, Professor Dollery and Associate Professor Siriwardana, were ranked among Australia's leading 25 research economists in a survey published in 2004. They were the only economists

from regional universities to feature in the rankings.

Some staff from the School of Economics hold large nationally-competitive research grants and it was pleasing to note that they have continued to apply for such research funding.

Partly as a way of showcasing the Faculty's research output and partly as a way of encouraging our researchers, EBL held a book launch in July and a "celebration" of journal papers in December. These were well-attended and enjoyable occasions. It was interesting to note the diversity of research output displayed at these events. There were works from the economists on topics that are at the forefront of economic debate, such as methods for controlling greenhouse gas emissions and the economics of trade liberalisation, as well as topics that help us understand economic history. Some of the publications from Law staff dealt with topics of considerable public interest such as the responsibilities of company directors and judicial accountability. Accountability issues were also addressed in some of the publications from the New England Business School, along with studies on gender issues, small

business management and a range of other topics of public interest. These examples demonstrate that research within EBL covers topics that are of contemporary interest and of relevance to public policy-making.

Partnerships

EBL has teaching partnerships in place to earn full-fee international income. Our partnership with the Blue Mountains Hotel School through which we offer the Bachelor of Commerce (Hospitality and Tourism Management) continued to prosper in 2004 and academic approval has been granted to extend this relationship to include a Masters program in 2005. Our partnership with Wuxi South Ocean College in China delivered an increased number of students and a new partnership agreement with Harbin Engineering University in China was signed in 2004. Negotiations with several potential new partners began during the year, including with institutions interested in offering our MBA program off-shore.

Infrastructure

Both general and academic staff participated in professional development programs in 2004, including workshops in capital cities. This is important especially in light of ever-increasing compliance requirements. The Faculty was pleased to assist in the professional development of an Indigenous trainee through having her work in the Faculty throughout the year, including a period as a general staff member following completion of the traineeship period. She was mentored by various staff, including our Indigenous Level A lecturer.

The Faculty gained approval to spend part of its 2003 surplus on refurbishing some teaching facilities and EBL now has three theatres and seminar rooms with state-of-the-art technical facilities. Work commenced in 2004 on converting a little-used teaching facility to a Moot Court and this will benefit not only students and staff of the School of Law but also the local community, including schools.

FACULTY OF EDUCATION, HEALTH AND PROFESSIONAL STUDIES

Course Profile

The Faculty of Education, Health and Professional Studies introduced a new course titled, Bachelor of Health, Ageing and Community Services, to provide an education pathway for health and community care workers. It also jointly developed a new course with Geelong Grammar School in Victoria to offer a Graduate Certificate in Educational Management (Boarding) and, in collaboration with the Australian College of Phytotherapy offered the Graduate Diploma and Master of Health Science (Herbal Medicine) with a strong demand for this alternative medicine program.

The first cohort in the newly established Diploma in Aboriginal Family and Community Counselling, the first such course offered in Australia, successfully completed their studies and graduated. Demand for the undergraduate and postgraduate courses in health, education and professional studies remained strong and there was a rise in the number of postgraduate research students enrolled in the Faculty. The

School of Health was able to secure over \$250,000 of external scholarships from the Commonwealth and other funding bodies to support rural students undertaking their studies in nursing and other health courses. The Faculty also partially relocated the teaching of some of the residential schools of the highly popular Bachelor of Nursing Studies to the Tamworth Access Centre.

Research Excellence

A new research centre, the National Centre of Science, Information and Communication Technology and Mathematics Education for Rural and Regional Australia, was funded by the Commonwealth government through a regional partnership grant to investigate how primary and secondary school students in rural schools can improve on their achievements in mathematics, science and information and technology. DEST also allocated funds to the National Centre to specifically undertake a year long study in relation to attracting, retaining and supporting teachers in rural and regional schools. Staff continued to work on a number of externally funded projects from the Australian Research Council and other funding bodies, including a newly funded ARC linkage grant that will measure Year 7 to 10 students' understandings in English, Mathematics and Science in government schools in New South Wales, and another study funded by the NSW Department of Education and Training to investigate the provision of quality schooling for Indigenous students. A number of research projects were funded



Education Health and Professional Studies - UNE extends nursing in Tamworth

Part of the University's Bachelor of Nursing Studies has been relocated to Tamworth. The innovative course, the first of its kind in Australia, allows enrolled nurses to upgrade their qualifications by distance education. The course is partly administered from the UNE Centre in Tamworth where students will attend the residential schools which are part of the course.

by international bodies such as a study that investigates peace-building in Bougainville supported by a grant by the prestigious United States Institute of Peace, and a follow-up study funded by The Borrow Foundation for a cost-benefit analysis of a three year fluoridated milk program to children aged 6-9 living in Codegua, Chile. Staff also published a number of books in the area of comparative education, the politics of identity, research methods, health service management, and gerontology. A staff member won the Australian Award for Excellence in educational publishing.

Partnerships

The Faculty hosted a number of key conferences on campus, including the 1st National Conference for Indigenous Counsellors, Psychologists and Healers, attended by over 170 Indigenous participants, the Australasian Science Education Research Association and the Australian Literacy Educators' Association's Conference titled "Multiliteracies & English Teaching K-12 in the Age of Information and Communication Technologies". It also saw the editorship of the Australian Journal of Language and Literacy housed

in the School of Education. Local community partnerships were formed with, for example, the Minimbah School Armidale Foundation to support an Indigenous independent school, the introduction of an annual art contest at the New England Regional Art Museum resulting in a response of more than 250 artworks entered by students in the north and north-west of New South Wales from Primary, Junior Secondary and Senior students, and the mathematics activity day of learning where over 200 secondary school students from the region participated in this event on campus.

The Faculty continued to offer a range of health, education and professional studies courses in Hong Kong, in collaboration with The Chinese University of Hong Kong, City University of Hong Kong, The University of Hong Kong and Shue Yan College, with a further 180 students graduating in November and over 400 enrolments in the various programs. It also saw the first cohort of students in Hanoi, Vietnam successfully complete their Master of Educational Administration, offered in partnership with the Vietnam National University.

The first intake into the PhD program in Counselling, offered in collaboration with California State University Fullerton, was launched in late 2004. Strong collaboration with Naresuan University in Thailand was developed with doctoral students enrolling at UNE to undertake their studies in the Doctor of Health Services Management course, and developing collaborative programs in rural health. Several consultancies in offering short courses in Bhutan and East Timor were conducted and a cohort of students from Bangladesh funded by international agencies successfully completed a Master of Education or Master of Educational Administration course. More than 30 students and teacher educators from Singapore and most Australian states participated in Australia's first summer Institute in Early Childhood offered by staff in the School of Professional Development and Leadership held on campus. There were also student and staff exchanges with Goroka University in Papua New Guinea and student teaching practicum placement of UNE students in Wuxi, China.

FACULTY OF THE SCIENCES

Professor Peter Flood resigned as Dean of the Faculty of The Sciences in September to become Pro Vice-Chancellor (Research and Development). Peter's three and a half years as Dean have been highly productive and invigorating ones for the Faculty. There have been numerous initiatives in research, especially in relation to the CRCs in Sheep and Poultry, but also through a range of other strategic partnerships. There has also been an extensive rejuvenation of staff profile, and an effort to focus research strengths by creating several research centres that span across schools in the Faculty .

Professor Margaret Sedgley becomes the new Executive Dean of The Sciences in mid-February. Margaret comes to UNE with an impressive record in research, principally in Horticulture, and administration (formerly Acting Dean of Graduate Studies at the University of Adelaide).

The image of the Faculty of The Sciences at UNE is a strongly regional one, with our longstanding degrees in Rural Science and Natural Resources complementing our excellent science base. Our research profile is also highly but not exclusively focused on the rural community. During 2004 the Agriculture/Law Centre accepted its first students, and we started negotiating for a centre to deal with the growing interest in Environmental Law. We have progressed collaboration with the National Centre for Sustainable Agriculture, the National Livestock Innovation Centre, and the Northern Agricultural and Forestry Innovation

Centre as well as furthering our links with the NSW Department of Infrastructure, Planning and Natural Resources.

Dr Mary Notestine retired during 2004, both from her academic position in Zoology and from her role as Associate Dean (Teaching and Learning). Mary has worked diligently to ensure that the Faculty's numerous courses conform to the new Quality Assurance procedures. We aim to balance the professional degrees in Computing Sciences, Rural Sciences and Natural Resources, with the broad-based and flexible Bachelor of Sciences. Biomedical Science and Marine Science and Management are two successful and more specialised streams within the BSc. Professor Acram Taji has started tackling the position of the Associate Dean (Teaching and Learning) with characteristic energy and enthusiasm. Acram has already developed a unique relationship between the University and the governments of Iraq and Iran for the training of students in science.

The University of New England is a member of the LEAFSE (Learning through Exchange – Agriculture, Food Systems and Environment) project, which is funded by DEST and the EU. This initiative involves four Australian universities - University of Western Sydney (the lead institution for the project in Australia), University of Western Australia and the University of Queensland and four universities in Europe, namely the Royal Veterinary and Agricultural University in Denmark (The

lead institution for the project in Europe), University of Wales, Aberystwyth in UK, Wageningen University in the Netherlands, and the University of Kassel in Germany. Under this project, Masters level students from the EU study for a semester at a partner university in Australia, and students from Australia study for a semester at a partner university in the EU. In 2004 we saw the departure of UNE students for Europe and the arrival of European students on UNE Campus. At UNE this project is coordinated by Professor Acram Taji and Dr Heiko Daniel.

We have received new student places from the federal government for the BSc (Marine Science and Management) and for the combined Bachelor degrees in Teaching with Science, Mathematics and Information Technology. New initiatives developed during the year for delivery in 2005 include the Bachelor of Livestock Science, combined Bachelor of Environmental Science and Bachelor of Laws, and units related to the Sheep CRC.

A major initiative of the Faculty in 2004 was the establishment of the Institute for Genetics and Bioinformatics, and the arrival of Professor John Gibson as the first Director. Four Professors in the School of Rural Science now hold outside funded Chairs or Directorships. Professors James Rowe and Mangan Choct are CEOs of the Sheep and Poultry CRCs respectively. Brian Kinghorn holds the Syngen Chair in Genetics and James Scott holds a chair half funded by the Grains Research and Development Corporation.



The Sciences - Education in organic agriculture

UNE is offering a new unit of study Organic Agriculture Principles and Practices through the School of Rural Science and Agriculture. Although targeted at postgraduate students, the unit is not just for those with training or a background in agriculture.

The Faculty now has a number of research centres, the status of which were formalised during 2004. One of the most successful has been the North Coast Aquatic Linkage Research Centre (NCAL), led by Associate Professor Andrew Boulton. This centre has linked ecologists, engineers, botanists, zoologists and geologists with those involved in managing the environment and population growth along the North Coast of NSW. Funding has been received from several agencies including the Australian Research Council. There are now four postdoctoral fellows working in Armidale and one at the National Marine Science Centre.

Although Rural Science, and to an extent Environmental Science, tend to attract the most attention, there are areas of excellence within the basic sciences. Professors Lesley Rogers and Gisela Kaplan, from the Centre for Neurobiology and Animal Behaviour, enjoy a high international profile for their research on the behaviour of primates and birds, as well as more nationally and regionally for their numerous books on animal behaviour. Professor Fritz Geiser's research on torpor in mammals and birds has developed a strong link with

Canadian scientists. Professor Mark Brigham visited from University of Regina, Dr Craig Willis came as a NSERC Postdoctoral Fellow and Lisa Doucette as a PhD student.

In the School of Mathematics, Statistics and Computing Sciences, Associate Professor Yihong Du has published prolifically in partial differential equations and their application to solving problems in science. Ian Mason has been awarded a fellowship from the NICTA, a centre of excellence in Information and Communications Technology, as well as travelling to the Stanford Research Institute.

Several new Postdoctoral Fellows supported by the Vice-Chancellor's Initiative Fund started work in 2004. Dr Canran Liu joined NCAL to model the effect of opening flood-gates in the Clarence estuary. Dr Christine Cooper is working with the Behavioural and Physiological Ecology Research Centre on the energetics of Australian birds and mammals. Funded by a \$375k ARC Linkage grant, Dr Kim Jenkins commenced work on food web dynamics of wetlands in the Macquarie Marshes, while Dr Peter Hancock, funded by ECOWISE

Environmental Consulting, is researching the effects on groundwater fauna and changes in the quality of water due to mining and irrigation.

A total of 36 people graduated with PhDs at the two graduations in 2004, a record number for the Faculty. We are working to replace these with new doctoral students in 2005. Scholarships have been provided by the Wyndham family, Nivison family, Dr Jim Charley, and James Harris for specific postgraduate projects, and we have funds for scholarships in Physiology. We also offer scholarships in collaboration with CSIRO and are developing close links with DIPNR that should result in postgraduate scholarships and supervision, as well as development opportunities for staff. A new initiative in 2004 was the UNERA-India postgraduate scholarships. Nine Indians started their doctorates during the year and we intend that this will lead to future partnerships with Indian universities and government agencies.

Professor ASM Sajeev became the first Associate Dean (International) mid year and is building up our international partnerships and courses offered at other institutions. Our most productive

educational partnership during the year was with the Melbourne Institute of Technology campus in Sydney. Over 200 students enrolled in a Masters of Information Technology degree that was managed and co-taught by UNE. This has more than redressed the recent decline in enrolments in the Bachelor of Computer Science in recent years. We are building a partnership with Harbin University in China. A lecturer from Harbin will come to UNE in the new year so that he can prepare students for their subsequent studies at UNE. More preliminary negotiations are proceeding with the Asia Pacific Institute of Information Technology in Kuala Lumpur and the Chinese University of Water Engineering.

Associate Professor Chris Radford was appointed to the board of the Australian Mathematical Sciences Institute, a new institute funded by the federal and Victorian governments. Associate Professor Andrew Boulton was elected the President of the Australian Limnology Society.

The Faculty has continued to renovate its facilities. Many of the fume cupboards have been upgraded during the year, so that volatile chemicals can be extracted more safely from laboratories, and where appropriate are treated before release. Some old, inferior fume cupboards have been removed. We have also upgraded or disposed of faulty centrifuges. The next stage is to upgrade or replace aging ovens and autoclaves.

The Faculty now has 100 academic staff members. Thirty-one of these have been appointed since Peter Flood became Dean in 2001, reversing the long decline in numbers of academics. All but six of these staff members have a doctorate, and those that do not have a variety of other relevant postgraduate qualifications. This remarkable pool of new and talented staff is our most valuable resource to tackle the teaching and research challenges that lie ahead.



Clark Medal

The Royal Society of New South Wales awarded its highly prized Clarke Medal to Lesley Rogers, Professor of Neuroscience and Animal Behaviour at the University of New England. NSW Governor Professor Marie Bashir presented the medal to Professor Rogers in March in recognition of her groundbreaking work on lateralisation and other research.

Awards

Lesley Rogers, UNE's Professor of Neuroscience and Animal Behaviour, received one of Australia's most highly-prized scientific awards: the Clarke Medal of the Royal Society of New South Wales.

Professor Rogers became a member of the Council of the Australian Academy of Science (representing Biological Sciences) in 2004. Her election to the Academy's Council followed her election as a Fellow of the Academy in 2000.

She has been a world leader in the study of brain lateralisation and cognition for the past 25 years, and is the author, co-author or editor of more than a dozen books and about 200 scientific papers.

The Governor of NSW, Her Excellency Professor Marie Bashir AC, presented Professor Rogers with the Clarke Medal at a dinner in Sydney. In a tradition that goes back to 1878, the Royal Society of New South Wales awards the Clarke Medal annually for "distinguished work in natural science" (geology, zoology or botany, on a rotating basis). It is one of several medals the Society awards for outstanding scientific work.

OTHER AWARDS

Italian honours

Two Senior Lecturers in Italian at UNE received State honours from the Republic of Italy for outstanding service in promoting Italian culture abroad. Dr Franko Leoni became a *Cavaliere* ("Knight in the Order of the Italian Star of Solidarity") and Brennan Wales became a *Grand'Ufficiale* ("Grand Officer in the Order of the Italian Star of Solidarity"). UNE began teaching Italian in 1974, and is Australia's leading provider of Italian by distance education.

Academy of the Humanities

Professor Cliff Goddard (School of Languages, Cultures and Linguistics) and Professor Mike Morwood (School of Human and Environmental Studies) were elected Fellows of the Academy of the Humanities.

Classical languages

Tom Atkinson, an undergraduate student in the School of Classics, History and Religion, received the Brother Dynes Memorial Award from the Classical Languages Teachers' Association of NSW for being judged the year's "best prospective Latin teacher".

Cotton research

Associate Professor Peter Gregg, from the School of Rural Science and Agriculture, was named "Researcher of the Year" by the Australian Cotton Growers' Research Association.

Fellow of The Royal Society

Dame Bridget Ogilvie, one of the first graduates of UNE's original Faculty of Rural Science, was elected a Fellow of

The Royal Society. Dame Bridget carried out pioneering research into the immune systems of parasites, and served as Chief Executive Officer of the Wellcome Trust.

Rural Woman of the Year

Rebecca Arnott, a UNE Rural Science graduate (1993), was named NSW Rural Woman of the Year for her innovative work in beef marketing.

Junior Lecturer

Toni Tidswell, a postgraduate student in the School of Classics, History and Religion, received an Australia-wide award that took her to the annual conference of the Australian Association for the Study of Religions as Charles Strong Trust Junior Lecturer.

Students in Free Enterprise (SIFE)

Students, their academic mentor, and the Vice-Chancellor all received accolades in the 2004 national SIFE competition in Melbourne. Professor Moses was voted "Most Supportive Vice-Chancellor" (for the second consecutive year), Peter McClenaghan was voted "Most Outstanding Mentor", and the UNE team of 10 students (which presented two projects at the competition) was runner-up in one league of the competition.

Publishing award

Professor Gisela Kaplan won the "Primary" category (for a single book) in the 2004 *Australian Awards for Excellence in Publishing* for her book *Famous Australian Birds* (Allen & Unwin, 2003). The annual awards recognise the year's most outstanding books for primary, secondary and tertiary students.

AWARDS BY UNE

Honorary Degrees

Don Aitkin AO, one of Australia's leading public intellectuals, received an honorary Doctor of Letters degree during a UNE graduation ceremony in October. Presenting the Occasional Address at the ceremony, Professor Aitkin recalled his formal admission to UNE as a "matriculant" in 1954, the year UNE gained autonomy. Alphabetical precedence made him the first student ever admitted to the new University, he said.

Other recipients of honorary degrees during UNE graduation ceremonies in 2004 are listed below.

Emeritus Professor Graham Maddox (UNE): honorary degree of Doctor of Letters.

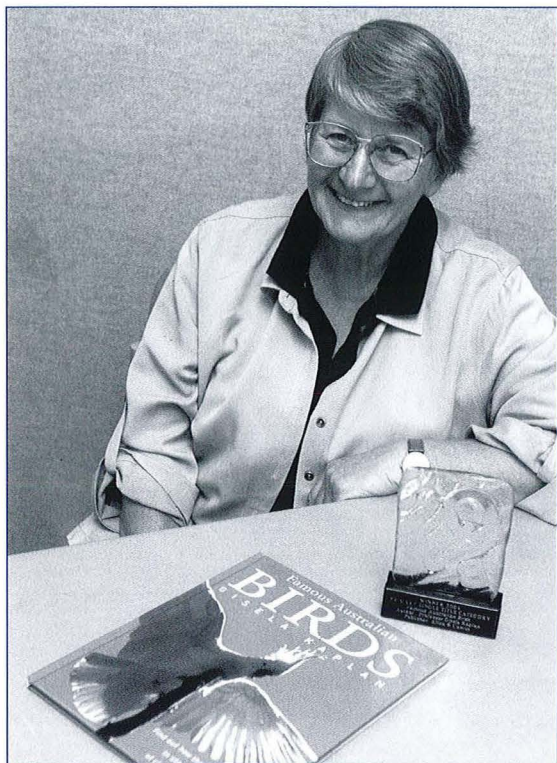
Emeritus Professor Grant Harman (UNE): honorary degree of Doctor of the University.

Mr Pema Thinley (Secretary, Bhutan Ministry of Education): honorary degree of Doctor of Education.

Mr Max Woods (UNE): honorary degree of Master of Rural Science.

Distinguished Alumni Award

Dr Ian Anderson received UNE's Distinguished Alumni Award for 2004. Dr Anderson holds the UNE degrees of Master of Letters (1996) and PhD (2004). He has combined an outstanding professional career as an accountant with leadership roles in the international development organization Oxfam. He was Chair of the Board of Oxfam International from 1999 to 2003.



Excellence in Publishing

Professor Gisela Kaplan won the Primary Single category in the 2004 *Australian Awards* for Excellence in Publishing with her book *Famous Australian Birds* (Allen & Unwin 2003). The book makes accessible to primary aged children many of the latest research findings on the behaviour of familiar birds including kookaburras, magpies, cockatoos, lyrebirds, tawny frogmouths and wedge-tailed eagles.

Young Distinguished Alumni Award

Kym I'Anson, who graduated from UNE in 1999 with a First Class Honours degree in agricultural economics, and who has since become one of Australia's leading advocates and practitioners of sustainable farming, received a Young Distinguished Alumni Award from the University.

Excellence in Service

Ian Truswell, Manager of *UNELink*, the University's videoconferencing unit, received the Vice-Chancellor's Award for Excellence in Service. Mr Truswell has played a leading role in UNE's adoption of new audio-visual technology over the past 30 years.

Excellence in Equity

Dr Mary Notestine, a Senior Lecturer in Zoology, received the Vice-Chancellor's Award for Excellence in Equity. Dr Notestine played a prominent role in committees and networks set up to implement the University's equal-opportunity and anti-discrimination policies.

Excellence in Teaching

Dr Jennifer Clark, a Senior Lecturer in the School of Classics, History and Religion, was recognised for her outstanding performance as a teacher when she received the Vice-Chancellor's Award for Excellence in Teaching.

Excellence in Research

Professor John Pegg, Director of the new National Centre for Science, Information and Communication Technology and Mathematics Education for Rural and Regional Australia, based at UNE, who has had outstanding success in the leadership of externally funded research projects in education, received the Vice-Chancellor's Award for Excellence in Research.

Professorial Fellowships

The Vice-Chancellor awarded five-year Professorial Fellowships to Professor Mike Morwood and Professor Peter Brown, who played key roles in the discovery, interpretation and publication of the remains of the human species *Homo floresiensis*.

Partnerships and Related Entities

UNE PARTNERSHIPS PTY LTD

The wholly owned Education and Training Company and Registered Training Organisation (RTO) of the University of New England

Mission: To create professional success for individuals and organisations through training and development.

UNE Partnerships has had exceptional growth in 2004 with major corporate accounts and increased individual enrolments. In continuing to achieve our Mission Statement, the emphasis has been on delivering nationally accredited, high quality programs in flexible delivery modes to suit our diverse range of clients. As a Registered Training Organisation (RTO), UNE Partnerships is registered to offer clients a full scope of nationally agreed and recognised competency-based qualifications (nearly 100 qualifications in 2004) as part of the Australian Qualifications Training Framework. These qualifications range across all levels of Management and Business, specialised management such as Project, Practice, Facilities, and Frontline; and Government and Property Management/Real Estate; and into Medical Reception, Aged Services, and Health Care, Government and Information Technology areas.

KEY ACHIEVEMENTS FOR 2004

- The Project Management Program continues to gain repeat business with its major clients, including Honeywell, Centrelink, and American Express. We gained a major tender in Project Management with the Department of Health and Ageing in Canberra and we also delivered in-house training to the National Australia Bank, Vodafone, other major companies and local councils; customising the nationally accredited courses to their corporate strategies and protocols. We also recently exhibited at the Australian Institute of Project Management Conference in Perth and again received numerous leads.
- In Practice Management for medical, dental and other practices we have had an excellent performance. As well as our public distance programs in practice management (nearly 500 annual enrolments) we have run week long residentials in Sydney, Melbourne, Brisbane, Adelaide and Auckland and short workshops in many regional areas. We have also run workshops over the last 12 months in association with AMA Queensland and AMA Victoria and with Divisions of General Practice in Queensland, NSW and Victoria. We have also been marketing for two

new Practice Management specialisations for 2005 – Dental Practice and Veterinary Practice – and we have had tremendous interest.

- We are delivering Frontline Management programs to BHP at Port Hedland.

We are also delivering customised Frontline Management to Transgrid managers across Australia. Our GrainCorp group in Sydney completed at the end of 2004 and we will get a new group for 2005. The new 2004 groups also proceeded well with Transgrid, BHP and Health Insurance Commission (HIC) in this program.

- A Workplace Trainer program was held for Australian Quarantine Information Service (AQIS) by UNE Partnerships and they are ready to sign up for more training.
- We exhibited with UNE at the Local Government Association Conference in Armidale in October and have had excellent leads from all across NSW which are currently being followed up for corporate groups.
- Certificate IV in Business traineeships: groups have been secured from PPS Hairwear (now owned by Wella), Queensland School of Distance Education, and Maritime Safety Board in Queensland. New groups are being sought with Department of Children's Services, an Aboriginal Corporations project and groups for management training with other public service departments.

- The Diploma of Business was delivered for Hyundai in Sydney – by workshops and distance education. The workshops were held in western Sydney with staff combining on the one site. The contract with New England Area Health Service for about 40 participants in the Diploma of Business is proceeding successfully.

- The Diploma of Business was delivered in Brisbane to Churches of Christ Care, who have aged care facilities across Brisbane and southern Queensland. We are also delivering to an across Queensland group brought together for workshops in Brisbane, Bundaberg and other centres as part of the Blue Care Group in aged care.

- We have been contracted to deliver Executive Leadership Programs in Samoa and to participants through the Holden College.

- We have established sales representatives in Sydney, Brisbane, Melbourne and Canberra and have expanded our telemarketing capability. We now have 30 staff at our Armidale head office and more than 100 consultants Australia wide for teaching, assessing and marketing. We are delivering programs to students in all states and territories of Australia and face-to-face programs regularly in NSW, ACT, Queensland, Victoria, SA and Tasmania. Our corporate clients are spread around Australia in both metropolitan and regional locations.

- We gained a tender with our colleagues from the Faculty of Economics, Business and Law for a Women in Business Program which we delivered across the New England/North West region funded through the Department of State and Regional Development. This provided an excellent profile for the University across the region, giving women essential skills and knowledge in building up their businesses.

- The Corporate Governance Program, which consists of executive level short courses and seminars and full diploma programs, continues to gain excellent enrolments both for in-house corporate groups and public delivery. This program is delivered in association with the Corporate Directors Association of Australia, CCH Publishers, Ernst & Young and Deacons Lawyers.

- We have also started a new campaign for more traineeships in Property Management/Real Estate as part of the program development and have new clients with Raine & Horne and other franchises for sign-ups. We also have the Certificate of Registration on-line in Queensland through the alliance with Raine & Horne subsidiary, LinkLearn.

UNE Partnership's performance in 2004 continues to consolidate the UNE group as a national provider of education and training at all levels from vocational qualifications to the higher education sector. The establishment of the company in this arena provides a valuable complement to the role of the

Global partnership

Last year the Agricultural Business Research Institute (ABRI) based on the UNE campus signed off on one of the biggest strategic alliances with the German global giant Infineon Technologies to develop the software for a new generation of electronic animal identification tags. The tags, expected to revolutionise animal traceability for food safety purposes, can transmit up to 100 times the speed of conventional tags at less cost and can store up to 10 A4 pages of information.



University in the Higher Education Sector, contributes increased sources of funding, and acts as a feeder for additional students into higher awards.

SUMMARY OF HIGHLIGHTS FOR 2004

- Major provider of project management training to Honeywell, National Australia Bank, American Express, Vodafone and Centrelink.
- Customised Frontline Management training for Transgrid, BHP Port Hedland, GrainCorp, Health Insurance Commission and UNE staff.
- Management training in the health services sector for Blue Care Queensland and Churches of Christ Care Queensland
- Practice management seven day public workshops in Sydney, Melbourne, Brisbane, Adelaide and Auckland
- Monthly Practice Management workshops for individual course modules in Brisbane in association with AMA Queensland and Melbourne with AMA Victoria
- Monthly Practice Management workshops in association with Divisions of General Practice in NSW, Queensland and Victoria.
- Frontline Management training as funded existing worker traineeships for NSW Police across NSW
- Business training for New England Area Health Service and major clients across Brisbane as Existing Worker Traineeships.
- Delivery of Business traineeships across the local region.
- Women in Business Program delivered across the New England/North West region for NSW Department of State and Regional Development.
- achieving an 80% share of the dairy recording market in South Africa.
- made successful representations to extend its recording services into Paraguay
- BREEDPLAN services in Argentina achieved 30% growth in 2004
- internet-based information service on Livestock breeding and performance regularly achieves over 1.2 million enquiries per month.
- new software for breed registry and performance, ILR2 has gone into production following three years of development work. This software will be at the vanguard of ABRI's extension of its recording services globally and ABRI already has a forward order book through to 2008
- predicts that systems of tracing food products from farm of origin to supermarket shelves and providing quality assurance will be the biggest growth area in agribusiness over the next decade. The Institute is developing modern systems for meeting this need.

AGRICULTURAL BUSINESS RESEARCH INSTITUTE (ABRI)

ABRI is a company limited by guarantee with offices on the UNE campus. It provides a range of information services to rural industries particularly in the field of livestock improvement.

During 2004 ABRI

- achieved a 48% share of beef cattle recording in the UK
- concluded a contract with the Holstein Association in South Africa to undertake their pedigree and production recording from 2005 – thus

On November 18, ABRI signed a global strategic alliance with Infineon Technologies Australia Ltd to co-develop modern systems of livestock identification and traceability. Infineon is the world's leading manufacturer of smart cards and is applying this technology to livestock identification. The resultant tags have read/write capability, transmit data at 100 times speed of conventional tags and can be produced at half the cost of conventional tags. ABRI will be supplying its latest software into the strategic alliance.

The ABRI team now exceeds 180 and it has technology that is used in 20 countries. It is largely through ABRI's activities that UNE has earned its current rating as Australia's leading University for commercialisation.

INTERNATIONAL LIVESTOCK RESOURCES AND INFORMATION CENTRE LTD (ILRIC)

The International Livestock Resources and Information Centre Ltd (ILRIC) is a 'not for profit' organisation, established in 2002 as one of 15 Australian Government Major National Research Facilities (MNRFs) and is the only MNRF located within regional Australia. ILRIC has partners from around 20 livestock research groups plus all major industry groups, breeders, processors and telecommunications suppliers. It is an 'umbrella' organisation that is responsible for providing a consolidated, integrated approach to meeting domestic and international client needs in livestock sector development. Through its core partners ILRIC has extensive

experience in livestock production, research, data recording, analysis and extension; acting as facilitators and catalysts for innovation and technology.

ILRIC aims to increase the income of producers and to promote both economically viable production systems and ecologically responsible natural resource management via the establishment of improved livestock production and marketing systems. With the intention of doubling the rate of productivity improvements in livestock industries ILRIC, with its core partners, will become the leading source of livestock genetics, data, information and expertise for the global livestock sector. ILRIC has the capacity to plan, implement and manage livestock development projects and programs. In particular, ILRIC is able to assist in developing livestock industries at all stages of the production process - from 'paddock to plate' - by enabling industry participants to access data from anywhere in the world using high-speed communication networks and leading edge technology. Through ILRIC, access to livestock research and data is possible for all livestock sectors. ILRIC has been able to address an important factor that has limited productivity growth; that is the significant time lag (estimated at 6 to 10 years) in disseminating research results to livestock producers, then translating these results into decision-making tools that increase productivity and profitability.

ILRIC's vision is to be a world leader in the provision of livestock infrastructure, research and development, setting the international standard in providing the

most comprehensive livestock information and production systems. The current portfolio of projects, in collaboration with core and supporting partners, includes a range of web accessible, world-best herd recording and performance software packages, high speed bandwidth for access by 90 regional centres within Australia (this project, jointly developed with UNE, is now complete), animal health diagnostic tools and satellite tracking and traceback for individual animal identification and whole of life recording.

ILRIC has recently been appointed as the National Secretariat for Cattle Genetics Export by the Australian Registered Cattle Breeders Association (ARCBA). This appointment was unanimously endorsed by the Cattle Council of Australia at their 2004 AGM.

The current global environment - with increasing pressure on food safety and whole of supply chain quality assurance, as well as increasing competition from the world's biggest livestock herds (Australia has just 2.6% of the world cattle herd, exporting nearly 70% of our beef production) - dictates that future productivity gains within the agricultural sector will be derived from increased efficiency in production, greater utilisation of environmental resources through sustainable management and the introduction and dissemination of new technologies.

The cattle export industry has largely been focused on the provision of slaughter stock - a singular goal not

sufficient for long term market security. As the world's second highest export-dependant beef producer, there is critical need to broaden the industry product base, particularly genetic exports (semen, embryos & seedstock) and a full portfolio of livestock support products, including management & education. Australia urgently needs industry collaboration to promote our position as secure suppliers of world best genetics, with ability to supply specific genotypes for varying market needs. To establish credibility in world markets and focus on expansion of export markets ILRIC, via our network of core partners and their partners, is the ideal vehicle to coordinate and promote this export sector globally.

Livestock production is an important component of the rural sector in all developing countries. ILRIC recognises that this importance goes beyond the concept of economic/financial gains to that of sustainable food security and production of a marketable surplus. Population growth, local economic development and increasing urbanisation have created a demand for livestock products within many developing countries. ILRIC regards this strong increase in demand for livestock products in these countries as an exciting opportunity and has the ability to formulate coherent strategies to address multifaceted challenges of livestock production in developing countries.

More specifically ILRIC can offer:

- An international network of operating breed register systems for breed societies and other corporate groups
- Genetic evaluations across all livestock species and the identification of elite genetic production values
- Software to harvest large volumes of livestock data and permit analysis of very large datasets through high-speed servers and communication links
- On-farm livestock management and data capture software tools
- An on-line disease diagnostic service, with associated training modules
- Development of new animal health products
- The hosting of major livestock conferences, seminars, workshops and training programs
- Provision of business intelligence solutions and relevant information on most livestock industries
- Development of improved and sustainable systems of livestock and pasture management
- Provision of some of the world's best livestock genetics including seedstock, semen and embryos
- Social, community and institutional analysis
- Industry/sector strategic planning and analysis

- Project/program design, evaluation, implementation and management.

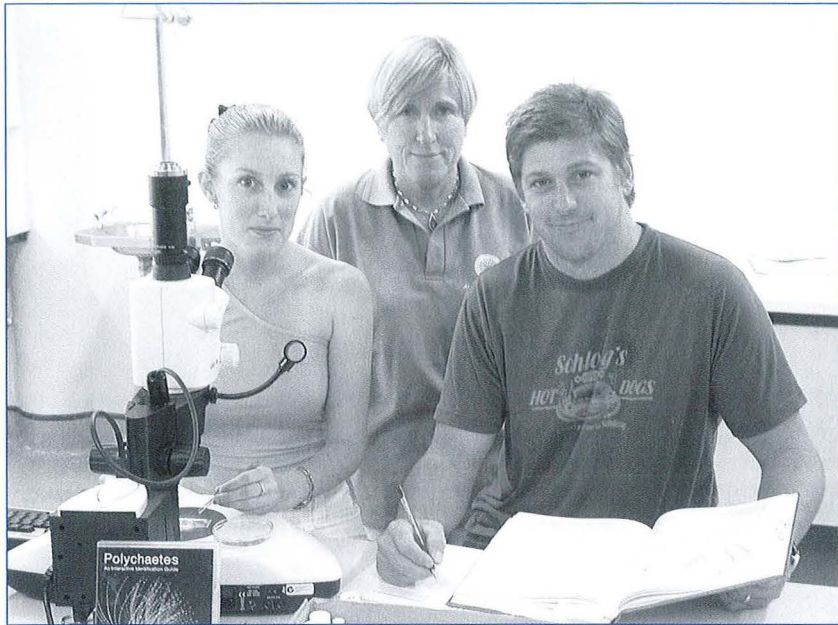
ILRIC's current portfolio of projects:

- ILRIC/UNE Optical Fibre Communication Network
- Turnkey Livestock Product for Developing Countries
- AGBU Genetic Evaluations
- Global GPS satellite-based tracking & traceback system
- ILR2— International Livestock Register 2
- MISDI — Dairy Industry herd recording and management software system
- herdMASTER — livestock herd recording and management system
- Livestock Health & Production Compendium
- ILRIC Agri Venture Capital Fund
- VHR Web-based Diagnostic Lab
- ILRIC International Livestock Expo

This comprehensive command of expertise and products enables ILRIC to offer a fully integrated, holistic approach to livestock production. Such an approach is required for producers seeking to capture sustainable returns in the contemporary market.

NATIONAL MARINE SCIENCE CENTRE (NMSC)

The National Marine Science Centre (NMSC) in Coffs Harbour is a joint initiative of the University of New England and Southern



Crucial factor in coastal biodiversity

Worms are highly responsive to human impacts and are therefore an excellent group to use for monitoring environmental health around major population centres as researchers at the National Marine Science Centre have found. A major thrust of the work being conducted by UNE staff and students at the Centre centres on measuring and monitoring human impacts in the Coffs Harbour region to ensure that the biodiversity of these important organisms can be accurately and effectively documented.

Cross University. It was established in 2002 as a teaching and research Centre for marine and coastal science and management, and has grown significantly since commencing operations. The National Marine Science Centre (NMSC) in Coffs Harbour has finished its third year of operations and is looking forward to a busy 2005.

Last year saw undergraduate numbers for marine and coastal science and management courses exceeding all expectations. An extra 20 undergraduate places was announced in 2004 for the National Marine Science Centre in addition to the 97 places awarded for marine science and management under the Federal initiative, *Backing Australia's Abilities*. There are five main objectives for the National Marine Science Centre in the field of teaching:

1. To provide world class undergraduate teaching and postgraduate training focused on linkages between marine science and management
2. To introduce undergraduate students to marine science concepts and environments at the earliest possible stage in their undergraduate program
3. To produce graduates of high quality in both national and international arenas

4. to explore subjects of critical, contemporary issues in marine science
5. To provide opportunities for the community to understand marine and coastal environments and issues.

An NMSC Alumni Group has been established, with the prime aim to maintain contact with NMSC graduates and to encourage future industry liaisons, while assisting graduates to keep updated with marine science news and job opportunities.

The National Marine Science Centre has a very active research and postgraduate contingent undertaking research across the NMSC's four main themes of: biology, ecology and biodiversity; reproductive ecology and regeneration in threatened communities; management, environmental and human impacts; and regional aquaculture and fisheries. Over thirty staff and students of the two partner universities are undertaking projects within these research areas. In 2004 National Marine Science Centre Honours student Harry Rose was awarded the University Medal for his research on mollusc death assemblages. UNE has also introduced a new postdoctoral position at the NMSC which will further enhance the teaching and research profile

of the Centre. The NMSC also has a close relationship with NSW Department of Primary Industry - Fisheries, which has based their Conservation Technology Unit team at the Centre.

Extensive teaching and research links have also been established with the Department of Planning and Natural Resources, NSW Marine Parks Authority, the Australian Museum, the Australian Antarctic Division, the University of Wales - Bangor, GHD Engineering Consultants, Coffs Harbour City Council, and Catchment Management Authority and industry. Linkages such as these have resulted in research consultancies, joint supervision of postgraduate students, scholarships, joint funding applications and added expert input into undergraduate programs. Further collaborations will be sought in 2005.

Future actions against the strategic plan and the subsequent operations include:

- Continuing the successful third year undergraduate program at the NMSC
- Continuing the successful program of postgraduate studies
- Expanding the staff base with the introduction of new university

positions at the NMSC to add to the research and postgraduate supervision profiles

- Seeking further research funding opportunities
- Seeking further collaborative opportunities in teaching and research at local, national, and international levels.

UNE UNION

2004 was very much a year of consolidation for most areas of UNE Union, with a strong focus on growing sales through improved product range and service levels and on cost containment. With only minor exceptions the targets set at the beginning of the year were achieved or exceeded, with the commitment and customer focus of staff contributing significantly to this outcome. Highlights for the year include:

- Good sales growth across all areas of food and beverage operation particularly at Booloominbah and Dr Robs Cafeteria. The costs associated with operating Booloominbah as a full service restaurant and function centre continues to challenge the management team, with further changes planned for early 2005 to better align costs with the income levels;
- The Union shop and Post Office again enjoyed strong support and sales growth during the year. A new point of sale system was successfully implemented and has led to

improved inventory efficiency with a 10% increase in sales achieved on reduced inventory levels;

- Continued sales growth at Sleek Hair Salon with \$10 Tuesday proving very popular with students;
- Installation of the long awaited new seats at the Belgrave Twin Cinema in December. The effective blending of box office and mainstream movies with the Masterpiece Program and events such as the week long International Film Week again proved highly popular with students and the broader Armidale community, with almost 120,000 patron visits in 2004. Theatre party or premiere nights as fundraising events continued to be part of the UNE Union's commitment to the local community, with over 50 such events held during the year;
- Functions trading remained at firm levels with Booloominbah popular for weddings, graduations dinners and special events such as the UNE 50th Anniversary celebrations. UNE hosted the 2004 Local Government Conference in October with over 500 delegates being catered for by the Union for three days and over 40 trade displays located in the Union Bistro;
- Member communications were streamlined with the inclusion of The Buzz in the weekly *In Tune* TV magazine and by the continuing promotion of What's On and Cinema Guide to the union email lists.

During the year a strategic review of the Union cultural activities was undertaken to ensure that the activities in this areas were relevant to as many members as possible. As a result of this review, 2004 saw the introduction of the Photography and Short Story competitions, with the awards being announced at the Annual Dinner which was realigned to the end of the student year. Several new initiatives are planned for 2005 including Coffee Clubs for external students; Market Days on campus; and an improved range of cultural activities such as Latin Dance lessons which will be subsidized by the Union.

Campus Clubs and Societies again attracted UNE Union financial and in kind support, including the International Students Association for activities such as International week which returned to campus after several years absence, the Earle Page College Musical Society; African Students Association; Students in Free Enterprise and the UNE Film Club.

The Union continued to provide a broad range of live entertainment for students through both the Bistro and Tattersalls Hotel, with events such as the Band and DJ competition on campus, feeding into the relevant National competitions; traditional feature nights such as Freshers Bash, Tropicana and Oktoberfest all well attended by members; along with good support for touring bands such as Eskimo Joe; Butterfly Effect and a multitude of other live entertainers.

UNIVERSITY OF NEW ENGLAND POSTGRADUATE ASSOCIATION (UNEPA)

The year 2004 has provided UNEPA with a new vision as great opportunities to deliver services to a wider number of postgraduates through broadband videoconferencing via the new Access Centres have emerged. With this exciting new technology UNEPA plans to have virtual face-to-face contact with postgrads from all over the region beginning with our Annual General Meeting in March 2005. In the face of funding constraints and dwindling numbers of postgraduates, this opportunity has given new meaning to our standing as a representative association for postgraduate students. UNEPA has made many advances in 2004, including:

- Supporting students with funding/ financial and supervisory issues
- A continuing improvement in our liaison with Library and Finance staff and Information Technology personnel. Staff from these areas have presented information sessions for our seminars and workshop series, resulting in better-informed postgraduates
- Continued collaboration with Research Services personnel to provide "Getting Started" a seminar for beginning research students
- Continued collaboration with Faculties to provide the UNEPA/ Faculty Overseas Conference Travel Scholarship which allows \$2,500 for postgraduate students who have been accepted to present a paper or a poster at an overseas conference

The number of applications soared in 2004 and four lucky postgraduates were able to present findings from their research at conferences in Canada, Scotland, Portugal and USA

- Replacement of ageing computers in the Postgraduate Centre which has resulted in a spectacular increase in users, many of whom are international and external students. The Centre has also been the venue for many social and cultural events, providing students with an opportunity to escape the isolation postgraduate study so frequently produces
- Our association with UNESA on many student issues, including the Blue Stocking Day for external students have allowed us to improve the experiences and support given to UNE's students
- The UNEPA Awards event, where the Supervisor of the Year Award and the Certificate of Excellence for General Staff are presented, had an amazing response from postgraduates, once again demonstrating UNE's students' satisfaction with the teaching and support they receive from the University
- During 2004 UNEPA staff spent hundreds of hours supporting and advising postgraduates who had difficulties with academic and other issues. Most of these students had satisfactory outcomes following UNEPA's intervention, and have been able to continue or finalize their studies

- Through the communication network provided by UNEPA's infrastructure, postgraduates have been represented on many University committees by well-informed executive committee members. It is a serious concern of UNEPA as to whether this representation could be successfully carried out without the infrastructure funded by the General Service Fee.

The results of the general election have alarmed student associations across the country as, yet again, the threat of Voluntary Student Unionism (VSU) looms to challenge our ability to service the needs of students. In 2004 UNEPA increased its participation in the Council of Australian Postgraduate Association's (CAPA) activities. The threat of funding restrictions heralded by VSU augurs a reduction in our ability to serve the needs of postgraduates, and we believe that stronger ties to CAPA improve our ability to promote the special needs of postgraduates in our unique regional university. UNEPA intends to continue its special contribution to the University of New England in 2005 and beyond.

SPORT UNE

2004 was both a successful and a challenging year for the staff, committee and members of Sport UNE. In summary the major activities and initiatives included:-

- At the National University Sports level, eleven students gained selection in Australian University representative teams (a record for

Sport UNE - Olympic gold medallist on campus

UNE graduate and Olympic shooting gold medallist, Suzy Balogh, was guest of honour on campus for Open Day in September. The celebrated sportswoman graduated from the University in Rural Science in 1996.



UNE): - Two Clem Jones Sports Scholarship holders Katie Calder (Cross Country Skiing) and Casey Cunningham (Athletics) represented Australia and won medals in International Sporting Competitions. Katie becoming the first Australian Cross Country Skier to win a medal at a major European Ski Championship (Bronze at the Swiss National Championship) and Casey won two gold medals at the Oceania Athletics Championships in Townsville.

- A record number of 26 Sports Scholarships were awarded by Sport UNE during the year covering 16 sports.
- In January, tenders were called for the construction of the new synthetic hockey field which will see the New England Hockey Centre established at the UNE Consett Davis Playing Fields. Development consent for the project was granted by Armidale Dumaresq Council in December and construction work is

expected to commence early in 2005 on the new 'waterbased' pitch which will be built to International Standard.

- During the year Sport UNE undertook the following renovation and construction projects:

A major refurbishment of the Indoor Recreation Centre Foyer and Customer Service area at a cost of \$350,000.

Conversion of one squash court to a Spin Bike (RPM) room to facilitate the expansion of the Group Fitness Program.

Removal of star post fences around the Consett Davis playing fields replaced by pine fences and seats (at a cost of \$14,000).

Replacement of the ceiling lining in the Worsell Room and repainting beams and walls to improve the appearance of the Group Fitness facility (at a cost of \$14,000).

Continued clearance of Dumaresq Creek and planting of native species along the river bank adjacent to the Robb College causeway crossing.

- To assist Sport UNE raise funds to upgrade sports facilities for both the University and wider community, a team of local business leaders was established to develop a Capital Fundraising Campaign aimed at raising \$2.5 million to fund a grandstand complex at Bellevue Oval and a major refurbishment of the Indoor Recreation Centre pool to Aquatic Centre standards. The Committee laid strong foundations during the year with the focus of developing the Armidale Community International Sports Precinct at UNE.
- Sport UNE prepared the submission which resulted in UNE being endorsed as an Elite Athlete Friendly University by the Australian Sports Commission.

- The Vice-Chancellor continued her support of the Healthy Lifestyle initiative which saw over 300 staff obtain a health check up with many increasing their physical activity patterns and health through participation in this program.
- Sport UNE's participation rates in Sport and Physical Recreation increased dramatically during the year with increased membership levels and Group Fitness and Gym patronage up by nearly 30% on 2003 levels. The Twilight Sports Program in fourth term featured record participation by up to 1,160 players from 71 Soccer teams and 30 Hockey teams.
- In April, Sport UNE's Executive Director Stephen Griffith was awarded Life Membership of Australian University Sport in recognition of his outstanding service to University Sport in Australia over a 25 year period.

Whilst Sport UNE continued to achieve at a high level, the proposed introduction of Voluntary Student Fee legislation by the Federal Government is of considerable concern as it will undermine Sport UNE's community service programs and ability to encourage high participation rates in sport and physical recreation by students who currently receive access to facilities regarded as amongst the finest in all Australian Universities (at the cheapest rates). Sport UNE's ability to maintain the University's 15 hectares of playing fields

and extensive indoor sports facilities to high standards will also be in jeopardy under the proposed legislation.

UNIVERSITY OF NEW ENGLAND STUDENTS ASSOCIATION (UNESA)

The year 2004 commenced as usual with a busy 0-week program for all new students by the UNE Students' Association (UNESA). The Central Courtyard became a welcoming "fair" (if somewhat damp due to rain) for new students and their parents. Centrelink staff again was on hand to directly process claims for students. With all University residential Colleges and Wright Village full to capacity, a heavy demand was placed on off campus accommodation. Many students were left with accepting accommodation which was not their preferred type – however within a short period of lectures commencing most had found permanent accommodation.

UNESA maintained its strong links with all sections of the University and supported many student initiatives and activities including the Night Ride Service, Yarm Gwanga Child Care Centre, Dixon Library in the operation of the External Help Telephone Line, the Counselling and Careers service with the SHAPES and suicide awareness programs and the Country Scholarships program.

UNESA continued to provide students with free access to a solicitor on campus each Monday afternoon and this was extended to include legal help for external students by way of telephone appointments as required.

The student radio station TUNE-FM, student newspaper Neucleus, the Second Hand Bookshop and Dental Clinic all continued to meet student needs.

The UNESA web site continues to attract students and prospective students looking for information. In 2004 a new forum was established on the web site for external students to communicate on a variety of issues.

Diversity, Access and Equity

The University of New England is committed to the principles of equity and social justice; values which provide a foundation for the provision of a learning and working environment which facilitates the empowerment and growth of students and staff alike and which embraces and celebrates our diverse University community. The University's culture and values, outlined in the *Strategic Plan 2002-2006*, are underpinned by the principles of equity and reflect:

- A commitment to equity in access to education and employment, equal opportunity; occupational health and safety, and affirmative action; and
- Active recognition of the interests of our culturally diverse, Indigenous and international populations and local, regional and global communities in all facets of University work.

The University maintained its commitment to increasing representation of staff and students from historically disadvantaged groups in 2004. The University's achievements in improving the participation and career development of women staff were again acknowledged by the award of the *Employer of Choice for Women* citation from the *Equal Opportunity for Women in the Workplace Agency* (EOWA). The University's strategies and success in this regard also resulted in the University being granted a waiver from reporting to EOWA for the 2004/2005 reporting period.

The University commenced implementation of the new *EEO Management Plan 2003-2006* and *Aroonba Yanaaya Indigenous Employment Strategy 2003-2006*, following review of previous plans and strategies in 2003. Regular cycles of planning and review conducted by Faculties and Directorates were ongoing in 2003 and incorporated the principles, strategies and targets detailed in the *UNE Strategic Plan 2002-2006* as well as the *EEO Management Plan 2003-2006* and the *Aroonba Yanaaya Indigenous Employment Strategy 2003-2006*.

The trend, over the past ten years, of continued steady improvement in the representation of women on staff at the University continued in 2004. The latest figures reflect an increase of more than 10% over the last six years. Representation of women on academic staff rose to 40% and there were significant improvements in women's representation among senior level and tenured staff (from 13.5% in 2003 to 17% among academic staff above Senior Lecturer; and from 34.6% in 2003 to 36.7% among tenured staff, in 2004). Women maintained their representation among general staff (56%) and among general staff employed at HE010 and above (35%) with their representation in positions at HE0 10 and above improving by some 8% in the last six



Recognition for employment role

The University's commitment to equity and social justice was recognised in 2004 by the local community, which nominated the institution for a Prime Minister's Employer of the Year award.

The Armidale-based Network Employment Centre nominated UNE for its "strong commitment to employing people with disabilities".

Mr Scott Sears, co-ordinator of the centre, praised what he called the "culture of acceptance" at UNE. The centre finds employment for people with intellectual disabilities and has provided UNE with a number of employees over the past 15 years.

years. The representation of general staff women among continuing staff (57%) was also slightly higher than their overall representation on staff.

In accordance with the University's commitment to equity and improved representation from equity groups, Faculties and Directorates continued to implement initiatives designed to improve representation and career development of women, particularly in areas where obstacles appeared to present themselves to achieving improvements. Identification of issues regarding women's access to and participation in the academic promotion process, following evaluation of statistical trends, led to the development and piloting of the *Pathways to Career and Promotion*, for academic women in November 2004. The program focuses on career development and has the longer-term goal of assisting women to prepare for promotion. Participants identified gaps in their academic profiles and focused on aspects of their career in the broad areas of teaching, research and service that will address these. The program provided direct contact with senior women and opportunities for informal mentoring with each other as

well as senior women at the University. The program provided an environment for women to 'legitimately' discuss strategies for balancing life and work demands, accessing or creating research opportunities, and focusing on their areas of interest with a range of senior women.

The University Spokeswomen's Programme, an initiative designed to improve gender equity within general staff through identifying and acting on matters affecting women in the workplace, continued to grow in the diversity of its offerings to general staff women and their participation. Faculties continued to implement strategies to provide opportunities for women to act in positions at higher levels, resulting in greater numbers of women accessing such opportunities, well above their representation as a percentage of total academic staff. Various strategies to improve academic women's research and service profiles in preparation for promotion were also implemented, comprising time release, grants and mentoring opportunities. Consequently, numbers of applications and the success rate of women applying for academic promotion continued to improve in 2004, particularly the success of women applying

for Level D, which was a substantial improvement on previous years.

The University's commitment to ongoing improvements in the provision of support for students and staff with disabilities, for which it has a robust reputation, continued in 2004. The University continued its implementation of the Disability Coordination Officer (DCO) Programme across northern New South Wales, incorporating the New England, North West and North Coast, developing a number of initiatives to improve coordination between services and the provision of information to students making transitions into further education or employment. The University also commenced review of its service provision to students with disabilities, including conducting a six-month project investigating assistive technology options for increased service delivery and enhanced teaching and learning strategies.

As part of its strategic direction and commitment to principles of equal opportunity in work and study, the University provides internal avenues for complaint resolution. These procedures include an educational program which keeps staff and students informed of what constitutes acceptable behaviour

within the University environment, policies which cover unlawful harassment and discrimination, and avenues for speedy and confidential conflict resolution. The Equity Office continued the support and training of the University's Equal Opportunity Advisers, a diverse group comprising staff and students from all areas of the University trained in mediation who are available to provide confidential advice, information and assistance on all aspects of equal opportunity, including harassment and discrimination. The University's Equity Office provides advice, assistance and training to management, staff and students of the University in an integrated approach to equity issues.

The University continued to provide training to students and staff in equity, diversity, equal employment opportunity and avenues for conflict resolution. In addition to providing customized training to groups of staff and students, modules in equity, diversity, equal opportunity and elimination and prevention of harassment and discrimination were incorporated into mainstream training and development programmes coordinated by the Organisational Development Unit, including the Leadership Programme, Essential Know How for Managers and Supervisors, Selecting the Best recruitment training and the Heads of School Forum, as well as delivering information and training sessions for new staff induction.

As part of the University's strategy of raising the profile of equity, access,

diversity and equal employment opportunity the Vice-Chancellor's Award for Excellence in Equity was awarded again in 2004. The award is made in recognition of academic or general staff member(s) of the University who have demonstrated exemplary commitment to equity and diversity by their actions and/or who have developed promoted and/or implemented strategies to improve equity for staff or students at UNE. Revision of the University's policies in the areas of harassment, grievance mediation and anti-racism continued in 2004.

CULTURAL DIVERSITY AND THE UNIVERSITY'S ETHNIC AFFAIRS PRIORITIES STATEMENT

The University has a strong commitment to the provision of an inclusive work and study environment and values the contributions of our diverse University and wider communities and which reflects the Principles of Multiculturalism. Accordingly, and to ensure the University meets its requirements under the *Community Relations Commission and Principles of Multiculturalism Act 2000*, the *Annual Reports (Departments) Regulation Act 2000* and the *Annual Reports (Statutory Authorities) Regulation 2000*, managers and supervisors are requested, annually, to provide details of their achievements in meeting the objectives of the University's *Cultural Diversity Priorities Statement*. This information is then reviewed and analysed and a selection of strategies and outcomes are provided hence.

In 2004, some 92 members of academic staff indicated they were from Racial,

Ethnic and Ethno-Religious Minority Groups and some 67 indicated their first language was other than English. These figures were based on an 82% response rate from academic staff to the EEO data survey. Adjusted figures indicate that approximately 23% of academic staff come from Racial, Ethnic and Ethno-Religious Minority Groups and approximately 17% have a first language other than English, an improvement on representation from 2003.

Among general staff 56 people indicated they were from Racial, Ethnic and Ethno-Religious Minority Groups and 32 people indicated that their first language spoken as a child was other than English. These figures were based on an 81% response rate to the EEO data survey. Adjusted figures show this represents approximately 8% and 5% of general staff respectively.

Representation of people whose first language is other than English has almost reached the NSW target of 19% among academic staff but is considerably lower among general staff, as could be expected in a regional centre. The local government area of Armidale has a population of 4% indicating that a language other than English is spoken at home, reduction of 1.9% between the 1996 and 2001 censuses.¹

Adjusted figures indicate that Indigenous peoples made up around 2.4% of general staff, which is well below the percentage of Indigenous people in the local government area of Armidale (5%)² although an overall improvement over the past six years.

Indigenous people made up 0.8% of total academic staff for the reporting period (ie to 31 March 2004); again significantly lower than desirable but an improvement on the 2000 figure, which was 0.3%.

The process of implementing the University's *Aroonba Yanaaya Indigenous Employment Strategy 2003-2006* (Strategy 3.3 in the *Cultural Diversity Priorities Statement*) commenced in 2004 and featured a number of highlights. As part of a strategy to create a more inclusive and supportive workplace environment for Indigenous employees in particular, over 250 members of the University community participated in cultural awareness workshops entitled *To Understand the Present We Must Understand the Past*. The four-hour workshops were conducted by renowned presenter Grant Sarra, with the aim of providing the opportunity for participants to 'walk in the shoes' of Indigenous people, rather than just discuss issues such as displacement and loss of language, culture, land and autonomy. Feedback from participants indicated that the workshop brought about significant changes in their attitudes and prejudices as well as improving awareness and knowledge of historical and contemporary issues.

The University continued its commitment to designate positions for Aboriginal and Torres Strait Islander people in 2004, in accordance with the targets set in the

University's *EEO Management Plan 2003-2006* and the University's contract with the Department of Employment and Workplace Relations (DEWR) under DEWR's Structured Training and Employment Programme (STEP). The success of the University's contract with DEWR has resulted in the negotiation of another contract, under the STEP programme, for the identification of traineeships, administrative and technical positions. This contract will commence in 2005 and is an integral part of the University's ongoing commitment to Indigenous communities in its regions to improve outcomes in the employment, retention and career development of Aboriginal and Torres Strait Islander peoples.

The University desire for improved intercultural communication and effectiveness continued to inform strategies based on understanding and welcoming of diversity and the challenges and opportunities this presents. Professional development programs for staff and leadership programs for staff and students included modules on diversity leadership, communication strategies and intercultural effectiveness. Staff involved in the delivery of offshore programs to students from a diversity of cultural backgrounds were provided with cross cultural awareness training and such strategies will be ongoing. The Teaching and Learning Centre as well as the School of English, Communication and Theatre, as examples, conducted seminars for improving cross cultural

awareness and pedagogic methods for staff involved in delivering programs offshore as well as for staff involved in teaching students from different cultural backgrounds and/or working together with others from culturally diverse backgrounds generally.

The ongoing review of curricula and teaching and learning strategies, and the development of new approaches and content, incorporated strategies for increasing awareness of the value of diversity and strategies to respond appropriately in culturally diverse environments. The University's undergraduate nursing programs, as an example, include studies on Transcultural Nursing and require students to experience clinical settings involving caring for and working with, people from diverse cultural backgrounds.

The University continues to provide a wide range of societies and support services for students and staff from culturally diverse backgrounds. The University of New England Students' Association (UNESA) continued to provide a wide range of cultural awareness and support mechanisms for students, including an appointed representative for each of Indigenous students and International students, their main function being to liaise and create stronger linkages between cultural groups. International and Indigenous staff and students are encouraged to have a high profile during Orientation Week, Open Day and awareness campaigns and cultural theme events throughout the academic year, in order

¹ * Australian Bureau of Statistics, 2001 Census

² * Australian Bureau of Statistics, 2001 Census

to promote diversity, understanding and the values of a multicultural community. The University's International Office supports and promotes the Friendship Scheme run by the Armidale International Association, as well as providing orientation and support programs which promote cultural diversity. The International Office is also a prime advocate in sponsoring racial harmony discussions across the University and wider communities and the development of a Racial Harmony Program in 2005.

The University's Wright Village is an accommodation facility catering to the needs of students from over fifty different cultural backgrounds. The University's catering facilities and social events also reflect the diversity of our student and staff populations. The University also offers a range of alternative entry schemes for Indigenous students, including the national award-winning TRACKS and Internal Selection Program, (ISP) as well as for students from non-English speaking backgrounds.

The Language Training Centre provides accredited, top-quality English language courses with a focus on the individual learning needs of students. The LTC offers a varied program of courses throughout the year, including English for Academic Purposes, IELTS Preparation, Introductory Academic Preparation, English for Further Study and General English programs. The LTC is also an accredited IELTS test centre.

In 2004 the University increased to 11 the number of University-wide and Faculty-based Equity Scholarships available to new undergraduate students who are members of equity groups and who demonstrated financial hardship, as well as two postgraduate equity scholarships and three scholarships to Indigenous postgraduate students and non-Indigenous students undertaking Indigenous studies. In addition, a disability bursary was awarded again in 2004. Several Indigenous scholarships were awarded, including the *Mick Young Scholarships* of \$500. The *Sylvia and Charles Viertel Charitable Foundation Scholarship* for Indigenous students enrolled in the UNE's Master of Health Management course, each valued at over \$4000, were also awarded. The *David Lea Scholarship for Indigenous Students*, a scholarship of \$1000 for two Indigenous Australians entering their final year of study in any UNE undergraduate or postgraduate course, was also awarded. In addition, the Faculty of Education, Health and Professional Studies have approved for 2005 a PhD scholarship for an Indigenous person who will concurrently be offered a part-time lecturing position in the Faculty.

Supplementary Information

RISK MANAGEMENT

The combined strategic, structural and operational approach is proving effective in ensuring a solid foundation for integrating effective risk management with other management practices.

Most sections of the University including the University Council, all Directorates and Faculties have now participated in workshops, designed to inform executives and senior staff about the risk management processes and facilitate the identification of the top ten risks to the University from each area.

The Audit and Compliance Committee of the Council has implemented a structured reporting process, whereby it receives reports from Functional Managers, Deans and Directors at each meeting. The reports identify the top 10 risks and allow the University to assure the extent to which the risk management process is being implemented.

Scheduled risk workshops will become part of the executive committee process in the coming year and operational risk management will continue to be strategically integrated into all work practices. All relevant new duty statements now include accountability for risk management.

During the year a number of introductory and follow-up training sessions were conducted. It is planned to conduct ongoing training for new and more advanced users.

Risk management is not centralised and is delegated to all managers. Risk Coordinators to facilitate the risk management process have been identified in most of the Faculties and Directorates and direct access to the risk management database 'KnowRisk' has been granted.

During the year the database was successfully upgraded to the 'Pro' version of KnowRisk which has allowed an increase in concurrent user access along with other enhanced functionality.

INSURANCES

The primary areas of the University's Insurance Program were renewed through Unimutual. This includes Industrial Special Risks, Public and Products Liability, Professional Indemnity and Medical Malpractice. In an attempt to obtain more favourable terms from the market, the renewal date for these policies was moved from the 31st December to the 31st October. Other classes of Insurance held include but

are not limited to, Corporate Travel, Personal Accident, Marine Hull, Marine Transit and Comprehensive Motor Vehicle.

Premium Comparison	2003	2004
Combines Liability	\$841,811	\$817,539
Medical Malpractice	\$87,660	\$186,141
Corporate Travel	\$25,000	\$25,000
Marine Hull	\$7,554	\$7,900
Marine Transit	\$17,000	\$17,000
Motor Vehicle	\$71,710	\$89,630
Student Personal Accident	\$63,806	\$63,806

Claims

During 2004 there were 15 travel related claims with a total value of \$18,100. 1 Property claim value \$60,000 and 23 motor vehicle claims with a value of \$73,000.

LEGAL OFFICE

The Legal Office is staffed by two lawyers, the University Lawyer and an associate, and a Contracts Officer. The Legal Office handles the University's broad range of legal and commercial issues that arise both locally and internationally. It checks all contracts with the University and advises on issues arising from information technology, intellectual property as well as a broad range of governance issues. During the past year the Legal Office has focused on compliance issues.

ENVIRONMENT MANAGEMENT PLAN

The major achievement for 2004 was approval of the University's Environment and Sustainability policy by the Vice Chancellor in December. The policy will provide a basis for development of the Environment Management Plan

Outcomes for 2004 include:

- Successful remediation of the North Hill contaminated site and completed works and implementation of a management plan for the Trevenna burial site
- Significant improvements were made to the hazardous waste disposal procedures for the University
- Incorporation of sustainability criteria into the Facilities Management Services 'Design and Procedures Manual'
- Conducted an initial education program for the University's recycling program in cooperation with Campus Services staff
- Developed cooperative working relationships with academic and student bodies that resulted in:
 - Development of student recycled note books
 - Audit of the University's organic waste stream
 - Formation of an environment working group
- Development of linkages with key sector networks including ACTS and TEFMA. Currently on ACTS steering committee for

2004/05. Involvement included assisting with organisation of "Integrating Sustainability" conference at Griffith University

- Development of relationships with key stakeholders including Armidale Dumaresq Council, Department of Environment and Conservation and Northern Inland Regional Waste

LAND SALES

This year has seen the finalisation of the 'Plan of Management – Newling Campus, Playing Fields and Environs' with the sale of 4.77ha by public tender. This tender realised \$1.2million for the restoration of the historic CB Newling Building. The Plan of Management has received support in principle from the Premier the Hon Bob Carr MP on the 8th of December 1997 and Ministerial support on the 21st of January 2002.

FREEDOM OF INFORMATION

Statement of Affairs - December, 2004

In accordance with Section 14 of the Freedom of Information Act 1989, the University of New England is required to publish a Statement of Affairs. The University has included the Statement in the 2004 Annual Report to facilitate distribution. Readers should note that the Statement of Affairs should be read in conjunction with the Annual Report to obtain a clear picture of the University's affairs. The information contained in this document is correct as at 31 December 2004, and in accordance with Section 14(1)(a) of the Act, the Statement of Affairs will be updated annually.

THE UNIVERSITY'S FUNCTIONS

As stated in the *University of New England Act 1993* (NSW), section 6,

Object and functions of University

6. (1) The object of the University is the promotion, within the limits of the University's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.
- (2) The University has the following principal functions for the promotion of its object:
 - (a) the provision of facilities for education and research of university standard,
 - (b) the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry,
 - (c) the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community,
 - (d) the participation in public discourse,
 - (e) the conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards,

- (f) the provision of teaching and learning that engage with advanced knowledge and inquiry,
- (g) the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the values and goals referred to in the functions set out in this subsection, and that are sufficient to ensure the integrity of the University's academic programs.
- (3) The University has other functions as follows:
- (a) the University may exercise commercial functions comprising the commercial exploitation or development, for the University's benefit, of any facility, resource or property of the University or in which the University has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others,
- (b) the University may develop and provide cultural, sporting, professional, technical and vocational services to the community,
- (c) the University has such general and ancillary functions as may be necessary or convenient for enabling or assisting the University to promote the object and interests of the University, or as may complement or be incidental to the promotion of the object and interests of the University,
- (d) the University has such other functions as are conferred or imposed on it by or under this or any other Act.
- (4) The functions of the University may be exercised within or outside the State, including outside Australia.

The way the University functions affect the public

The University affects the public through its major functions such as the conferring of degrees, enrolment of students, employment of staff, the promotion of research and its involvement in the general community. Any policy of the University that relates to staff, students or community members may be regarded as having an effect on the public. Matters such as the compulsory membership of student associations, enrolment or exclusion regulations for students, procedures for the appointment or the promotion of staff, rules concerning study leave, maternity or sickness leave, policies dealing with the use of University property or resources and so on, are all regarded as matters which affect the public.

The public is defined here as the staff and students (past, present and future), of the University, along with those people who have previously or who are presently serving on committees and any interested members of the community.

How the public can gain access to further information about the University's organisation and functions

The Marketing and Public Affairs Office will be able to answer enquiries of an informal nature, and provide details of the University's publications. Any member of the public may contact the Marketing and Public Affairs Office by telephoning (02) 6773 3333.

Office hours are from 9.00am—5.00pm Monday to Friday. Contact can also be made by mail. Correspondence should be addressed to the Director, Marketing and Public Affairs.

Information about the University is contained in the University's Handbook and the Annual Report, which are published annually. The Handbook contains the University of New England Act; the By-laws; a list of degrees, diplomas and certificates offered; principal officers and staff of the University; members of the University Council and Academic Board and specific information about the institution. The Annual Report lists all the University's major activities, statistics, financial statements, services and community involvement.

The University of New England Handbook may be purchased for the price of \$12.00. Mail orders may be sent direct to the United Campus Bookshops, Madgwick Building, University of New England, Armidale NSW 2351 and should include the postage and packing charge: NSW and ACT - \$6.50; other Australian states - \$7.50 (for overseas and special services, Australia Post charges apply on weight of 1-2 kg). Copies of the University of New England Handbook are also held in Dixon Library, and the Records Management Office, University of New England.

Any member of the public can influence policy formulation or change by:

- becoming a member of the relevant committee that is responsible for policy formulation and change; or
- approaching the Chair of the relevant committee and through them seeking to change policy; or
- applying to the Vice-Chancellor in writing, requesting that a certain matter be raised or a policy be changed.

Note: Members of the University community may attend the open sessions of the meetings of Council as observers. The committees of the University are listed in the University Handbook.

THE KIND OF DOCUMENTS THE UNIVERSITY HOLDS

Documents held by the University are located in the Records Management Office, central administration, faculties, schools and departments. Many of these documents may be accessed through the University's home web page at <http://www.une.edu.au/> and most UNE policies are available via the Policy web page at <http://www.une.edu.au/rmo/policies/>

These include the University-wide plans, academic policies, academic governance policies, research related policies, consulting and outside earnings policies, equity related policies, library policies, the UNE Web Policy, personnel policies, IT and communications policies, finance related policies, Facilities Management policies, Workplace Risk Management policies and Freedom of Information Policy

The minutes and agendas of the open sessions of the University of New England Council are accessible to the public (either in the libraries or by application to the Secretary to Council). These are also available to the staff and students of the University of New England via the Office of the Secretariat's homepage at <http://www.une.edu.au/offsect/>

The Vice-Chancellor's Unit holds agendas and minutes from the Vice-Chancellor's Committees and the Equal Employment Opportunity Committee.

The Office of the Secretariat holds agendas and minutes from Council and its Committees, the Academic Board and its Committees and some University Committees. Academic Board minutes and agenda are also available to the staff and students of the University via the Office of the Secretariat's homepage at <http://www.une.edu.au/offsect/>

The agendas and minutes of other University Committees are held in the administrative area responsible for serving the particular committee: for example, the agenda and minutes of the meetings of the Space Management Committee are held in the office of Facilities Management Services. Minutes and agendas of meetings of faculties and research centres are held in the office of the appropriate Dean of the Faculty or the Director of the Research Centre.

REPORTS

The University of New England produces a number of reports that include details of operations and may include financial statements. The Annual Report is produced every year to summarise the previous year's operations—in academic, financial and general terms. Likewise, reports are produced by the Equity Office, Research Services, Counselling Service, UNE Union, Sport UNE, residential colleges and various research centres. Copies of reports may be obtained by approaching the relevant office or organisation.

Files are the major method of documentation in which information is recorded and are held in a number of locations.

Faculties - files on courses; individual departments; attendance in classes and practicals; applications for special examinations; applications for extensions for written and practical work; examination results; higher degree progress report forms; order of merit lists for prizes and scholarships; show cause lists; graduation identification listings; research proposals and

grants; correspondence; and information on faculty committees and their members.

Academic Schools - files on students; information about courses; some publications; assessment records; past examination results; routine administration and correspondence.

Vice-Chancellor's Unit - correspondence.

Records Management Office - student records; records on administration; correspondence; minutes of committees, including those of the University Council and Academic Board; policy files; research grant information; legal files and lease agreements; FOI records

ACADEMIC DIVISION

Residences - resident files, correspondence, financial records.

University Library - Copies of Council and Academic Board Business Papers.

Teaching and Learning Centre - administrative material and files on individual external students containing information regarding academic progress.

INTERNATIONAL DIVISION

International Office - correspondence; agreements; applications.

Language Training Centre - student records; correspondence; training programs.

UNE Asia Centre - correspondence.

UNE Brisbane Centre - student records; correspondence.

RESEARCH DIVISION

Research Services - records relating to research grants and contracts; research ethics records relating to humans and animals; records relating to the administration of PhD candidature and postgraduate scholarships and advice to external supervisors and examiners.

Development Office : Alumni Relations and Fundraising and Industry and Community Development - records relating to alumni of the University, fundraising, consultancies and community liaison matters.

RESOURCES DIVISION

Facilities Management Services - policies; correspondence; plans.

Financial Services - financial records; correspondence.

Human Resource Services - files on individual staff members relating to their employment history at the University; specific policy and working files and the functions managed by Human Resource Services (Equity, Industrial Relations, Organisational Development, Personnel Services, Workplace Risk Management).

Information Technology - correspondence, IT maintenance records, reports, plans and procedures.

Internal Auditor's Office - correspondence; compliance and audit records.

Marketing and Public Affairs - publicity records; marketing plans and policies; events records; correspondence.

Student Administration and Services - records on selection criteria; correspondence and general administration; records relating to academic progress of students; examination results; examination timetable; details of examination venues and supervisors.

Office of the University Lawyer - correspondence.

Office of the Secretariat - rules for conduct of elections for members of Council; rules for the use of the University Seal and Arms; Standing Orders for Council; Council Policies, terms of reference and membership of Council committees; minutes of Council and its committees, Constitution of the Academic Board, minutes of Academic Board and its committees.

University Counselling Service - records relating to agendas and minutes of committees; biographical data of clients; records of counselling sessions; administration; annual reports; inventories; and general correspondence.

UNE Union, Sport UNE, UNE Students' Association, UNE Postgraduate Association - records relating to administration; membership; accounts and budget papers; constitutions and regulations; agenda and minutes and membership of committees; inventories; staff records; annual reports; correspondence; research documents; and details of elections and referenda.

Student Health - records relating to medical histories; purchasing; administration; and general correspondence.

Yarm Gwanga - records; correspondence; minutes of the Advisory Committee meetings; individual client files.

NEWSLETTERS

There are a number of newsletters published as an information service for the University communities. Ten editions are published per year of the University's official newsletter, *Smith's*, which is also available on-line for University staff and students. For information about student orientated activities and services the UNE Union produces the newsletter, *The Buzz*, seven times per year, the University of New England Students' Association produces a newspaper *Neucleus* on a monthly basis and the University of New England Postgraduate Association produces a magazine titled *Graduate Post* four times per year, which is distributed to postgraduate students and is available from the UNEPA Office on campus. The Alumni Office produces *Afterthoughts*, which is posted out to alumni once a year. All these publications are available free of charge.

INFORMATION AND ADVERTISING BROCHURES

The University produces a number of informative brochures. General information about the University can be obtained from the University Handbook, or from the Public Affairs Office. The Admissions Office and some individual faculties, schools and departments have publications available which contain more specific details on courses, prerequisites and enrolment procedures for students. The Teaching and Learning Centre and the faculties hold leaflets and handouts pertaining to external students. The International Office holds comprehensive brochures on all courses available to overseas students and various publications designed to assist such students. All these are available free of charge upon application to the appropriate department.

HOW MEMBERS OF THE PUBLIC MAY ACCESS AND AMEND UNIVERSITY DOCUMENTS

It is policy that, as far as possible, the University aims to obviate the need for formal applications to be made under the Freedom of Information Act. There is no charge for access to documents outside the Freedom of Information Act. Enquiries about access to documents should be made directly to the relevant department during office hours (normally 9.00am to 5.00pm).

POLICY DOCUMENTS

Anyone wishing to inspect specific University policy documents may do so by prior arrangements with the Manager, Records Management Office. Unless a formal application for access to, or amendment of, documents is made under the Freedom of Information Act, enquiries should be directed to:

Manager, Records Management Office
University of New England
Armidale NSW 2351
Telephone (02) 6773 2140

PERSONAL RECORDS

The University holds files on all its staff and students. No Freedom of Information application is necessary if an individual wishes to access their own personal files, except when they include documents which may be considered exempt under the *Freedom of Information Act 1989* (NSW). Requests for access to a student file should be directed to the Manager, Records Management Office, while a request for access to a staff file should be directed to Human Resource Services. The Manager, Records Management Office, reserves the right not to release documents without a request for access under Freedom of Information. If an applicant is dissatisfied with the response to an enquiry, then a formal application should be made under the Freedom of Information Act.

APPLICATIONS UNDER THE FREEDOM OF INFORMATION ACT

Applications under the FOI Act may be for access to information or to seek amendment to personal records.

How to lodge an application

All applications under the Freedom of Information Act must be in writing, accompanied by an application fee and directed to:

Freedom of Information Officer
Office of the Secretariat
The University of New England
Armidale NSW 2351

A table of the relevant fees is contained below.

PROCESSING OF APPLICATIONS

Under the Freedom of Information Act the University must respond to all applications within 21 days. In addition to the application fee a processing charge may also be levied, although every effort will be made to minimise the cost of processing an application. If the applicant feels that the processing charges are unreasonable the fees may be challenged. The right to challenge is not abrogated if the charges are paid; this allows the applicant to proceed with the enquiry pending the outcome of the challenge.

SCHEDULE OF CHARGES

Nature of application fee	Application processing charge	
Access to records by natural persons about their personal affairs	\$20*	\$30/hour after first 20 hours*
All other requests	\$30*	\$30/hour*
Internal review***	\$20*	Nil**
Amendment of records	Nil	Nil

* Subject to 50 per cent reduction for financial hardship and public interest reasons.

** Refunds may apply as a result of successful internal reviews and applications for amendment of records.

*** No application fees may be charged for internal reviews in relation to amendment of records.

FOI STATISTICS – NSW FREEDOM OF INFORMATION ACT, 1989

SECTION A - NUMBERS OF NEW FOI REQUESTS

FOI requests	Personal	Other	Total
New	2	1	3
Brought forward	0	0	0
Total to be processed	2	1	3
Completed	2	1	3
Transferred out	0	0	0
Withdrawn	0	0	0
Total processed	2	1	3
Unfinished	0	0	0
(Carried forward)			

SECTION B - WHAT HAPPENED TO COMPLETED REQUESTS?

Result of FOI Request	Personal	Other
Granted in full	0	0
Granted in part	2	1
Refused	0	0
Deferred	0	0
Completed	2	1

SECTION C - MINISTERIAL CERTIFICATES

Ministerial Certificates issued	0
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SECTION D - FORMAL CONSULTATIONS

	ISSUED	TOTAL
Number of requests requiring formal consultation(s)	1	1

SECTION E - AMENDMENT OF PERSONAL RECORDS

Result of Amendment Request	Total
Result of amendment – agreed	0
Result of amendment – refused	0
Total	0

SECTION F - NOTATION OF PERSONAL RECORDS

Number of requests for notation	0
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SECTION G - FOI REQUESTS GRANTED IN PART OR REFUSED

Basis of disallowing or restricting access	Personal	Other
Section 19 (application incomplete, wrongly directed)	0	0
Section 22 (deposit not paid)	0	0
Section 25(1)(a1), (diversion of resources)	2	1
Section 25(1)(a) (exempt)	0	0
Section 25(1)(b),(c),(d), (otherwise available)	0	0
Section 28(1)(b), (Documents not held)	0	0
Section 24(2), (deemed refused, over 21 days)		
Section 31(4), (released to Medical Practitioner)		
Totals	2	1

SECTION H - COSTS AND FEES OF REQUESTS PROCESSED

	Assessed Costs	FOI Fees Received
All completed requests	\$230	\$230

SECTION I - DISCOUNTS ALLOWED

Type of Discount Allowed	Personal	Other
Public interest	0	0
Financial hardship – Pensioner/Child	0	0
Financial hardship – Non profit Org.	0	0
Totals	0	0
Significant correction of personal records	0	0

SECTION J - DAYS TO PROCESS

Elapsed Time	Personal	Other
0-21 days	1	0
22-35 days	1	0
Over 35 days	0	1
Total	2	1

SECTION K - PROCESSING TIME

Processing Hours	Personal	Other
0-10 hrs	1	0
11-20 hrs	1	0
21-40 hrs	0	1
Over 40hrs	0	0
Totals	11	21

SECTION L - REVIEW AND APPEALS

Number of internal reviews finalised	0
Number of Ombudsman reviews finalised	0
Number of District court appeals finalised	0

DETAILS OF INTERNAL REVIEW RESULTS

Bases of Internal Review	Personal		Other	
	Upheld	Varied	Upheld	Varied
Grounds On Which Internal Review Requested				
Access refused	0	0	0	0
Deferred	0	0	0	0
Exempt matter	0	0	0	0
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Amendment refused	0	0	0	0
Totals	0	0	0	0

All enquiries under the Freedom of Information Act must be directed to:

Freedom of Information Officer
Office of the Secretariat
The University of New England
Armidale NSW 2351

UNIVERSITY OF NEW ENGLAND PRIVACY STATEMENT

UNE Policy

The University will collect personal information, manage and use it, and disclose it in a way that complies with relevant legislation. The NSW State Information Protection Principles^{*(1)} and the National Privacy Principles^{*(2)} will underpin all aspects the University's dealings with personal information. This policy shall apply to the University, its controlled entities and its affiliated bodies^{*(3)}.

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

In collecting personal information the University will:

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

The University will declare to individuals from whom information is collected:

- the purpose for collecting the personal information;
- whether or not the collection is voluntary and any consequences for not providing it;

- how the information is to be held and the intended recipients;
- the name and address of any agency used to collect information on the University's behalf; and
- how individuals can obtain access to their information, check it for accuracy and completeness, and make application to correct it.

The University will manage personal information responsibly by:

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

The University's Privacy Management Plan is published on the Policies and related documents pages of the UNE Web pages

Statistical Details of Internal Review

One Internal Review was conducted and completed during 2004.

^{*(1)} In the Privacy and Personal Information Protection Act 1998 (NSW)

^{*(2)} In the Privacy Act 1988 (Commonwealth) as amended in the Privacy Amendment (Private Sector) Act 2000

^{*(3)} Controlled entities and affiliated bodies are listed in the UNE Privacy Management Plan

Statistics

STATISTICS AT A GLANCE

Total number of students (persons) at UNE

(between 1 September, 2003 and 31 August, 2004)

Domestic students	17,055
International students	1,808
Total	18,863

Students commencing an award course 6,258

Graduates 3,428

Staff numbers

Academic staff	484
Administrative and support staff	817
Total	1,301

Total revenue (\$m)

Consolidated	180.2
UNE parent entity	168.9

STUDENTS IN 2004*

	Armidale		Other Centres	Total
	External	Internal		
Course Type				
Higher Degree Research	460	281	22	763
Postgraduate Coursework	3,497	155	781	4,433
Undergraduate	9,433	3,319	711	13,463
Non-award and other	196	3	5	204
Funding Source				
Research Training Scheme	435	212	19	666
Operating Grant	11,049	3,303	98	14,450
Domestic Fee	1,700	36	66	1,802
International Fee	267	206	1,335	1,808
Other	135	1	1	137
Attendance				
Full-time	2,763	3,486	1,003	7,252
Part-time	10,823	272	516	11,611
Students who commenced an award course				
	3,949	1,561	748	6,258
Gender				
Female	8,619	2,189	650	11,458
Male	4,967	1,569	869	7,405
Residency Status				
Domestic Resident	13,319	3,552	184	17,055
International Student	267	206	1,335	1,808
Source of Students (home address at enrolment)				
New England and NW NSW	1,249	1,457	2	2,708
NSW North Coast	1,138	680	12	1,830
Sydney	2,965	242	63	3,270
Remainder of NSW	3,028	871	19	3,918
Southern Queensland	1,057	105	10	1,172
Brisbane	832	47	24	903
Remainder of Queensland	353	36	1	390
Other States and Territories	2,262	97	40	2,399
Overseas (Domestic)	435	17	13	465
Overseas (International)	267	206	1,335	1,808
Age Profile				
Under 21	368	1,709	56	2,133
21-24	1,601	1,278	458	3,337
25 and Over	11,617	771	1,005	13,393
Total Students at 31 August, 2004	13,586	3,758	1,519	18,863
Total Students at 31 August, 2003	14,452	3,518	1,232	19,202

* reporting year 1 September 2003 to 31 August 2004

LOAD BY FACULTY AT 31 AUGUST 2004

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
Arts				
Classics, History and Religion	460.9	56.8	30.8	548.4
English, Communication and Theatre	578.6	20.1	14.2	612.9
Human and Environmental Studies	276.0	63.7	13.4	353.1
Languages, Cultures and Linguistics	395.8	86.3	11.5	493.5
Music	88.1	1.3	3.3	92.6
Psychology	364.5	47.1	11.8	423.4
Social Science	573.8	33.5	27.1	634.4
Arts - General	0.1	-	-	0.1
Faculty Total	2,737.8	308.8	111.9	3,158.5
Economics, Business and Law (EBL)				
Economics	469.1	82.5	16.5	568.1
Law	856.3	53.0	9.1	918.4
New England Business School	591.1	268.0	18.4	877.5
EBL - General	-	-	-	0.0
Faculty Total	1,916.5	403.5	43.9	2,364.0
Education, Health and Professional Studies (EHPS)				
Education	998.3	269.4	40.0	1,307.7
Health	368.8	197.1	36.7	602.5
Practice Teaching/Practicum	200.7	29.3	-	230.1
Professional Development and Leadership	479.8	183.1	54.8	717.7
EHPS - General	-	-	-	0.0
Faculty Total	2047.6	678.8	131.5	2,858.0
The Sciences				
Biological, Biomedical and Molecular Sciences	380.8	2.7	20.9	404.4
Environmental Sciences and Natural Resources Management	255.0	51.7	58.5	365.1
Mathematics, Statistics and Computer Science	362.5	235.3	9.3	607.1
Rural Science and Agriculture	183.1	26.0	65.7	274.8
The Sciences—General	0.5	-	-	0.5
Faculty Total	1,182.0	315.6	154.4	1,652.0
Centres				
Animal Genetics and Breeding Unit	-	-	2.5	2.5
Asia Centre	-	-	1.4	1.4
Centre for Ecological Economics and Water Policy Research	-	-	6.9	6.9
Institute for Rural Futures	-	-	2.8	2.8
National Marine Science Centre	-	-	0.8	0.8
Oorala Centre	6.8	-	-	6.8
Teaching and Learning Centre	-	-	0.5	0.5
Centres Total	6.8	0.0	14.8	21.6
Load by funding source				
Publicly funded	7,294.0	661.4	386.5	8,341.9
Domestic Fee	111.5	499.9	0.4	611.8
International Fee	457.4	545.4	67.0	1,069.7
Non-award and Other	27.9	-	2.8	30.6
Total Load at 31 August 2004	7,890.7	1,706.7	456.6	10,054.0
Total Load at 31 August 2003	7,923.4	1,541.7	453.7	9,918.8

STAFF AT 31 MARCH 2004

Staff in faculties and centres

	Female	Male	Total
Professor (E)	7	33	40
Associate Professor (D)	12	54	66
Senior Lecturer (C)	49	83	132
Lecturer (B)	92	93	185
Tutor (A)	30	22	52
Total academic	190	285	475
Senior administrative/technical	13	39	52
Administrative/technical	121	57	178
Total in faculties and centres	324	381	705

Staff in management, administration and support sections

	Female	Male	Total
Executive and Deans	1	7	8
Senior Managers	5	5	10
Academic	8	-	8
Management/Senior administrative and technical	52	74	126
Administrative and technical	265	179	444
Total	331	265	596
UNE Total at 31 March 2004	655	646	1,301
UNE Total at 31 March 2003	621	631	1,252

FINANCIAL YEAR ENDING 31 DECEMBER 2004

	2003	2004
	\$m	\$m
Total revenue (excluding controlled entities)**	163.6	168.9
Government core resources*		
Operating grant including capital	50.0	52.9
Research training scheme	8.7	8.7
Institutional grant for research	3.8	3.7
Research infrastructure	1.6	2.0
Other operating resources	4.3	3.8
Capital development pool	2.7	2.2
Government core resources as percentage of total revenue	43.5%	43.4%
Other income		
HECS contributed by students	35.6	36.6
Domestic student tuition fees	5.4	5.6
International student fees	9.3	11.5
External income for research programs	14.5	15.2
Consultancies	1.2	1.0

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

*The figures for Government core resources reflect the annual grant amounts as advised. These can be reconciled to the presentation of amounts in the University's annual financial reports, but may differ in detail as a result of the treatment of the timing of payments received from the Commonwealth.

**UNE parent entity before deferred items as in the Annual Financial Report

Further information about the University may be obtained from the office of Marketing and Public Affairs,
The University of New England, Armidale, NSW, 2351.
Telephone: (02) 6773 3909; Facsimile: (02) 6773 5131.

The principal administrative offices are in historic *Boooloominbah* and the T C Lamble Building in the central
area of campus.

Telephone: (02) 6773 3333 (switchboard hours are 8am to 5:30pm, Monday to Friday.)

Facsimile: (02) 6773 3122.

Web address: <http://www.une.edu.au>

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*Inspired by the flame pictured in the University's
Coat of Arms, this stylised symbol embodies the
University's traditions of knowledge and learning.*

