The University of Technology, Sydney was established by the University of Technology, Sydney Act 1989 (No 69). It is one of the larger universities in New South Wales with 29,053 enrolments in a range of undergraduate and postgraduate courses across nine faculties.

MISSION
The University of Technology, Sydney is an Australian university with an international focus. It provides higher education to enhance professional practice, to serve the community at large and to enable students to reach their full personal and career potential. The University contributes to the advancement and integration of knowledge, professional skills and technology, and their intelligent, sustainable and enterprising application for the benefit of humanity.

GUIDING PRINCIPLES
UTS will be guided by a strong commitment to:
> excellence in the achievement of its mission
> intellectual independence and sound ethical practice
> close collaboration with the professions, business, industry, government and the wider community
> equitable access to education
> indigenous cultures and the process of reconciliation
> international perspectives and the richness of cultural and social diversity
> sustainability – ecological, social and economic
> fairness and transparency
> critical commentary on public issues.

COVER PHOTOGRAPH
The composition reflects life on-campus at UTS. In 2003, UTS continued its commitment to create a dynamic learning environment with the acquisition of student accommodation in the new Quadrant Development (shown at top), and the continued creation of student break-out spaces where students can meet, socialise and discuss their projects (shown at centre right).
### FACTS AT A GLANCE

<table>
<thead>
<tr>
<th>Academic units</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of faculties</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Number of institutes (see also Research below)</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Number of centres</td>
<td>29</td>
<td>22</td>
<td>21</td>
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</table>

#### Awards

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of degrees and diplomas, etc., awarded</td>
<td>6,977</td>
<td>7,757</td>
<td>8,196</td>
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<tr>
<td>Undergraduate</td>
<td>3,542</td>
<td>3,900</td>
<td>4,707</td>
</tr>
<tr>
<td>Postgraduate (by coursework)</td>
<td>3,323</td>
<td>3,722</td>
<td>3,365</td>
</tr>
<tr>
<td>PhD and Research degrees</td>
<td>92</td>
<td>123</td>
<td>122</td>
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</table>

#### Enrolments

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total applications for courses</td>
<td>51,836</td>
<td>55,188</td>
<td>59,440</td>
</tr>
<tr>
<td>Total University enrolments</td>
<td>27,605</td>
<td>27,618</td>
<td>29,053</td>
</tr>
<tr>
<td>Undergraduate enrolments</td>
<td>19,051</td>
<td>18,264</td>
<td>18,710</td>
</tr>
<tr>
<td>Postgraduate enrolments</td>
<td>8,554</td>
<td>9,354</td>
<td>10,343</td>
</tr>
<tr>
<td>Other enrolments</td>
<td>1,343</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Total international students</td>
<td>3,213</td>
<td>3,762</td>
<td>4,949</td>
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</tbody>
</table>

#### Finance (A$ million)

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>719,435</td>
<td>826,733</td>
<td>943,132</td>
</tr>
<tr>
<td>Total revenue from ordinary activities</td>
<td>292,736</td>
<td>320,286</td>
<td>324,600</td>
</tr>
<tr>
<td>Total expenses from ordinary activities</td>
<td>281,633</td>
<td>303,808</td>
<td>315,559</td>
</tr>
</tbody>
</table>

#### General

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of campuses</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Number of libraries</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total loans</td>
<td>552,370</td>
<td>640,070</td>
<td>657,281</td>
</tr>
<tr>
<td>Non-serial volumes</td>
<td>569,534</td>
<td>569,753</td>
<td>521,624</td>
</tr>
<tr>
<td>Current serial titles</td>
<td>42,513</td>
<td>29,4832</td>
<td>38,593</td>
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</table>

#### Research

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative Research Centres (partner in)</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>University Research Institutes</td>
<td>n/a</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Key University Research Centres</td>
<td>n/a</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>External research funding</td>
<td>16,941,086</td>
<td>17,511,527</td>
<td>21,950,110</td>
</tr>
<tr>
<td>Research income from National Competitive Grants (A$)</td>
<td>5,040,000</td>
<td>4,101,669</td>
<td>8,166,473</td>
</tr>
</tbody>
</table>

#### Staff (full-time equivalent)

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of staff (excluding casual staff)</td>
<td>1,790.5</td>
<td>1,898.9</td>
<td>1,981.2</td>
</tr>
</tbody>
</table>

1. 2003 figures are derived from 2002 course completions.
2. Reduction due to elimination of duplicate e-serials combined with cost efficiencies.
The Hon. Dr Andrew Refshauge  
Deputy Premier, Minister for Education and Training  
Parliament House  
Sydney NSW 2000

Dear Minister

On behalf of the Council of the University of Technology, Sydney, I have the honour to present to you, for tabling in Parliament, the report of the proceedings and financial reports of the University for the year ended 31 December 2003, prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984.

In the latter half of 2003, the UTS executive structure was reviewed to meet the challenges the University faces in the changing higher education environment. As a result of this review a new structure, which has been described in the UTS Management chapter, will be operational from late March 2004.

Although the University is affected by funding constraints, it is resolved not to compromise its standards of teaching or the quality of its research.

Yours faithfully

The Hon. Sir Gerard Brennan, AC, KBE  
Chancellor

Professor Ross Milbourne  
Vice-Chancellor and President

April 2004
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WE WILL NEED TO DEVOTE MUCH TIME AND ATTENTION IN 2004 TO POSITIONING THE UNIVERSITY SECURELY IN THE NEW HIGHER EDUCATION ENVIRONMENT.

REFORM OF THE HIGHER EDUCATION SECTOR
As I foreshadowed in my message last year, 2003 marked a watershed in higher education, with the Commonwealth Government’s announcement of major policy changes as part of its May Budget statement. Following a period of substantial community debate, and intensive lobbying by the Australian Vice-Chancellors’ Committee, several key components of the Government’s package were amended. The Higher Education Funding Act was passed by Parliament in December. For UTS, as for the sector as a whole, we will need to devote much of our time and attention in 2004 to positioning the University securely in this new environment.

FAREWELLS AND NEW APPOINTMENTS
Emeritus Professor R N (Peter) Johnson AC, Foundation Chancellor of UTS from 1988 to 1998, passed away in May. The University held a memorial service for Peter in the building named in his honour, attended by people from the many professional and cultural milieux he had served during the course of an extraordinary life.

In February, the University held a service to celebrate the life of Margaret Trask AM, who had passed away in November 2002. Margaret was a member of the Council of the University from 1994 to 2002, serving as Deputy Chancellor for four years from 1998. UTS was honoured to host this service in recognition of Margaret’s contribution to the University and the profession of library and information science.

In July 2003, Emeritus Professor Helen Garnett resigned as a member of the Council to take up the position of Vice-Chancellor of Charles Darwin University. Helen served UTS with distinction, particularly in her role as Chair of the Audit and Review Committee of Council.

Late in 2003, two members of the executive announced that they would be leaving UTS in 2004. Emeritus Professor Bob Robertson, the Executive Director and Vice-President (University Enterprises), announced his intention to retire in May 2004, and Professor Lesley Johnson, the Pro-Vice-Chancellor (Research), resigned to take up the position of Deputy Vice-Chancellor (Research) at Griffith University from March 2004.

We commenced recruitment in December for a Pro-Vice-Chancellor and Vice-President (Research) to replace Lesley, and for two new executive positions that were created in October, following a review I undertook of the UTS executive structure: a Pro-Vice-Chancellor and Vice-President (International) and an Executive Director (Organisational Support). We are also in the midst of recruiting a Vice-President (Development and Alumni) whose principal responsibilities will be to develop closer relationships with alumni and to foster and develop our fundraising capacity.

In July 2003, Professor Tharam Dillon joined the UTS senior management team as Dean of the Faculty of Information Technology.
STUDENTS AND GRADUATES

UTS’s success as a university of choice for domestic and international undergraduate and postgraduate students continued in 2003.

UTS is committed to modernising our information and management systems to provide the essential infrastructure to enable us to continue to deliver high-quality teaching, research and community engagement activities. The first system change was the new student system, CASS, which was successfully launched in 2003 and now provides a significant opportunity to enhance our service to students as well as improve the ways in which we can manage study programs and courses.

Our students were recognised for their achievements in many fields of endeavour, including: the Powerhouse Museum FRESH FRUITS photography competition; the Australian Institute of Project Management Student Medal; and various film festivals, including Cannes. UTS students were also successful in sporting competitions: the UTS Rowing Club at the National Rowing Championships in Tasmania and in the world championships in Milan; a combined UTS/University of Sydney team who won the National Indigenous Tertiary Education Student Games; and the UTS Rugby League team who were club champions.

AWARDS

Insearch Limited, the University’s commercial arm, followed the previous year’s success as winner of the NSW Education Exporter of the Year award with even greater recognition for the quality of its programs, receiving the National Education Exporter of the Year award in 2003.

Three academic staff were nominated for Australian Awards for University Teaching, with Professor Laurie Brady from the Faculty of Education receiving a joint award in the Social Sciences category. Several members of the university community were awarded the Centenary Medal.

RESEARCH

UTS’s performance in relation to Australian Research Council funding continued to increase, indicating that our strategic investment in research has resulted in increasing high-quality research activity. UTS is a partner in two of the eight new Australian Research Council’s Centres of Excellence: the Centre of Excellence for Ultra-high Bandwidth Devices for Optical Systems; and the Centre of Excellence for Autonomous Systems.

One of the highlights for 2003 has been UTS’s involvement in the FedSat satellite project, sent into space in December 2002, through our partnership in the Cooperative Research Centre for Satellite Systems. In February, the first Ka-band satellite tracking earth stations designed and built in Australia were unveiled by the Federal Minister for Science, the Hon Peter McGauran. UTS is coordinating two earth stations to track the satellite.

The strategic relationship between UTS and global communications innovator Alcatel were strengthened when UTS joined Alcatel’s Research Partner Program. Alcatel has established the Program to foster its technology innovation through partnerships with leading universities and research institutes. UTS is the first institution from the Asia-Pacific region to join the program.

CAMPUS DEVELOPMENT

The former Fairfax building, renovated by UTS during 2002, received further recognition during 2003. The NSW Branch of the Royal Australian Institute of Architects presented the Sulman Award to joint winners Bligh Voller Nield Architects and Woods Bagot Interiors for their work in transforming the building.

By the end of 2003, UTS was close to achieving its aim of increasing its stock of student housing from 166 beds to 400 beds in order to build a greater sense of campus community. In December, the University took ownership of part of the Quadrant Development on Broadway with the intention that the first student residents would move into Gumal Ngurar (‘friendly place’) during January 2004.

Professor Ross Milbourne
Vice-Chancellor and President
UTS HAD MANY ACHIEVEMENTS IN 2003 AND EXCELLED IN NUMEROUS ACADEMIC AND PROFESSIONAL AREAS.

TEACHING AND LEARNING
> Demand for places in UTS undergraduate courses in 2003 remained strong, with five courses among the 10 most popular in NSW and the ACT.
> Professor Laurie Brady of the Faculty of Education was recognised as one of Australia’s top university teachers at the 2003 Australian Awards for University Teaching.
> Professor Mary Chiarella from the Faculty of Nursing, Midwifery and Health was appointed the State’s top nursing position, Chief Nursing Officer of NSW.

RESEARCH AND DEVELOPMENT
> ARC funding grew for the second successive year, with a record number of Discovery Grants to commence in 2004.
> UTS designed and built two Ka-band satellite tracking earth stations, which were unveiled at UTS by the Federal Minister for Science, the Hon Peter McGauran, MP, and won a major engineering award.
> UTS became a member of Alcatel’s Research Partner Program, and is the first institution of higher learning from the Asia-Pacific region to join.

STUDENT FOCUS
> UTS took possession of the 253-bed student accommodation development on Broadway.
> The new Curriculum and Student System (CASS) was successfully implemented at each stage of the annual student administration life cycle.
> Law Faculty students won the national Law Moot Court Competition.

INTERNATIONAL OUTREACH
> Insearch Limited won the Australian Education Exporter of the Year award.
> UTS experienced a 27 per cent increase in the number of international students undertaking full award courses in 2003.

COMMUNITY
> UTS launched a special scholarship scheme that will allow 12 people on Temporary Protection Visas to attend the University in 2004.
> UTS co-hosted the annual international conference on Human Rights Education.

UTS MANAGEMENT
> A review of the executive structure was undertaken, resulting in a new structure which will be operational from late March 2004.
> The University commenced the consolidation of the Faculty of Science to a single campus.
> Building 10, which was completed in 2002, won one of Australia’s most coveted architectural prizes, the Sulman Award.
UTS ORGANISATIONAL STRUCTURE

Deputy Vice-Chancellor and Vice-President (Academic)
- Building Capability Project
- Equity and Diversity Unit
- Faculties
- Human Resources Unit
- Institute for International Studies
- Jumbunna Indigenous House of Learning
- Planning and Quality Unit

Pro-Vice-Chancellor and Vice-President (Research and Development)
- Institute for Sustainable Futures
- Research and Development Unit
- University Graduate School
- University Research Institutes: Biotechnology of Infectious Diseases
  Information and Communication Technologies
  Nanoscale Technology
  Water and Environmental Resource Management

Pro-Vice-Chancellor and Vice-President (Education and Quality Enhancement)
- English Language Study Skills Assistance (ELSSA) Centre
- Information Technology Division
- Institute for Interactive Media and Learning
- Student Ombud
- University Library
- UTS Shopfront

Chief Financial Officer
- Financial Services Unit
- Facilities Management Unit

Executive Director and Vice-President (University Enterprises)
- Graduate Connections
- International Office
- UTS Connections

Registrar
- Governance Support Unit
- Student Administration Unit
- Student Services Unit
- UTS Legal Services

Note: This information is correct at 31 December 2003.
## UTS COMMITTEE STRUCTURE

### Academic Board
- Academic Administration
- Appeals:
  - [Non-disclosure]
  - Coursework Students
  - Postgraduate Research Students
  - Professional Experience
  - Courses Accreditation
- Executive
- Research Students
- Research Students Advisory
- Teaching & Learning
- University Graduate School Board

### Vice-Chancellor
- Vice-Chancellor’s Committee
- UTS Art Advisory

### Deputy Vice-Chancellor
- Academic Management
- Human Resources
- Environment, Health and Safety Advisory
- Wingara Management

### Chief Financial Officer
- Fee Policy and Management
- Physical Resources

### Pro-Vice-Chancellor (Teaching and Learning)
- Courses Planning
- Information Technology
- UTS Teaching Awards
- International Coordination and Review
- Finance and Human Resources Systems
- Replacement Board

### Pro-Vice-Chancellor (Research)
- Research Management
- Research Commercialisation
- UTS/RNSH Animal Care and Ethics
- Human Research Ethics
- UTS Biosafety

### Registrar
- CASS Curriculum Management
- Student System and Curriculum Management Advisory
- UTS Legal Advisory

### Senior University Committees

### Council Committees
- Audit and Review
- Commercial Activities
- Equity Reference Group
- Finance
- Governance
- Honorary Awards
- Student Matters

### Boards of Studies
- Board of Studies for Aboriginal Education
- Board of Studies of the Institute for International Studies

### Faculty Boards
- Business
- Design, Architecture and Building
- Education
- Engineering
- Humanities and Social Sciences
- Information Technology
- Law
- Nursing, Midwifery and Health
- Science

### Boards associated with UTS
- accessUTS Board of Directors
- Insearch Limited Board
- Sydney Educational Broadcasting Ltd Board of Directors
- UTS Child Care Inc Board
- UTS Students’ Association
- UTS Union Board

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Note: This information is correct at 31 December 2003.
UTS’s ongoing commitment to quality teaching and learning is also reflected by the consistent strong demand for student places, a trend that continued in 2003. Five UTS undergraduate courses were among the 10 most popular in NSW and the ACT. The high standard of education at UTS brought local and international recognition to its teaching staff and students, who were acknowledged for their skills and contributions in many areas. UTS also received international recognition for its teaching and learning quality tracking and improvement program.

The University’s Teaching and Learning Plan, which will be under review in 2004, seeks to strengthen the core components of the University’s educational philosophy: flexibility, practice-oriented education with close industry links, internationalisation and ethical and social responsibility. Objectives include:

- strengthening the University’s distinctiveness in practice-oriented education
- developing and maintaining effective mechanisms for monitoring and enhancing the quality of all teaching and learning processes, and
- optimising the appropriate applications of communication and information technology in support of teaching and learning activities.

This chapter highlights achievements in the direct facilitation of enhanced teaching and learning at UTS as well as national and international acknowledgment of the University’s successes in this area. Later chapters outline other developments that helped to enhance quality teaching and learning at UTS: Student Focus, Enterprise Development, and UTS Management.

**QUALITY ASSURANCE PROJECTS**

During 2003, several projects were undertaken to ensure that all areas of the University maintain the highest standards in teaching programs, both locally and offshore. All components of the UTS Tracking and Improvement System for learning and teaching were successfully delivered, including the Subject Feedback Survey, the Course Monitoring System, and the coursework and research student satisfaction surveys.

**CEQuery**, a unique qualitative data analysis system, was successfully developed, trialled and delivered for DEST over 2003 in partnership with the Queensland University of Technology. UTS received, with the Graduate Careers Council of Australia, government funding to scale up its use across all 38 universities in 2004. An analysis of UTS Course Experience Questionnaire 2001–03 comments was completed using **CEQuery** and used to identify key items in UTS Student...
Fourth-year Public Communications and International Studies student Amelia Quodling was awarded a Goethe Prize for academic achievement. The Goethe Prize is awarded by the German government for outstanding performance in German studies.

UTS Media Arts and Production graduate Tony Krawitz, whose short film Unit #52 was screened in the Director’s Cut section at the prestigious Cannes Film Festival.

Feedback Surveys and priorities for improvement in 2004.

The distinctive practice-oriented research and development studies of successful graduates were scaled up to all UTS faculties during 2003. The results were presented at national and international conferences. A four-faculty action team is currently exploring ways to use the results to enhance UTS’s curriculum and assessment methods.

The University worked to refine its policy and guidelines for the accreditation, monitoring and review of all its offshore programs, which involved benchmarking with Australian Technology Network (ATN) universities, the Australian Universities Quality Agency (AUQA) and overseas universities. A detailed review of this area is planned for the start of 2004.

The University undertook a detailed review and refined its course accreditation and review process during 2002–03, which resulted in the development of an online system for the process. The key quality assurance checkpoints were derived from an analysis of key areas for risk management in AUQA audits produced so far, international benchmarking and a detailed study of data produced by the UTS Tracking and Improvement System over the past five years.

The ATN Quality Improvement Group completed a benchmarking project on approaches to tracking and improving learning and teaching across all five member universities and its final report will be delivered to the Vice-Chancellors early in 2004.

INNOVATIONS IN TEACHING AND LEARNING SUPPORT

Information technology

To better support student learning, the University Library’s information technology infrastructure was improved with the upgrading of computers in the public areas and the installation of 36 additional personal computers (PCs). Training rooms were also upgraded to equip them for more intensive tasks such as multimedia use. Another innovative project was the installation of a wireless network that allows staff and students with laptop computers to access any of the networked Library resources available on ‘wired’ PCs.
Anthony Lenthen, Bart Milczarczyk and Bjorn Soderstrom won the Nuance Product Design Award for their device that helps to prevent deep vein thrombosis on long-haul flights. The Nuance Group AG is the world’s largest international airport retailer.

Computer Systems Engineering graduand Allison Clegg on an ore sorting machine that her research helped produce. Her presentation to a professional audience of her research into a more efficient method of ore processing won her the Dean’s Prize.

The Library is building a more comprehensive digital library with a platform of value-added digital features offering integrated provision and access, including online support and training. Student access to Library resources was greatly facilitated through the creation of a Subject Resources portal on the Library website. Students can now access a variety of subject resources with a single search. SuperSearch, the Library’s gateway to electronic information, was also upgraded to offer additional features.

Institute for Interactive Media and Learning
The Institute for Interactive Media and Learning, with the involvement of the Teaching and Learning Committee of Academic Board, developed resource kits to assist staff to more effectively incorporate the use of group tasks in learning and assessment, together with an online assessment simulation for use by staff in designing subjects.

UTSOnline continued to undergo significant expansion with surveys confirming the high value placed by students on this resource.

Enhancing student support
The University Library further enhanced student support through a number of initiatives, including: the expansion of the ‘Rovers’ program, where experienced students help students to use the computers and the Library’s website and find material on the shelves; increased access to alternative format material for the visually impaired; and the improvement of outreach support services, where students can have face-to-face library assistance in other locations around the University.

INTERNATIONALISING THE CURRICULUM

International studies
An innovative Latino Studies program was launched by the Institute for International Studies. The first of its kind outside the USA, this program gives students in the International Studies program the opportunity to undertake a year’s study at sites in the USA with a significant Latino community: California, Texas or Florida.

Online innovation
A world-first online postgraduate Adult Education course to be taught simultaneously on four continents was launched. The Master of Education in Adult Learning and Global Change, offered by the UTS Faculty of Education, Linköping University in Sweden, the University of British Columbia in Canada and the University of the Western Cape in South Africa, equips graduates to facilitate learning and change within organisations and communities.
Furniture Design Lecturer Jon Goulder won Australia’s most valuable national design award, the inaugural Bombay Sapphire Design Discovery Award, for innovation and excellence in functional design from French designer Philippe Starck.

AWARDS AND RECOGNITION

The quality of teaching programs at UTS was again reflected in recognition at both national and international levels in the form of awards and prizes for courses, teaching staff and students. UTS also participated in events locally and around the world that showcased the talents of its staff and students.

Teaching awards

A highlight of the year was the award to Professor Laurie Brady of the Faculty of Education, who was judged one of Australia’s top university teachers at the Australian Awards for University Teaching. Professor Brady was one of eight academics presented with an individual teaching award by the Federal Minister for Education, Science and Training, Dr Brendan Nelson. Two UTS science academics were finalists in their categories at the awards: Director of First Year Biology in the Department of Environmental Sciences, Associate Professor Kenneth Brown, and Senior Lecturer in Statistics in the Department of Mathematical Sciences, Dr Peter Petocz.

At the Facility Management Association of Australia awards, Course Coordinator for Project Management, Dr Deepak Bajaj won the National Excellence Award for Facility Management Knowledge Achievement.

Staff members of the Faculty of Engineering jointly received the Commonwealth of Learning’s Award of Excellence for Distance Education Materials with colleagues from several other Australian universities.

New offshore courses in China

UTS expanded its range of courses offered at universities in China. The Master of Engineering Management, currently offered in Hong Kong, was given further accreditation approval for offering in mainland China.

In addition, the UTS English Language Study Skills Assistance Centre initiated the development of English for Specific Purpose courses at Shanxi University, Taiyuan City, one of the first such initiatives undertaken by an Australian university at a large Chinese provincial university.

UTS and China’s top-ranking university, Tsinghua University in Beijing, formed a partnership to jointly deliver the UTS Master of Management in Sports Management program.

ENROLMENTS BY FACULTY 2001–03

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<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
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<td>5,036</td>
<td>4,899</td>
<td>2,952</td>
<td>3,171</td>
<td>3,605</td>
<td>8,070</td>
<td>8,207</td>
<td>8,504</td>
</tr>
<tr>
<td>Design, Architecture and Building</td>
<td>2,098</td>
<td>2,028</td>
<td>2,040</td>
<td>344</td>
<td>379</td>
<td>425</td>
<td>2,442</td>
<td>2,407</td>
<td>2,465</td>
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<tr>
<td>Education</td>
<td>1,053</td>
<td>1,016</td>
<td>742</td>
<td>1,152</td>
<td>1,101</td>
<td>1,169</td>
<td>2,205</td>
<td>2,117</td>
<td>2,111</td>
</tr>
<tr>
<td>Engineering</td>
<td>2,712</td>
<td>2,755</td>
<td>2,895</td>
<td>695</td>
<td>1,090</td>
<td>1,216</td>
<td>3,407</td>
<td>3,845</td>
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<td>Humanities and Social Sciences</td>
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<td>1,402</td>
<td>1,395</td>
<td>1,058</td>
<td>1,060</td>
<td>1,037</td>
<td>2,318</td>
<td>2,398</td>
<td>2,376</td>
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<tr>
<td>Information Technology</td>
<td>1,260</td>
<td>1,338</td>
<td>1,339</td>
<td>734</td>
<td>794</td>
<td>1,027</td>
<td>2,256</td>
<td>2,361</td>
<td>2,392</td>
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<td>Law</td>
<td>1,522</td>
<td>1,567</td>
<td>1,465</td>
<td>544</td>
<td>537</td>
<td>572</td>
<td>1,255</td>
<td>1,330</td>
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<tr>
<td>Nursing, Midwifery and Health</td>
<td>711</td>
<td>801</td>
<td>813</td>
<td>278</td>
<td>296</td>
<td>264</td>
<td>2,288</td>
<td>2,422</td>
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<td>Science</td>
<td>2,010</td>
<td>2,126</td>
<td>2,044</td>
<td>11</td>
<td>27</td>
<td>31</td>
<td>1,082</td>
<td>222</td>
<td>909</td>
</tr>
<tr>
<td>Other</td>
<td>1,071</td>
<td>195</td>
<td>878</td>
<td>9,354</td>
<td>10,343</td>
<td>27,605</td>
<td>27,618</td>
<td>29,053</td>
<td></td>
</tr>
</tbody>
</table>

Current at 31 March 2003.
At the 2003 Australian Museum Eureka Awards, UTS received recognition for its third-year undergraduate Environmental Sciences subject Freshwater Ecology, which was a finalist in the Allen Strom Eureka Award for Environmental Science. Dr Sabina Belli was also a finalist in the University of New South Wales Eureka Prize for Scientific Research.

**Student and graduate success**
Students of the Faculty of Design, Architecture and Building drew attention to the University from prominent sections of the local and global community in 2003. Students from the Bachelor of Design in Industrial Design received the accolade from top international airline retail company, The Nuance Group AG, as the best in the world in producing innovative new products for their stores. Final-year students Bart Milczarczyk and Bjorn Soderstrom won the Nuance Product Design Award 2002 with their design DVT Fitness: an innovative solution to prevent deep vein thrombosis on long-haul flights. Fellow student Anthony Lenthen came second for his development of a product called the Nuance Minda: a device designed to keep track of expensive personal items such as the mobile phone, laptop and briefcase for the executive traveller. Industrial Design student Milo Murphy achieved second place in the 2003 awards.
Design student Kinae Kim’s innovative menswear creation ‘base’, one of the collections showcasing Design and Architecture students’ works at the UTS 2003 Graduate Show and Exhibition.

Master of Applied Science student, Julien Pollack, won the Australian Institute of Project Management (AIPM) NSW Chapter’s Outstanding Student Medal for 2003. Pollack’s research involves identifying a combination of project management methods that can be applied to information systems strategy development to expand the range of applications in the public sector.

In the area of Fashion and Textile Design, UTS students Donna Sgro and Nilou Zibaee won the Sydney Powerhouse Museum’s FRESH FRUiTS competition, and graduate Timo Rissanen took out the NSW final of the Mercedes Benz Start Up competition. Works of UTS graduates also featured at the Powerhouse Museum’s Student Fashion exhibition.

UTS student and graduate filmmakers from the Faculty of Humanities and Social Sciences were a strong presence at film festivals in Australia and overseas and impressed film critics around the world. Works were screened at both the Cannes Film Festival and the international electronic art festival Videobrasil in Sao Paulo. Students also received prizes and recognition for their work at the International Helen Victoria Haynes World Peace Storyboard and Animation Scholarship Competition in Michigan, USA, and at the Archipelago International Film Festive in Rome, Italy.

In Australia, UTS film students and graduates received recognition of their talents from The Australian Screen Directors’ Association, the NSW Film and Television Office and at prominent film events such as the Tropfest Film Festival, the Dendy Awards and the ATOM (Australian Teachers of Media) Awards.

### COURSE APPLICATIONS 1999–2003

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
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<th>2002</th>
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<td>5,717</td>
<td>6,507</td>
<td>10,591</td>
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<td>Undergraduate</td>
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<td>40,174</td>
<td>46,119</td>
<td>48,681</td>
<td>48,849</td>
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<td>Total</td>
<td>47,315</td>
<td>45,745</td>
<td>51,836</td>
<td>55,188</td>
<td>59,440</td>
</tr>
</tbody>
</table>

Current at 31 March 2003.

### EXCHANGE STUDENTS 1999–2003

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
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<tbody>
<tr>
<td>Inbound</td>
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<td>200</td>
<td>306</td>
<td>404</td>
<td>393</td>
</tr>
<tr>
<td>Outbound</td>
<td>53</td>
<td>83</td>
<td>219</td>
<td>318</td>
<td>373</td>
</tr>
<tr>
<td>Total</td>
<td>223</td>
<td>283</td>
<td>525</td>
<td>722</td>
<td>766</td>
</tr>
</tbody>
</table>

Current at 31 December 2003.
UTS also excelled in Law, with students winning the Australasian qualifying round of the prestigious Stetson Environmental Law Moot, and in Communications, where students’ advertising concepts were published in Australia’s most popular buying and selling newspaper, *The Trading Post*.

**External appointments**
Several UTS academics and staff members were appointed to high-level positions in the community during 2003. These include:

- Professor Mary Chiarella from the Faculty of Nursing, Midwifery and Health to the State’s top nursing position, as Chief Nursing Officer of NSW
- Economist and Associate Professor in the Faculty of Business, Ross Jones, as Deputy Chairman of the Australian Prudential Regulation Authority (APRA), and
- Professor Geoff Scott and Professor Richard Johnstone to the Government Advisory Group for the Higher Education Learning and Teaching Performance Fund.

**Chancellor’s list**
for most outstanding achievement in a PhD thesis

- Dr Helen Mildred Callaghan: PhD Nursing, Midwifery and Health ‘Birth Dirt; Relations of Power in Childbirth’
- Dr Rebecca Jean Cummins (Chancellor’s Award): PhD Humanities and Social Sciences ‘Nechro-Techno: Examples from an Archaeology of Media’
- Dr Hung Tuan Chu: PhD Business ‘The Value of Dividends in Australia’
- Dr Stephen Gregory Gapps: PhD Humanities and Social Sciences ‘Performing the Past: A Cultural History of Historical Reenactments’
- Dr Andis Graudins: PhD Science ‘Spiders of Medical Importance in the Asia-Pacific: Neurotoxin Characterisation and Antivenom Efficacy’
Senior Hospital Scientist at the Prince of Wales Hospital in Randwick, Joanna Cheng, with Bruce Wong and Ryan O’Donnell, both trainee hospital scientists from UTS. In 2003, five of the six trainee hospital scientists in the Hospital’s Microbiology Department were UTS students.

University Medallists
For outstanding achievement in an undergraduate degree

<table>
<thead>
<tr>
<th>Name</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jesusa Seloria Aguilar</td>
<td>Bachelor of Arts in Communication and in International Studies (and the Margaret Trask Medal)</td>
</tr>
<tr>
<td>Nicole Chen</td>
<td>Bachelor of Accounting with Distinction</td>
</tr>
<tr>
<td>Allison Brooke Clegg</td>
<td>Bachelor of Engineering in Computer Systems Engineering, Diploma in Engineering Practice with First Class Honours</td>
</tr>
<tr>
<td>James Thomas Crisp</td>
<td>Bachelor of Science in Computing Science, Diploma in Information Technology Professional Practice with First Class Honours</td>
</tr>
<tr>
<td>Theresa Leanne Dalton</td>
<td>Bachelor of Engineering in Electrical Engineering, Diploma in Engineering Practice with First Class Honours</td>
</tr>
<tr>
<td>Stephen Patrick Daly</td>
<td>Bachelor of Business (Honours) with First Class Honours</td>
</tr>
<tr>
<td>Felicity Renee Dougherty</td>
<td>Bachelor of Laws with First Class Honours</td>
</tr>
<tr>
<td>Christine Lisa Fai</td>
<td>Bachelor of Science in Computing Science with First Class Honours</td>
</tr>
<tr>
<td>Katherine Louise Flynn</td>
<td>Bachelor of Science (Honours) in Applied Chemistry – Forensic Science with First Class Honours</td>
</tr>
<tr>
<td>Michelle Suzanne Giles</td>
<td>Bachelor of Nursing with Distinction</td>
</tr>
<tr>
<td>Mark Adam Stulich</td>
<td>Bachelor of Business (Honours) with First Class Honours</td>
</tr>
<tr>
<td>Daniel David Sunderland</td>
<td>Bachelor of Information Technology with Distinction</td>
</tr>
<tr>
<td>Quang Luu Thai</td>
<td>Bachelor of Engineering in Computer Systems Engineering, Diploma in Engineering Practice with First Class Honours</td>
</tr>
<tr>
<td>Jeremy Robert Walker</td>
<td>Bachelor of Arts (Honours) in Communication</td>
</tr>
<tr>
<td>Sally Anne Walker</td>
<td>Bachelor of Health Science in Traditional Chinese Medicine</td>
</tr>
<tr>
<td>Letitia Philomene Watson-Ley</td>
<td>Bachelor of Laws with First Class Honours</td>
</tr>
</tbody>
</table>
THE UNIVERSITY CONTINUED TO BUILD A STRONG NATIONAL AND GLOBAL RESEARCH PROFILE IN A NUMBER OF NICHES AREAS, WITH AN EMPHASIS ON COLLABORATIVE RESEARCH WITH INDUSTRY, BUSINESS, GOVERNMENT AND COMMUNITY.

UTS is at the leading edge in developing new technologies for a number of existing and emerging industries as well as developing innovative solutions for a range of social, economic and cultural problems.

An 18-month process to reorganise and expand the support of research and development at UTS was completed, placing the University in a strong position to capitalise on its research strengths on the world stage. This process has enabled the former UTS Research Office to focus on three principal areas: policy, grants and commercialisation.

UTS further strengthened its research with Australian Research Council (ARC) grant increases, including a record number of Discovery Grants, which will commence in 2004. All four ARC Linkage Infrastructure Grant applications were successful, which will result in over A$2 million in ARC and industry funds being spent on infrastructure projects to support ongoing research at UTS.

The University also entered into new collaborative research agreements with industry, several of its research outcomes were commercialised and it received recognition from around the globe for its research innovations.

The UTS Research and Development Plan, which will be reviewed in 2004, guides the growth of UTS in collaborative research with a distinctive focus on knowledge creation in and related to professional practice and work settings. The Plan strengthens the quality assurance framework for research and develops research education programs with close links to industry, business and government. Objectives include:

> to develop international renown for outcomes-oriented research in a small number of areas of strategic importance to Australia, and

> to be a leader in recognising and contributing to the knowledge created in professional practice and work settings.

RESEARCH STRENGTHS

The University designates specified research strengths to drive its research expertise in niche areas. Each research strength is recognised nationally for its prominence and expertise in its research discipline and many have also been recognised internationally.

In 2002, UTS developed a three-tiered structure for the designation and development of its research strengths which aims to:

> build on current research strengths to create a distinctive research profile for UTS

> build UTS’s international reputation in key areas of research strength

> establish and maintain major strategic industry partnerships, and
From left: Dr Yvonne Tran, Paul McIsaac and Professor Ashley Craig, whose research established a positive correlation between alpha waves generated in the frontal lobes of the human brain and personality traits that characterise introverts and extroverts.

Research Associate with the Australian Centre for Co-operative Research and Development, Walter Lalich, whose research found that between 1950 and 2000 efforts of over 60 ethnic groups generated significant investment in community facilities in Sydney.

> increase UTS research income significantly.

University Research Institutes consist of developed research programs in areas in which UTS is internationally renowned. Key University Research Centres conduct research of national and international importance and draw together areas of expertise within and across faculties to promote interdisciplinary research. University Research Groups lend support to emerging areas of research strengths within or across faculties.

For a full list of University Research Institutes, Key University Research Centres, Cooperative Research Centres and centres of enterprise, research and/or community service, see the Governance and Organisation chapter, page 51.

MAJOR GRANTS AND FUNDING HIGHLIGHTS

UTS had another successful year in gaining nationally competitive grants, building on its success in the previous year. A total of 28 grants totalling A$6.1 million have been received thus far for funding in 2004. A record number of 26 applications were submitted for second-round ARC Linkage funding in 2004. In addition, three UTS proposals were successful in gaining ARC Networks Seed funding to explore and develop full applications for ARC Networks in 2004. Highlights include:

> a A$250,000 Biotechnology Industry Fund (BIF) grant to further research and develop genetically engineered cancer therapeutics
> a NSW Government-commissioned A$1.2 million study into the nursing workload and responsibilities of nurses, which will look at how patient care is affected by the nursing workload, the skill-mix of nurses and models of nursing care
> a major ARC Linkage Grant with Industry Partner Abic Ltd to discover and characterise the molecular basis for cyst wall formation in Apicomplexan parasites that cause some of the most serious infectious diseases of humans and livestock
> an ARC Linkage Grant with Industry Partner Waterco Ltd for a project that aims to break the major barrier to commercial production of efficient electrical appliances by developing low-cost, high-performance motor drives using new soft magnetic composite materials
> an ARC Discovery Project Grant, with the University of New South Wales, for a project that will expand a metamodel-based process framework to support agent-oriented (AO) software development that will eventually both form a de facto standard for AO methodologies and be acceptable for commercial software application development
> an Australian Postdoctoral Fellowship under the ARC Discovery Projects Program that will research the history of the establishment and decline of the broadcast of radio programs for women by the ABC between 1936 and 1971, and
> an ARC Discovery Project Grant to research a New Paradigm of Financial Market Behaviour that will seek to explain aspects of financial market behaviour not well explained by the standard finance paradigm.

NEW RESEARCH PARTNERSHIP

UTS became a member of telecommunications company Alcatel’s Research Partner Program, established to foster Alcatel’s technology innovation through tight relationships with ‘best-in-class’ universities and research institutes. UTS is the first institution of higher learning from the Asia-Pacific region to join.

RESEARCH COMMERCIALISATION

Several companies were contracted to fund the commercialisation of UTS research outcomes in 2003 and developments occurred to facilitate further commercialisation ventures.

The Ventrassist artificial heart, which featured on the ABC television program Catalyst in October, has been developed by the company Ventracor Ltd. The device has now been used in a clinical setting.
Panthers Entertainment signed an agreement to fund the commercialisation development of ‘Mindswitch’, a device using alpha brainwaves to activate electrical appliances via computer that is being used for environmental control systems for people with disabilities, educational packages and games.

A team of Faculty of Science professors was one of only two non-European research teams to win funding under a 17-million Euro program to help perfect new technologies for monitoring stress, vigilance and sleep/wakefulness. The UTS team has already developed and patented software that will trigger three-stage warnings of impending drowsiness based on changes in brainwave activity. This research will push forward the development and field testing of hardware to put the fatigue countermeasure into cars and trucks and other areas prone to fatigue.

The CRC for Technology Enabled Capital Markets, trading as Capital Markets CRC Ltd, established a commercialisation venture through a spin-off company in equity markets surveillance, Capital Markets Surveillance Systems Pty Ltd.

**SELECT RESEARCH OUTCOMES**

- The first Ka-band satellite tracking earth stations to be designed and built in Australia were unveiled at UTS by the Federal Minister for Science, the Hon Peter McGauran, MP, and won the Australian Engineering Award in Innovation. UTS is coordinating two earth stations to track the FedSat satellite, which was sent into space in December 2002, and is the first satellite to be built by Australia in more than 30 years.

- An exchange program between UTS and the University of Lausanne in Switzerland led to collaborative forensic science projects involving the two universities and the Australian Federal Police (AFP). A number of UTS doctoral students benefited from the program: a DNA researcher specialising in research into fibres, and two other students researching fires began working with their Lausanne co-supervisors in Switzerland.

- UTS pioneered the first software package that helps manage groundwater levels, and will aid the delivery of an even distribution of groundwater to farmers, avoiding unsustainable low levels. ‘Hotspots’ was developed for the NSW Government to determine the optimal level of groundwater allocation to farms.

- Information Technology researchers designed innovative software that uses existing closed-circuit television infrastructure to track suspected car thieves. The camera responds to unusual behavioural triggers.
A partnership between UTS and the Institute of Public Works Engineering Australia produced breakthrough diagnostic technology that will allow local councils to prioritise the maintenance and rehabilitation of 20,000 bridges throughout Australia.

A study of ethnic community capital found that between 1950 and 2000, the voluntary efforts of more than 60 ethnic groups generated over A$940 million of investment in places of worship, clubs, sports grounds, child care, schools, welfare and aged care.

A team from UTS and South African company Mintek succeeded in designing and producing a new generation ultra-capacitator which will reduce operational problems.

PhD student Dominic Dowling coordinated construction of an earthquake resistant mud brick building of his own design in El Salvador, which included placing long pieces of bamboo as vertical reinforcement and barbed wire as horizontal reinforcement between the mud bricks.

UTS physicists found a way to reduce the impact of the sun’s heat without restricting the entry of light, paving the way for major advances in home and office lighting.

Engineering researchers devised a playground safety standard instrument to help reduce the frequency and severity of playground injuries.

A joint project between UTS and the NSW Department of Education, Science and Training saw the publication of the Large Scale Research Report ‘Learning Principles: Leadership Capability Research in NSW Schools’.

Nursing, Midwifery and Health staff made major research breakthroughs. Significant new coping mechanisms for Parkinson’s Disease emerged from a Sydney Hospital program pioneered by UTS, and a research project led to improved medication safety for the elderly.

PhD Science student Kin Friolo discovered why building blocks cut from Sydney’s distinctive yellow sandstone will first discolour and then slowly disintegrate, eventually requiring major restoration work.

UTS researchers and Japan’s Kagoshima University are developing a detailed social and political profile of the tuna fishing industry in each country with the aim of reducing the potential for misunderstandings between the two biggest fishers of southern bluefin tuna.

Research by UTS telecommunications engineers is helping establish microwave energy as an important tool in treating potentially deadly heart rhythm disorders. The team has developed miniaturised microwave antennas for use in keyhole heart surgery.

A major project for the Institute for Sustainable Futures followed the appointment of its Director to the Expert Panel on Environmental Flows for the Hawkesbury–Nepean River. Research studies include a whole-of-catchment analysis to manage bulk water supply and demand; a study of the social, economic and cultural impacts of introducing environmental flows in the Hawkesbury–Nepean; an analysis of the institutional arrangements required to provide and protect environmental flows in the Hawkesbury–Nepean; and a study on the potential for irrigator water efficiency and related issues.
In collaboration with researchers in Australia and abroad, UTS engineering researchers are testing a novel, cost-effective system for the removal and disposal of arsenic from household and small water supplies.

**ENHANCING RESEARCH SUPPORT AND COMMUNICATION**

Funded by ARC and UTS infrastructure grants, a high-performance network linking research institutions in Australia and overseas was constructed in Building 10 at UTS’s City campus. The UTS Access Grid node serves the burgeoning field of e-research and provides access to distributed computer resources, and an interactive user experience that will support research collaboration, distributed meetings, seminars and lectures.

In another significant development, the University Library and the University Graduate School collaborated to contribute the first UTS theses to the Australian Digital Theses (ADT) program, which promotes postgraduate research by publishing research theses online.

The University Library’s digital library was also enhanced to support research through the acquisition of several significant digital resources together with extended coverage of others. In many cases, this was achieved through the Library’s participation in collaborative purchasing by Australian and New Zealand university libraries.

**NATIONAL AWARDS FOR UTS INNOVATIONS**

UTS researchers were winners and finalists in several award ceremonies during 2003, acknowledging the University’s contributions to research. Awards included:

> A Consensus Software Award for UTS software engineers for Architecture Based Analysis of Complex Systems (ABACUS) in recognition of 12 years’ research and commercialisation development.

> ‘Mindswitch’, a UTS-designed device using alpha brainwaves to activate electrical appliances via computer, received special recognition at the Commercialisation Fair of Ideas in Sydney. It was also runner-up in the Peter Doherty Innovation Award and was selected as the Australasian entry in the Saatchi and Saatchi Innovation Award. The device is being funded for commercialisation, particularly for application that will provide significantly enhanced support for people with severe physical disabilities.

> The award for Environmental Leadership in Communications from the Banksia Environmental Foundation, and the HIA GreenSmart Partnership Award for Your Home, published by the Institute for Sustainable Futures and the Australian Greenhouse Office.
Associate Professor Sam Reisenfeld discusses UTS Engineering’s contribution to FedSat with the Federal Minister for Science, the Hon Peter McGauran.

Dr Robin Burns, Honorary Associate in the Institute for International Studies, at Casey, Antarctica. Dr Burns’ interest is in scientists in remote locations – observing their work and discourse, identifying the challenges of undertaking fieldwork in remote environments, and seeing how they interact with others in the small communities where they work and live.

Your Home is a guide on how to design, build and renovate homes to be comfortable, healthy and more environmentally sustainable.

> A gold medal at the International Materials Research Society for German PhD candidate in the UTS Microstructural Analysis Unit, Olaf Gelhausen, recognising his research into gallium nitride lighting.

> The Gleebooks prize for Literary and Cultural Criticism at the NSW Premier’s Literary Awards for Honorary Research Fellow Sylvia Lawson for her book, How Simone de Beauvoir Died in Australia.

> Australia’s most valuable national design award, the inaugural Bombay Sapphire Design Discovery Award, for Furniture Design lecturer Jon Goulder.

INTERNATIONAL RECOGNITION

The World Health Organisation expressed interest in the research into mosquitoes and the transmission of malaria conducted by UTS and the Australian Army Malaria Institute (AMI). It has provided funding for the research team to visit and share their methods and techniques with researchers in China.

UTS research that points to the removal of barriers between learning and the workplace and the creation of new educational pathways triggered international interest at a seminar in the United Kingdom convened by the Centre on Skills, Knowledge and Organisational Performance (SKOPE).

The UTS Robot Soccer Team was named the best new team at RoboCup 2003, gaining them automatic qualification for RoboCup 2004. RoboCup is an international research and education initiative to foster research into artificial intelligence and robotics.

NATIONAL AND INTERNATIONAL APPOINTMENTS

A number of appointments of UTS academics to high-level positions raised the University’s research profile in 2003, including:

> the appointment of Professor David Goodman, Director of the Institute for International Studies at UTS, to the Australian Research Council (ARC) Expert Advisory Committee for Humanities and Creative Arts

> Associate Professor Don Martin’s appointment as Convenor of the OzNano2Life network, which is a formal means of interfacing Australian expertise in nanobiotechnology with the EuropeanNano2Life Network of Excellence in nanobiotechnology, and

> the continued appointment of Professor Jane Hall, Director of the Centre for Health Economics Evaluation and Research, as the Australian representative of the Harkness Fellowship program, and her appointment to the International Committee for AcademyHealth in the United States.

UTS RESEARCH APPOINTMENT

UTS appointed Dr John Galloway, who invented NetMap, the software tool used by police in crime investigations, as Co-Director of the Complex Systems Research Centre.

FURTHER INFORMATION

Statistical research and development information can be found in Appendix A, pages 56–58.
Support services played an integral role in building the learning environment, recognising that to be effective they must operate in partnership with the academic program and deliver their support in a student-focused and seamless manner.

Over the last three years, the University has progressively implemented the strategies of the Student Focus Plan, which is due for review in 2004. In addition, faculties and units have developed a number of initiatives at an operational level to support the achievement of the Plan. The objectives of the Plan are to:

> make the administrative aspects of each student’s experience at UTS as helpful, responsive, seamless and student-focused as possible

> provide improved facilities and infrastructure to optimise student life and experience, support academic needs and engender strong identification with UTS

> provide effective support to students to enhance their personal and academic success, from admission to employment as graduates, and

> improve UTS student life through activities that enhance satisfaction with the UTS experience and build connection between students, staff, and UTS and its ideals.

**ENHANCED STUDENT ADMINISTRATION**

The new Curriculum and Student System (CASS) provides the University with the necessary technological infrastructure to progressively streamline its student administration processes. During 2003, CASS was incrementally implemented in each stage of the annual student administration life cycle. CASS successfully supported the 2003 enrolment, examination, re-enrolment and graduation processes. The emphasis was on ensuring a stable system, effective knowledge transfer to operational areas, and the proper standards for access security and data integrity. The next stage of this project will focus on developing the web functionality for student self-management and self-enrolment, curriculum management, fees administration and management reporting.

**STUDENT-FRIENDLY SERVICES**

An improved face-to-face customer service program was introduced that included extended hours welcome and help desks, a hotline phone service, faculty contacts/problem solvers, directional staff, maps and transport.

A number of additional services were introduced to streamline students’ access to their personal and academic details, including the OneStop Student...
UTS acquired premises that will house an extra 253 students. Gumal Ngurarang – meaning ‘friendly place’ in the language of the local indigenous Cadigal people – will increase current student housing stock by 153 per cent.

Administration Website, which enables students to readily access their exam results, study plan and more. New electronic information notice screens were also placed in the main entrance and other select locations to provide students with broadcast messages on student administration matters 24 hours a day. Improvements to the efficiency of class timetabling, and its responsiveness to the needs of students, were initiated. This will take several years to fine tune.

UTS continued to develop and refine its Online Criteria-based Assessment (OCBA) program, innovative software that supersedes the handwritten, often cryptic assessment notes of the past.

IMPROVED STUDENT AMENITIES
The new student-friendly spaces that were established throughout the University during 2002 provided students with appropriate facilities to socialise and meet to discuss group projects. Due to the popularity of these break-out spaces, faculties continued to identify new areas for development. In 2003, new leisure areas were set up in the Faculties of Humanities and Social Sciences, Information Technology and Design, Architecture and Building. As part of the major renovation of Building 4 at City campus (see UTS Management chapter, page 40), the UTS Union Board committed A$1.8 million to rebuild and fit out the Broadway Fitness Centre and Sports Office. The new centre will be equipped with updated weight training stations, a large cardio theatre and separate group exercise studios.

STUDENT RESEARCH FACILITIES
UTS places a strong emphasis on building the research capabilities of the University and actively encourages postgraduate students to undertake research projects by providing them with access to specially designed research facilities. New student research areas were developed in the Faculties of Engineering, Law and Education during the year as part of this University-wide initiative. A number of faculties also expanded their existing research and general study facilities.

STUDENT ACCOMMODATION
The University assumed ownership of 253 beds of student accommodation at Broadway, City campus in 2003. The new apartment building – named Gumal Ngurarang, meaning ‘friendly place’ in the language of the local indigenous Cadigal people – will increase current student housing stock by 153 per cent. The structure is one of three residential towers and is part of Australand’s Quadrant Development. The facility is of a standard which UTS believes sets an Australian benchmark in the provision of city-based student accommodation. The complex will admit its first residents in January 2004.

ENHANCED PERSONAL AND ACADEMIC SUPPORT FOR STUDENTS
A number of initiatives were implemented at faculty level to assist students, including ‘student survival’ guides, essay and report writing workshops, summer clerkships and online student networks. The Faculties of Law, Engineering and Information Technology also conducted start-of-year orientation camps for undergraduate students. The camps are designed to introduce new students to University life and provide them with strategies and skills to succeed in their course. All camps were well attended and many students indicated that they found them beneficial.

UTS Career Services’ ‘Net that Career’ online career information resource proved extremely successful in improving the systematic provision of career advice to students. During 2003, the service was further extended to include a greater range of disciplines.

The English Language Study Skills Assistance (ELSSA) Centre, which provides free academic English language programs for UTS students and staff, continued to be well utilised by students, recording approximately 6,300 enrolments into credit subjects, faculty-based workshops, individual tuition, and intensive vacation and semester
UTS Rowing champions James Chapman and Stephen Stewart who, as members of the UTS 8, won the State Championships, the Trans Tasman Cup, the Australian University Championships and came fourth at the World Championships. Both were named UTS Sportsperson of the Year.

programs. A further 3,000 students were assisted within faculties to develop their academic and professional English skills.

ENRICHED STUDENT LIFE
The University’s student life program was expanded to provide students with greater opportunities to interact and network with industry professionals, lecturers and fellow students. The following is a summary of some of the major programs and activities organised during the year.

Peer Network program
The UTS Peer Network program will move into its sixth year in 2004 and expects to see the total number of participants move past 1,000.

In 2003, the Peer Network saw an increase in the number of international students, particularly postgraduate international students, volunteering to assist with University-wide and faculty life initiatives. In 2003, the Peer Network established two new multicultural activities – the ‘Salad Bowl’ and ‘Tandem’.

The Salad Bowl was established in collaboration with UTS Union to extend the Peer Network experience beyond Orientation and into the semester. This program aims to connect members through shared cultural experiences.

The Tandem program is designed to connect incoming UTS exchange, and the Faculty of Humanities and Social Sciences international and Study Abroad students with experienced UTS students. The pilot attracted more than 200 participants and was a great success, with many ‘Tandem buddies’ continuing their partnership beyond the end of the semester.

Law Moot Court
The Law Faculty has participated in the national and international Law Moot Court competitions for a number of years. In 2003, the Faculty of Law fielded teams in seven mooting competitions. The UTS team won the National Competition held in Brisbane and for the first time went on to compete in the International Rounds in Florida. These competitions provide law students with an opportunity to research, investigate and analyse important legal issues and then argue their case in the Law Moot Court, which is a simulated court setting. The debate between competing student groups is judged by an independent panel of court judges.
UTS Law students Brynn O’Brien, Catherine Hamilton and Aaron Schimann won the Australasian qualifying round of the prestigious Stetson Environmental Law Moot held in Brisbane, and went on to compete in the International Rounds in Florida, USA.

UTS Law mooters Bree Farrugia and Matthew Day in Germany en route to represent the Faculty of Law at the C.Vis International Arbitration Moot in Vienna.

Sport
UTS produced some great sporting results in 2003. UTS clubs were led by outstanding achievements in Hockey, Fencing and Volleyball. The UTS Rowing Club won awards in New South Wales and in Australian and Trans Tasman University competitions. The highlight was the UTS Rowing Four, which achieved fourth place in the World Championships in Milan, Italy.

The University performed very well at Uni sporting competitions across Australia, achieving fifth place out of 28 universities competing at the Eastern Uni Games at Coffs Harbour, and third place out of 23 universities at the Winter Uni Games at Mt Hotham, Victoria. UTS athletes also achieved excellent results at the Australian Uni Games, held at Coffs Harbour, with most teams making it to the quarter finals and finishing in the top 10.

UTS also entered the eighth annual National Indigenous Tertiary Education Student Games (NITESG), hosted by the University of New South Wales. A combined team from UTS and Sydney University successfully gained places in the final of the basketball and touch football, won the netball and volleyball finals and the overall competition.

Sportsperson of the Year
UTS rowers Stephen Stewart and James Chapman both claimed the prestigious UTS Sportsperson of the Year award. Their achievements include finishing fourth in the World Championships and winning the State Championships, the Trans Tasman Cup and the Australian University Championships for the second time, all as members of the UTS 8. Both are trialling for the 2004 Olympic Games in Athens.

FURTHER INFORMATION
For further information on Student Focus achievements, see quality assurance projects in the Teaching and Learning chapter, pages 10–11.
PART OF THE UNIVERSITY’S STRATEGY IS TO EXPAND ITS SPHERE OF INFLUENCE AND BUILD NEW OPPORTUNITIES FOR ENGAGEMENT.

During 2003, UTS developed several new and enriched relationships with business and government partners and extended its international relationships through the formation and strengthening of a number of overseas university alliances.

The Enterprise Development Plan, which will be reviewed in 2004, guides the growth of the University’s financial base, its strategic alliances and its reputation within the community. The Plan applies new technologies to improve quality, enhance performance and increase the productivity of UTS. Its objectives in three key areas include:

> growth and diversity in the University’s non-government revenue base
> broadening corporate, government and community relationships, and
> global reach, cultural diversity and international capability.

**STRATEGIC ALLIANCES**

UTS continued to expand its alliances and partnerships in 2003.

> The Faculty of Nursing, Midwifery and Health and the Montefiore Home in Hunters Hill, Sydney, established a partnership that involves a number of collaborative projects, including the establishment of aged-care clinical placements for undergraduate nurses at the home; the possible establishment of several scholarships; the provision of a course to enable undergraduate nurses to qualify as enrolled nurses, with the opportunity for ongoing employment at the home; and the opportunity to participate in joint research and program development projects.

**BUILDING RELATIONSHIPS WITH INDUSTRY AND GOVERNMENT**

The Faculty of Humanities and Social Sciences built on its links with the film industry by hosting the annual UTS Golden Eye Awards. This event has become a must see for industry leaders and operators. The Awards showcase the creative output of UTS Media, Arts and Production students and graduates. In 2003, the number of sponsors increased considerably and sponsorship more than doubled in value. The judges’ panel included high-level representatives of the NSW Film and Television Office and the Australian Film Commission, as well as respected members of the film industry.

> UTS joined Digidesign, the world’s leading manufacturer of computer-based digital audio production systems, to launch Australia’s first Digidesign Pro School, which will provide training in Pro Tools audio-design software.
A joint agreement between accessUTS and the Binawan Institute of Health Sciences in Indonesia should result in improvements to the quality of teaching and learning in the Diploma courses offered at the Institute.

Insearch Managing Director Murray Laurence (centre) receives the IDP Education Exporter of the Year Award from Trade Minister Mark Vaile and Professor Roger Holmes, Board Member, IDP Education.

Links with both industry and government were enhanced through the appointment of Communications student Ainsley Gilkes to the Federal Government’s newly established Enterprise Development Team, part of the National Youth Roundtable.

INTERNATIONAL OUTREACH

Australian Education Exporter of the Year

In November, Insearch Limited won the Australian Education Exporter of the Year Award from a strong field of other Australian State and Territory finalists. The Award, presented under the auspices of Austrade and the Australian Chamber of Commerce and Industry, recognises the significant achievements of Insearch in building a high quality brand, a sustained level of growth in education exports and a strong network of offshore operations and partners.

International student intake

The number of international students undertaking full award courses at UTS increased by 27 per cent in 2003. The considerable growth occurred in the student populations from new and existing markets including Sweden, Norway, the USA, Canada, Japan, Mexico, Germany and France. UTS achieved well above the averages of universities in both NSW and Australia-wide in the intake of international students.

Global demand for UTS expertise

UTS strengthened its position in the Asia-Pacific region in 2003 through the establishment of the following consultancies and alliances.

- A partnership agreement with the Binawan Institute of Health Sciences in Jakarta, Indonesia was signed to provide consultancy services for a nine-month period commencing January 2004.
- UTS and Aus Health International signed a contract with the Hiranandani Group in Mumbai, India for the provision of services for technical assistance in the development of a 100-bed hospital in Mumbai.
- The UTS Science faculty ran an eight-week training program funded by the World Bank for 13 lecturing staff of the Rajabhat Institutes in Thailand.
- The World Bank engaged Professor Lesley Barclay, Director of the Centre for Family Health and Midwifery, to design and host a week-long short course at the University of Gadjah Mada, Indonesia. The course was attended by 40 leading Indonesian health professionals, academics and government health and legal officers and was part of a program that involves the development of Indonesia’s accreditation system and regulatory system for health education and health professionals.
Professor Lesley Barclay (front centre), Director of the Centre for Family Health and Midwifery, with Indonesian attendees of the World Bank intensive short course, which was designed to increase the understanding of accreditation systems and regulation for health professions and professionals, and address issues about the quality of health services.

> UTS continued to be invited to work with a range of overseas countries on its approach to quality tracking and management for learning and teaching, including Sweden, Finland, South Africa and Cambodia.

Other international achievements include the publication of business Professor Stewart Clegg’s book *Modern Organisations*, about organisational management and democratic choice, in Arabic at the request of The Institute of Public Administration in Saudi Arabia; the hosting of eminent visiting professors from Germany, Canada and England through a Distinguished Lecture Series in Health Economics; and the election of University Librarian Alex Byrne to President-elect of the International Federation of Library Associations and Institutions, the peak global body for the library and information profession.

**FURTHER INFORMATION**
Refer to the Teaching and Learning chapter for offshore courses commenced in 2003 and the Research and Development chapter for research partnerships.
From left: Irene Hagstrom, chef Tane Malcolm, Jon Slade and Dan Swan. Final-year students in the Master of Interactive Multimedia have developed several programs for the Hewlett Packard Personal Digital Assistant, one of which makes it possible for cooking enthusiasts to download their favourite chef’s recipes and order ingredients online.

Associate Professor Massimo Piccardi from the Faculty of Information Technology led a team of UTS researchers that designed a surveillance system that responds to unusual behavioural triggers which could help to prevent criminal activity in public spaces.

INTERNATIONAL STUDENTS BY FACULTY 1999–2003

<table>
<thead>
<tr>
<th>Faculty</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
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<td>Business</td>
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<td>1,773</td>
<td>1,701</td>
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<tr>
<td>Design, Architecture and Building</td>
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<td>160</td>
<td>221</td>
<td>238</td>
<td>326</td>
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<td>78</td>
<td>86</td>
<td>122</td>
<td>134</td>
<td>148</td>
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<tr>
<td>Engineering</td>
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<td>329</td>
<td>405</td>
<td>531</td>
<td>945</td>
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<tr>
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<td>153</td>
<td>318</td>
<td>487</td>
<td>582</td>
<td>648</td>
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<tr>
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<td>30</td>
<td>57</td>
<td>59</td>
<td>139</td>
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<tr>
<td>Nursing, Midwifery and Health</td>
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<tr>
<td>Other</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>12</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,334</td>
<td>2,871</td>
<td>3,213</td>
<td>3,762</td>
<td>4,949</td>
</tr>
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</table>

Current at 31 March 2003.

GROWTH IN INTERNATIONAL STUDENTS 1999–2003

<table>
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<tr>
<th>Type</th>
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<th>2001</th>
<th>2002</th>
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<td>Postgraduate</td>
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<td>1,578</td>
<td>1,850</td>
<td>2,397</td>
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<tr>
<td><strong>Total</strong></td>
<td>2,334</td>
<td>2,871</td>
<td>3,213</td>
<td>3,762</td>
<td>4,949</td>
</tr>
</tbody>
</table>

Current at 31 March 2003.
In 2003, UTS increased its relationships with the community – guided in all its activities by its commitment to equity and diversity, Indigenous education, sustainability, and the need for informed comment on public issues.

UTS projects and events embodied this commitment, including several events promoting human rights, initiatives to renew the University’s commitment to Indigenous employment, and the University’s new scholarship scheme for refugees. UTS also continued its strong presence in the community through participation in community-held events, projects, exhibitions and seminars covering various community issues.

**EQUITY, SOCIAL JUSTICE AND HUMAN RIGHTS**

**UTS Human Rights Awards**
The UTS Human Rights Awards were held in October to celebrate the social justice contributions of students and staff, and showcase their contributions towards creating equitable and supportive communities that value diversity.

**Scholarship scheme for refugees**
Twelve UTS Temporary Protection Visa Refugee Fee Exemption Scholarships were made available for undergraduate study in seven faculties: Business; Engineering; Humanities and Social Sciences; Information Technology; Law; Nursing, Midwifery and Health; and Science.

**Human Rights Education Conference**
UTS and Curtin University Chancellors co-hosted the annual international conference of the National Committee on Human Rights Education, held at UTS in December. The theme of the conference was ‘Human Rights: New Paradigms and New Responsibilities’, and it focused on domestic and regional human rights education initiatives, with discussion led by prominent speakers from Australia and its regional neighbours.

**Launch of Indigenous employment strategy**
The second stage of the University’s Wingara Indigenous Employment and Career Development Strategy was launched in 2003. UTS aims to exceed the NSW government target of two per cent for Indigenous Australian staff employed at UTS.

Wingara supports key elements of the UTS Reconciliation Statement and aims to broaden the range of employment areas, occupations and levels for Indigenous staff, and employ at least 16 Indigenous staff in continuing positions over the period 2003–05.

**UTS community programs, seminars and exhibitions**
> UTS participated again in Science in the City – the largest event in National Science Week in NSW. The event is a collaboration between UTS, the University of Sydney, the University...
of New South Wales and the Australian Museum, and celebrates the role science plays in society. More than 20,000 people attended the event over seven days. In 2003, participation extended to Science in the Bush, a satellite event held in rural NSW with over 1,200 school students.

Prominent political thinkers participated in a UTS seminar titled ‘Rethinking Progress’. Robert Manne, Raimond Gaita, Michael Pusey and Carmen Lawrence were among the speakers who discussed what they felt was the crisis of ideas and values among critics of economic rationalism. The seminar was sponsored by UTS’s Research Initiative on International Activism.

At the Library Markets Forum, author and Booker Prize winner Tom Keneally headed a line-up of guest speakers, who included University Librarian Alex Byrne and Sydney PEN Vice-President Rosie Scott. The discussion highlighted the plight of refugees and their mental anguish in waiting for release in Australian detention centres.

UTS also hosted two DEST-sponsored media science forums on the themes: ‘The Worth of Water: Environment, Society and Sustainability’ and ‘Death and Resurrection: the Science of Living, Dying and Reversing Extinction’. The forums resulted in over 150 stories in the press worldwide and involved over 30 presenters from all over Australia.

The UTS Centre for Forensic Science held a very popular series of public lectures in 2003 on a variety of topics, including: ‘Ten Years of Fingerprinting in Australia’ and ‘Drug-assisted Sexual Assaults’. The lectures provided the opportunity to strengthen international links with organisations such as the American Federal Bureau of Investigation.

A major exhibition at the Museum of Sydney, Italiani di Sydney, was curated by Dr Ilaria Vanni of the UTS Institute for International Studies. It brought together and celebrated stories of Italians who made Sydney their home and played a part in shaping the city.

The Faculty of Education’s Aboriginal and Torres Strait Islander program marked its 20th anniversary with a role in the Adult Learning Australia conference held at UTS in November.

UTS IN THE COMMUNITY
UTS Shopfront activities
In total, the UTS Shopfront completed 44 community-based projects during 2003. A number of the significant achievements are listed below.

The Shopfront was commissioned by Planning NSW – Sydney Regional West to undertake a literature review of social issues research and lessons learned from capacity building and projects conducted in western Sydney in the past six years. The information derived from this review will assist the Department to develop a regional profile for western Sydney that provides a snapshot of social, economic and environmental issues of the region.

The Director of the Shopfront, Dr Paul Ashton, ran an oral history workshop for the Youth Creators Group. The participants were young Aboriginal leaders from Redfern, Sydney, aged between 14 and 22, who are developing their own vision of living and belonging in Redfern.

Other Shopfront projects included: curatorial research for Luna Park exhibition; public relations for the Youth Creators Group; websites for Touching Base, Blacktown Youth Service and the Timorese Australia Council; design exhibition for Medecins Sans Frontieres; courtyard design for Inner West Cultural Services; a feasibility study on an ecologically sustainable living centre for Wolli Creek Preservation Society; and developing a water harvesting system to recycle rainwater for Wondakiah Residents’ Group.
Author and Booker Prize winner Tom Keneally headed a line-up of guest speakers at the 2003 Library Markets Forum. The discussion highlighted the plight of refugees and their mental anguish in waiting for release in Australian detention centres.

Leanne King, Joe Fraser, Gwen McGregor and Karen Vaughan, staff members involved in the Faculty of Education’s Aboriginal and Torres Strait Islander Program, which marked its 20th Anniversary in 2003.

Community projects and activities

> UTS was commissioned by the National Parks and Wildlife Service to train and prepare Indigenous interviewers for the task of recording the stories of Aborigines who have connections with Kosciuszko National Park, to support the development of the first cultural map of their presence in the area.

> The Indigenous Participation in Information Technology project, launched in 2003, aims to promote information and communications technology to Indigenous Australians and is working to develop and promote multiple points of entry for Indigenous Australians into the field.

> UTS led the Education and the Arts Partnership Initiative, which is investigating strategies for helping at-risk students by using the creative arts to address adolescent learning issues. Co-researchers included the NSW Department for Education and Training and the NSW Ministry of the Arts.

> Research on community views about the quality of the NSW public transport system was undertaken for the Labor Council of NSW and various transport unions. The resulting report ‘Our Public Transport’ was launched at NSW Parliament House in November. The report forms part of an ongoing dialogue between the government and community, local government and environmental groups about sustainable transport.

> UTS also launched an innovative pilot project where it will offer free legal advice to students and staff from the TAFE NSW Sydney Institute.

> The Faculty of Humanities and Social Sciences continued its strong involvement with the popular Sydney Writers’ Festival, launching the UTS Writers’ Anthology and contributing hundreds of hours of time and experience to the production of the daily broadsheet newsletter Festival News, as well as daily reports on the UTS/Macquarie University radio station 2SER-FM, a daily-updated website, event photography and more.

> UTS continued with its support for Redfern Kids Connect (RKC), an independent, voluntary community project initiated by members of AIESEC – an international student exchange organisation. RKC is an early intervention program that creates a positive and open environment where at-risk children and volunteers meet each week to play outdoors and in the computer room at the recently closed Redfern Public School.

> National Reconciliation Week was marked with a range of activities, including a morning tea for Indigenous elders from the local
Dr Anne Bamford, Senior Lecturer and chief investigator in the Education and the Arts Partnership Initiative, with children from Merrylands East Primary School. The project involves research into the alienation of school children and strategies for helping at-risk students through the creative arts.

community. Elders met with Deans and the Executive at an informal Elders’ Morning Tea hosted by the Vice-Chancellor and held at the UTS Gallery during the Manikay (Song Cycle) exhibition of paintings by two highly respected Indigenous artists, Jack Wunuwun and John Bulun Bulun.

The Sydney Women in Engineering and Information Technology (SWIEIT) Speakers’ Program, sponsored by UTS, IBM and Telstra, broke all records for visits to schools and meetings with students in 2003. SWIEIT teams visited 20 metropolitan and three regional schools, meeting with over 1,000 students from Years 10 to 12. SWIEIT is part of UTS’s highly successful Women in Engineering Program.

Recognition for community service
At the Australia Day awards, Senior Lecturer in Applied Physics Suzanne Hogg received an Order of Australia Medal for service to the community through music and physics education.

UTS HONORARY AWARDS
UTS conferred a number of honorary awards, including:

> an honorary Doctor of Science degree for Nobel Prize winner Professor Peter Doherty for his groundbreaking work with Rolf Zinkernagel in the 1970s that led to the discovery of how the immune system recognises virus-infected cells

> honorary Doctor of the University degrees for former UTS Vice-Chancellor Professor Tony Blake and former Deputy Chancellor, the late Margaret Trask, and

> an honorary doctorate for architect Glenn Murcutt, who is renowned for defining an Australian idiom in contemporary architecture.
Significant changes were made in late 2003 to the UTS management structure to ensure the university can respond to and succeed in the new dynamic higher education environment.

Organisational Development

Executive restructure

The changes in the higher education sector have resulted in the creation of a new executive structure that is to come into effect in March 2004.

UTS’s executive structure was reviewed to develop a model that will enable UTS to achieve its vision and meet the significant challenges faced in the changing higher education environment. As a result of this review, a new executive structure will be operational from late March 2004. The University Enterprises portfolio and the position of Executive Director and Vice-President (University Enterprises) will be disestablished and two new executive positions created, Pro-Vice-Chancellor and Vice-President (International) and Executive Director (Organisational Support). In addition, there have been some changes in the titles of some existing executive positions to reflect changes to their portfolios. This will create an executive group consisting of the Vice-Chancellor and President, Deputy Vice-Chancellor and Vice-President, Pro-Vice-Chancellor and Vice-President (International), Pro-Vice-Chancellor and Vice-President (Research), Pro-Vice-Chancellor and Vice-President (Teaching and Learning), Chief Financial Officer, Registrar and Executive Director (Organisational Support). The review also resulted in the creation of the new position of Vice-President (Alumni and Development), which reports directly to the Vice-Chancellor but is not part of the executive management group.

Appointments/resignations

As at 31 December 2003, recruitment was underway for the newly created positions of Pro-Vice-Chancellor (International), Executive Director (Organisational Support), Vice-President (Development and Alumni) and for the Pro-Vice-Chancellor (Research), pending the resignation of the incumbent, Professor Lesley Johnson, effective in 2004. Professor Bob Robertson will retire as Executive Director and Vice-President (University Enterprises) effective in 2004.

Professor Desley Luscombe was appointed Dean, Faculty of Design, Architecture and Building; Professor John Rice, Dean, Faculty of Science; Professor Tharam Dillon, Dean, Faculty of Information Technology; and Professor David Goodman was reappointed as Director for the Institute for International Studies. Thea Seabrook was appointed Director, Student Administration; Jennifer Gilmore, Director, Human Resources; Susan Tiffin, Director, Building Capability Project; and David Pacey, Director, Governance Support.

Workforce planning

A structured workforce planning process was implemented in faculties.
and will be rolled out to priority non-faculty areas in 2004, as UTS prepares for the retirement of the large cohort of academics recruited during the growth period in higher education in the 1970s.

**Employee relations**
The University commenced the enterprise bargaining process for separate enterprise agreements for support, academic and senior staff and successfully planned and implemented over 30 workplace change projects. The enterprise agreements should be finalised early in 2004.

UTS Library became the first university library in Australia to broadband almost all Library positions across two levels. This created a flexible staffing infrastructure that will contribute to a more responsive and creative University Library whilst establishing improved career paths and incentives for highly competent and talented staff. The first advancement round resulted in 60 per cent of applicants achieving advancement to the higher level and 9 per cent receiving advanced incremental progression.

**Staff development**
Following preliminary research in 2002, UTS established the Building Capability Project in 2003 to give additional support to linking the development of staff and organisational capability. It does this by initiating and supporting a number of specific initiatives related to UTS’s strategic priorities. In 2003, the focus of the Building Capability Project was to:

> undertake consultations with faculties and units to determine where UTS could become more adaptable or better align its activities

> further support project management capability through a suite of learning programs, web-based resources, communities of interest and improvements in process (UTS was a finalist in the Australian Institute of Training and Development (AITD) Awards for Excellence for its Project Planning Program)

> commence a project to engage with newer/younger academic staff on the changing nature of academic work and the implications for University policy and faculty practice, and

> support changes and assist the enhancement of staff capability to manage the processes for commercialisation in offshore activities.

**Equity and Diversity at UTS**
UTS is committed to ensuring that all students and staff have equitable access to education and employment opportunities, are treated fairly, and can work and study in an environment free of harassment. In 2003, UTS initiated a number of new equity programs: Wingara Indigenous

ENVIRONMENT, HEALTH AND SAFETY (EHS)
The Deputy Vice-Chancellor’s EHS Advisory Committee updated the EHS Policy and the Workplace Injury Management and Return to Work Program to reflect changes in legislation and UTS priorities. The Committee also developed a new five-year EHS Strategic Plan focusing on the high-risk issues and risks concerning the UTS community and addressing any deficiencies in the UTS EHS Management System. Key UTS-wide initiatives planned include personal safety and security, emergency management and the promotion of psychological wellbeing.

The practical application of risk management principles continued to be the main focus of EHS activity in 2003. A number of risk management initiatives were developed to respond to identified potential risks, which are documented below.

> EHS risk management steps were integrated into the research approval procedures for all staff and student research. EHS risk management was integrated into the travel approval process.

> The EHS Branch conducted ‘quick and obvious’ risk assessments in all UTS laboratories and workshops to identify and assess high risk activities and ensure that safe work practices are established.

The EHS Management System requires that every faculty and unit establish, implement and monitor an EHS Plan. The plans are structured around a list of compliance requirements driven by legislative obligations and policy driven outcomes at UTS. The planning process allows faculties and units to choose appropriate and practical procedures to suit their activities and level of risk rather than imposing a ‘one size fits all’ manual of procedures. In 2003, the new online system was successfully trialled with a number of faculties and units.

In 2003, the University’s workers’ compensation claims experience was, once again, much better than the industry average, i.e. less claims and/or less cost per claim being paid. Based on this good claims experience, the premium was A$1.03 million, which is approximately half that expected of a university of similar size. The good claims experience is achieved through effective health and safety programs, claims management and return to work programs. The other major factor for the University’s success is that
individual UTS staff members adopt sensible, safe work practices.

**SUSTAINABILITY (WASTE REDUCTION AND PURCHASING)**
The UTS approach to sustainability considers the impacts (both positive and negative) of a decision in relation to the environment and the society as well as the economical cost. The University is committed to integrating sustainability into research and consulting, teaching and learning and also operational practices.

The Greening the Campus program focuses on waste, energy and water. A number of initiatives were undertaken to reduce the amount of waste produced; reuse and recycle the waste that is generated and also to purchase recycled products and/or products with less impact on the environment.

Through 2003, the Information Technology Division (ITD) maintained its commitment to environmental sustainability through ensuring recycled toners were used within all the printers in the UTS General Access Computing Laboratories and the administrative sections. ITD also introduced a print management system within the general access computing facility area, which reduced paper usage by 90 per cent and almost entirely reduced general waste (paper and toner).

Desk-side paper recycling was introduced in 2002 following a very successful trial in Building 10. In 2003, the amount of paper diverted from landfill continued to increase. The University successfully trialled recycling facilities for glass, plastic and aluminium and will now progressively introduce these facilities to other buildings including the new student residence, Gumal Ngurang.

High-efficiency lighting, use of natural gas and electricity power factor correction reduced the amount of energy used per square metre and greenhouse gas production. The University also conducted a trial of waterless urinals in one building to determine if this is an appropriate strategy to minimise water use.

The project to refurbish Building 4 (the Science Building) provides further opportunity to integrate sustainability into major construction projects at UTS.
PHYSICAL ENVIRONMENT
IMPROVEMENTS

Campus Development Plan: 2000–10
The University continues to implement its Campus Development Plan that was the result of a process of consultation across the UTS community and with key precinct neighbours. Another significant milestone in the implementation of the Plan was the commencement of the Faculty of Science and Research Institutes Project.

Science project
The University commenced on the consolidation of the Faculty of Science to a single campus. The current science building (Building 4) on Harris Street, Ultimo, will be substantially refurbished with an extension to contain a series of modern, multifunctional laboratories for teaching undergraduate students, new research laboratories and offices and accommodation for the research institutes.

The building philosophy provides for the incorporation of environmentally sustainable passive energy saving systems and green building elements. These include shielding the building from direct sunlight and creating a green edge where possible. A new facade will be provided, incorporating new entrances to the Faculty of Science, Union Sports Centre and University Hall.

Initial works commenced in November, with construction work commencing in earnest in the new year.

Student accommodation – Gumal Ngurang
For information on this initiative, see the Student Focus chapter, page 25.

Architecture award
The NSW Branch of the Royal Australian Institute of Architects presented one of the most coveted architecture prizes, the Sulman Award, to joint winners Bligh Voller Nield Architects and Woods Bagot Interiors for their work that transformed Building 10 in Jones Street into a showplace for UTS and Sydney.

Other developments
The University continued with the upgrade of large lecture theatres on the City campus as part of an overall exercise to improve the quality of its general teaching spaces. Two under-utilised lecture rooms were converted into a 200-seat tiered lecture theatre on Level 4 of Building 2. As part of this upgrade work, access was also provided for people with disabilities. The University began a major classroom maintenance and upgrade. In Building 10, the student commons area was completed, with 40 computers on the ground floor.
The original Market 3 buildings were demolished nearly 20 years ago leaving the perimeter walls to be incorporated into the University’s current Haymarket campus buildings as they represented part of the heritage of the Markets Precinct. This year saw the replacement of the eroded stone profiles with pre-cast synthetic stone, matching the original profiles and protecting the remaining stonework. The fit-out of Blocks C and D at Haymarket to accommodate the School of Finance and Economics and the Centre for Health Economics Research and Evaluation was completed this year. The University has also undertaken major maintenance works on the built environment such as replacement of the waterproofing roof membranes of the buildings at Kuring-gai and Buildings 1 and 2 on the City campus.

**FURTHER INFORMATION**
Statistical and other information can be found on the following pages:
- Staffing and EEO statistics (App. B), pages 59–62
- Equity and diversity (App. D), pages 63–66
- Land register and Works in progress and completed (App. E), page 67
- Governance and Organisation chapter, pages 48–55
- Organisational and Committee Structures 2003, pages 8–9
OVERVIEW

The Statements of Financial Performance, Financial Position and Cash Flows on pages 6–8 of the Financial Statements booklet outline the financial position of the University as at 31 December 2003 and include its wholly owned subsidiaries, Insearch Limited, (including Insearch Shanghai) and accessUTS Pty Ltd. This review should be read in conjunction with the Financial Statements, including the Notes, and the Independent Audit Report. The Budgeted Financial Reports are on pages 45–47.

MANAGEMENT CENTRES

The University operates on a devolved management model with Council determining broad objectives and policy directions, and the management centres, through the Executive of the University, formulating and implementing strategies appropriate to their areas of specialisation and specific client groups. This allows allocation of resources where they are most needed. There are 14 management centres including nine faculties. The head of each management centre is accountable for the finances of the centre and receives a budget allocation from the University, based on their expected expenditure for 2004.

BUDGETED FINANCIAL STATEMENTS COMPARATIVE 2003 BUDGET VERSUS 2003 ACTUAL FOR THE UNIVERSITY

Operating result

The difference between actual and budgeted operating revenue, $13.1 million, is due to higher than expected revenues from fees and charges, mainly international and postgraduate students and investment income. The actual and budgeted operating expenses have increased by $16.4 million for a number of reasons: depreciation has increased as a result of the revaluation of the University’s buildings; buildings and grounds expenditure has increased as a direct result of a conscious effort in 2003 to improve the standard of public and student space; and other expenses have increased due to the one-off expenditure for Library revaluation decrement of $3.0 million. These have been offset by a reduction in the amount expensed for employee benefits. The net result is a decreased operating result against budget ($3.3 million).

Statement of Financial Position

The increase in net assets ($46.8 million) is mainly the result of an increase in managed investments ($31.6 million), and an increase in non-current assets ($49.7 million) offset by an increase in provisions ($32.7 million).

A substantial proportion of the managed investments are committed to fund major capital works identified in the Capital Plan for 2004 and beyond.

The increase in liabilities is mainly the result of an increase in provisions. The increases in the provisions are due to the movement in the deferred government superannuation contributions and payroll related items. The increase in equity flows from an increase in reserves resulting mainly from the revaluation of assets.

The actual ratio of Current Assets to Current Liabilities is 3.1:1 compared with the budgeted ratio of 2.9:1.

Statement of Cash Flows

The increase in cash inflows from operating activities results mainly from increases in fees and charges, and commonwealth payments. The increase in cash outflows from operating activities is mainly the result of an increase in non-salary items offset by a favourable reduction in salary and associated expenses. Both Other Operating Revenue and Non-Salary items include an amount for the goods and services tax (GST). Payments for investment securities have increased due to the deferral of capital projects.

COMPARISON OF 2003 AND 2002 UNIVERSITY ACTUAL RESULTS

Operating result

The University returned an operating result of $9.0 million for 2003 compared to $16.5 million in 2002.

Revenue

Operating revenue has increased by 8.2 per cent to $311.1 million (2002 $287.7 million) (excluding the $13.5 million for deferred government superannuation benefit). The major increases have been in fees and charges (19.9 million) primarily from international and postgraduate students and Commonwealth Government Financial Assistance including the Higher Education Contribution Scheme and Postgraduate Education Loans Scheme ($4.9 million).

Expenditure

Operating expenses have risen by 11.3 per cent to $302.1 million (excluding the $13.5 million for deferred government superannuation benefit). The increase is primarily caused by salary costs associated with an increase in staff numbers to match growth in EFTSU and incremental progression, buildings and grounds and depreciation costs. Depreciation and amortisation charges increased by $9.2 million from 2002. Equipment depreciation increased $6.0 million as the full year impact of a number of capital items is charged – Building 10 equipment, Curriculum and Student...
System (CASS) software. Equipment has also transitioned in 2003 to a straight-line method of depreciation on plant and equipment. Buildings and infrastructure depreciation increased by $3.2 million as the result of a reassessment of the useful life of Building 10 infrastructure from 40 years to 10 years and a revaluation of Building 10.

**Statement of Financial Position**

Net assets have increased by $62.5 million from 2002. This change is primarily attributable to an increase in non-current assets, specifically the revaluation of all buildings and property, and the purchase of Gumal Ngurang. Additionally, the NSW Government Actuary assessed the University’s receivable in respect of the superannuation funds administered by the State Authorities Superannuation Trustee Corporation at $137.4 million, an increase of $13.5 million. Receivables increased $6.8 million and other current financial assets have increased by $5.3 million.

Non-current liabilities include an increase in interest-bearing liabilities mainly due to the loan for Gumal Ngurang. Provisions include an increase in the deferred government superannuation contributions, $11.5 million. The increase in reserves is mainly due to the revaluation of Buildings and Property. The ratio of Current Assets to Current Liabilities ratio has changed from 3.7 in 2002 to 3.1 in 2003.

**Statement of Cash Flows**

Cash at the end of the period has decreased by approximately $1.3 million. Major changes in operating inflows include fees and charges ($25.6 million), Higher Education Contribution Scheme payments ($2.3 million), financial assistance from the Commonwealth Government ($1.8 million), offset by a decrease in other operating revenue ($4.3 million).

Major changes to operating outflows include an increase in salaries and associated costs ($6.4 million) and non-salary items ($6.5 million). Decreases of inflows from investing and financing activities include sale of investment securities ($35.2 million) and proceeds from the sale of assets ($3.4 million). Cash flows from financing activities include proceeds from loans of $29.5 million.

**INDEPENDENT AUDIT REPORT**

The UTS Independent Audit Report is published on pages 4–5 of the Financial Statements booklet and is followed by the full Financial Reports.

**INVESTMENT MANAGEMENT PERFORMANCE**

Macquarie Investment Management Ltd (MIML) manages the majority of the University’s investment portfolio. A small amount is held by the New South Wales Treasury Corporation’s Hourglass Cash facility for administrative purposes. The University’s Finance Committee reviews the investment strategies employed by MIML in the day-to-day management of the University’s investment portfolio annually.

At the end of 2003, a total of $79.409 million (2002 $74.096 million) was invested in fixed-interest and short-term cash facilities. A total of $68.91 million (86.78 per cent) was held in short-term investments [cash, bank bills, negotiable certificates of deposit] while a total of $10.498 million (13.22 per cent) was held in fixed-term investments [Commonwealth, State and semi-government bonds].

The Annual Reports (Statutory Bodies) Regulations require the University to report investment performance of the University’s surplus funds compared with relevant benchmarks. The portfolio’s performance is compared on a monthly basis to the following benchmarks:

1. MIML – a hybrid index comprising 85 per cent UBS Australia Bank Bill Index and 15 per cent UBS Australia Composite All Maturities Bond Index.
2. NSW TCorp – the return of the New South Wales Treasury Corporation’s Hourglass Cash facility for the same period.

The University’s actual returns and comparable NSW Treasury Corporation’s Hourglass and MIML benchmark rates for 2003 are given below:

<table>
<thead>
<tr>
<th></th>
<th>University return</th>
<th>MIML benchmark</th>
<th>NSW TCorp benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>4.40%</td>
<td>4.63%</td>
<td>4.83%</td>
</tr>
<tr>
<td>Since inception</td>
<td>6.09%</td>
<td>6.10%</td>
<td>5.73%</td>
</tr>
</tbody>
</table>

In 2003, the University’s investment portfolio underperformed the MIML benchmark by 0.23 per cent and underperformed the NSW TCorp benchmark by 0.43 per cent. The fund has delivered an average 6.09 per cent per annum return since inception.

**RISK MANAGEMENT AND INSURANCE REPORT**

In 2003, the University Council endorsed a new Risk Management Policy and Implementation Plan. The intent of the Policy is to embed risk management into business processes and functions via key approval processes, review processes and controls, not to impose risk management as an extra requirement. A Risk Management Coordination Group was established to support the implementation of the Risk Management Policy.
Risk management principles have been embedded in the following key business processes: the approval process for funded and non-funded research, staff and student travel, and all stages of major construction projects. Work is also underway to integrate risk management into the course approval and accreditation process.

Risk management continues to be an important element in processes related to information technology, environment, health and safety, commercialisation projects, finance and human resources.

The Audit and Review Committee oversees the implementation of a systematic approach to the management of risk throughout the University and undertakes a review of the University’s Annual Financial Reports.

Workers’ compensation insurance is arranged with CGU Workers Compensation (NSW) Limited (CGU). The University’s premium is calculated using the Industry Tariff Rate and the University’s claims experience (the number and cost of claims). The lower the claims experience, the lower the premium and the bigger the difference between the Industry Tariff Rate and the premium as a percentage of salary.

In 2003, the NSW Work Cover Authority set the Industry Tariff Rate for universities at 1.45 per cent. In 2003, the University’s premium was $1.030 million, approximately 0.72 per cent of salaries, significantly lower than the Industry Tariff Rate. Thus, the University’s low claims experience (achieved through effective health and safety programs, claims management and return to work programs) saved the University over $1 million in 2003.

The University has a range of other insurance policies to cover property, general third party and product liability, commercial activities, medical malpractice, fidelity guarantee, professional indemnity, comprehensive motor vehicle, marine hull, voluntary workers, overseas travel and business interruption. Property cover includes industrial special risk and encompasses burglary, accidental damage, and property in transit and machinery breakdown. Aon Risk Services Australia Limited assist UTS Insurance in the management of these policies.

ANNUAL REPORTS (STATUTORY BODIES)
ACT 1984 – CONTROLLED ENTITIES
The accounts of accessUTS Pty Ltd and Insearch Limited and its wholly owned subsidiary, Insearch Shanghai Limited, are disclosed in full in the University’s Annual Report.
## BUDGETED OPERATING RESULT
### FOR THE YEAR ENDED 31 DECEMBER 2004

<table>
<thead>
<tr>
<th></th>
<th>Actual 2003</th>
<th>University Budget 2003</th>
<th>Variance 2003</th>
<th>Budget 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

### OPERATING REVENUE
- **Commonwealth Government financial assistance**: 109,504 108,000 1,504 113,155
- **HECS**
  - > Student contributions: 15,983 15,100 883 15,318
  - > Commonwealth payments: 49,374 50,300 (926) 48,996
- **State Government financial assistance**: 3,367 2,700 667 3,249
- **Fees and charges**: 101,268 86,000 15,268 110,163
- **Investment income**: 4,029 2,600 1,429 2,000
- **Royalties, trademarks and licenses**: 58 55 3 60
- **Consultancies and contract research**: 5,760 8,500 (2,740) 8,094
- **Other revenue**: 21,788 24,600 (2,812) 27,480

**Total operating revenue**: 311,131 298,055 13,076 328,515

### OPERATING EXPENSES
- **Employee benefits**: 182,057 187,000 (4,943) 203,092
- **Depreciation and amortisation**: 23,522 14,800 8,722 27,967
- **Buildings and grounds**: 9,922 7,000 2,922 4,696
- **Bad and doubtful debts**: 976 300 676 400
- **Other**: 85,613 76,600 9,013 88,326

**Total operating expenses**: 302,090 285,700 16,390 324,481

**Operating result excluding deferred superannuation**: 9,041 12,355 (3,314) 4,034

### Superannuation
- **Deferred Government contributions**: 13,469 22,500 (9,031) 15,000
- **Deferred employee benefits for superannuation**: (13,469) (22,500) 9,031 (15,000)

**Operating result**: 9,041 12,355 (3,314) 4,034
## BUDGETED STATEMENT OF FINANCIAL POSITION

**AS AT 31 DECEMBER 2004**

<table>
<thead>
<tr>
<th></th>
<th>Actual 2003</th>
<th>University Budget 2003</th>
<th>Variance 2003</th>
<th>Budget 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,899</td>
<td>2,600</td>
<td>(701)</td>
<td>1,666</td>
</tr>
<tr>
<td>Inventories</td>
<td>0</td>
<td>86</td>
<td>(86)</td>
<td>0</td>
</tr>
<tr>
<td>Receivables</td>
<td>15,049</td>
<td>8,200</td>
<td>6,849</td>
<td>12,767</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>79,461</td>
<td>47,837</td>
<td>31,624</td>
<td>30,000</td>
</tr>
<tr>
<td>Other</td>
<td>13,263</td>
<td>7,238</td>
<td>6,025</td>
<td>11,096</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>109,672</td>
<td>65,961</td>
<td>43,711</td>
<td>55,529</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>137,413</td>
<td>125,000</td>
<td>12,413</td>
<td>133,944</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>696,047</td>
<td>658,725</td>
<td>37,322</td>
<td>728,548</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>833,460</td>
<td>783,725</td>
<td>49,735</td>
<td>862,492</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>943,132</td>
<td>849,686</td>
<td>93,446</td>
<td>918,021</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>9,859</td>
<td>2,516</td>
<td>7,343</td>
<td>6,041</td>
</tr>
<tr>
<td>Provisions</td>
<td>11,045</td>
<td>7,429</td>
<td>3,616</td>
<td>9,259</td>
</tr>
<tr>
<td>Other</td>
<td>14,592</td>
<td>13,000</td>
<td>1,592</td>
<td>11,036</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>35,496</td>
<td>22,945</td>
<td>12,551</td>
<td>26,336</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest-bearing liabilities</td>
<td>70,829</td>
<td>69,500</td>
<td>1,329</td>
<td>99,500</td>
</tr>
<tr>
<td>Provisions</td>
<td>166,451</td>
<td>133,667</td>
<td>32,784</td>
<td>170,003</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>237,280</td>
<td>203,167</td>
<td>34,113</td>
<td>269,503</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>272,776</td>
<td>226,112</td>
<td>46,664</td>
<td>295,839</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>670,356</td>
<td>623,574</td>
<td>46,782</td>
<td>622,182</td>
</tr>
</tbody>
</table>

**EQUITY**

|                           |             |                        |               |             |
| Reserves                  | 276,240     | 230,000                | 46,240        | 222,751     |
| Accumulated funds         | 394,116     | 393,574                | 542           | 399,431     |
| **Total equity**          | 670,356     | 623,574                | 46,782        | 622,182     |
BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2004

<table>
<thead>
<tr>
<th></th>
<th>Actual 2003</th>
<th>University Budget 2003</th>
<th>Variance 2003</th>
<th>Budget 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Inflows (Outflows)</strong></td>
<td>(Outflows)</td>
<td>(Outflows)</td>
<td>(Outflows)</td>
<td>(Outflows)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Commonwealth Government</td>
<td>108,427</td>
<td>111,098</td>
<td>(2,671)</td>
<td>113,155</td>
</tr>
<tr>
<td>&gt; State Government</td>
<td>3,367</td>
<td>3,820</td>
<td>(453)</td>
<td>3,249</td>
</tr>
<tr>
<td>Higher Education Contribution Scheme</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Student payments</td>
<td>15,983</td>
<td>15,708</td>
<td>275</td>
<td>15,318</td>
</tr>
<tr>
<td>&gt; Commonwealth payments</td>
<td>49,336</td>
<td>43,038</td>
<td>6,298</td>
<td>48,996</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>103,647</td>
<td>85,643</td>
<td>18,004</td>
<td>110,163</td>
</tr>
<tr>
<td>Investment income</td>
<td>3,458</td>
<td>2,800</td>
<td>658</td>
<td>2,000</td>
</tr>
<tr>
<td>Royalties, trademarks and licenses</td>
<td>58</td>
<td>234</td>
<td>(176)</td>
<td>60</td>
</tr>
<tr>
<td>Consultancies and contract research</td>
<td>5,760</td>
<td>8,292</td>
<td>(2,532)</td>
<td>8,094</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>30,519</td>
<td>25,564</td>
<td>4,955</td>
<td>27,480</td>
</tr>
<tr>
<td><strong>Total Inflows</strong></td>
<td>320,555</td>
<td>296,197</td>
<td>24,358</td>
<td>328,515</td>
</tr>
<tr>
<td>Outflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and associated costs</td>
<td>(178,822)</td>
<td>(183,027)</td>
<td>4,205</td>
<td>(198,093)</td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>(2,869)</td>
<td>(2,564)</td>
<td>(305)</td>
<td>(6,175)</td>
</tr>
<tr>
<td>Non-salary items</td>
<td>(107,263)</td>
<td>(90,820)</td>
<td>(16,443)</td>
<td>(89,247)</td>
</tr>
<tr>
<td><strong>Total Outflows</strong></td>
<td>(288,954)</td>
<td>(276,411)</td>
<td>(12,543)</td>
<td>(293,515)</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>31,601</td>
<td>19,786</td>
<td>11,815</td>
<td>35,000</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of investment securities</td>
<td>174,000</td>
<td>160,000</td>
<td>14,000</td>
<td>219,000</td>
</tr>
<tr>
<td>Proceeds from sale of assets</td>
<td>138</td>
<td>0</td>
<td>138</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Inflows</strong></td>
<td>174,138</td>
<td>160,000</td>
<td>14,138</td>
<td>219,000</td>
</tr>
<tr>
<td>Outflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for investment securities and shares</td>
<td>(179,366)</td>
<td>(136,114)</td>
<td>(43,252)</td>
<td>(180,500)</td>
</tr>
<tr>
<td>Payments for purchase of land, buildings, plant and equipment</td>
<td>(57,135)</td>
<td>(73,072)</td>
<td>15,937</td>
<td>(105,181)</td>
</tr>
<tr>
<td><strong>Total Outflows</strong></td>
<td>(236,501)</td>
<td>(209,186)</td>
<td>(27,315)</td>
<td>(285,681)</td>
</tr>
<tr>
<td>Net cash used by investing activities</td>
<td>(62,363)</td>
<td>(49,186)</td>
<td>(13,177)</td>
<td>(66,681)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from loan</td>
<td>29,500</td>
<td>29,500</td>
<td>0</td>
<td>30,000</td>
</tr>
<tr>
<td>Net cash used by financing activities</td>
<td>29,500</td>
<td>29,500</td>
<td>0</td>
<td>30,000</td>
</tr>
<tr>
<td>Net increase/(decrease) in cash held</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at 1 January</td>
<td>3,161</td>
<td>2,500</td>
<td>661</td>
<td>3,347</td>
</tr>
<tr>
<td>Cash at 31 December</td>
<td>1,899</td>
<td>2,600</td>
<td>(701)</td>
<td>1,666</td>
</tr>
</tbody>
</table>

as constituted under s. 9(1) of the University of Technology, Sydney Act 1989 (UTS Act).

The UTS Council is the governing authority of the University. The powers of Council cover:

- provision of courses and conferral of degrees and awards
- appointment and termination of staff
- the control and management of affairs best calculated to promote the objects and interests of the University
- financial and commercial investments and commitments
- the establishment of branches and colleges, and
- making rules with respect to a range of matters, including elections, student enrolment and examinations, staff and student discipline, use of University facilities, loans and grants, and fees, charges and fines.

Under the UTS Act, the Council comprises up to 21 councillors who hold their positions for differing periods under various categories of membership. Council is chaired by the Chancellor, or the Deputy Chancellor in the Chancellor’s absence.

Chancellor
The Hon Sir Gerard Brennan, AC, KBE, BA LLB (Q’ld), HonLLD (Trin Coll, Dublin), HonLLD (Q’ld), HonLLD (ANU), HonLLD (Melb), HonLLD (UTS), HonDlitt (CQU), HonDUniv (Griff) (24 November 1998 to 31 July 2006)

Deputy Chancellor
Kenneth J Rennie, FCA, Executive Consultant, Ernst & Young (9 December 2002 to 8 December 2004)

Pro-Chancellors
Emeritus Professor Helen Garnett, BSc[Hons] (Syd), PhD (Wales), FTSE, FAICD, Executive Director, Australian Nuclear Science and Technology Organisation (12 December 2002 to 31 July 2003)
Dr Valerie Levy, BA (Columbia), MA (Pennsylvania), PhD (Claremont), Member, Ethics Committee, Royal Prince Alfred Hospital; Member, NSW Legal Profession Advisory Council (12 December 2002 to 11 December 2004)
Warwick Watkins, MNatRes [UNE], ISMP-AMP (Harvard); Director General, Department of Lands; Surveyor General of NSW; Registrar General of NSW (6 August 2003 to 11 December 2004)

Six members appointed by the Minister
Professor Larissa Behrendt, LLB, BJuris (UNSW), LLM, SJD (Harvard), Director, Jumbunna Indigenous House of Learning, UTS (1 November 2002 to 31 October 2006)
Emeritus Professor Helen Garnett, BSc[Hons] (Syd), PhD (Wales), FTSE, FAICD, Executive Director, Australian Nuclear Science and Technology Organisation (11 November 1998 to 31 October 2002 and 1 November 2002 to 31 July 2003) (also elected as Pro-Chancellor)
Dianne Leckie, BBus (KCAE), MEcon (Macq), FCPA, MAICD (11 November 2002 to 31 October 2006)
Kenneth J Rennie, FCA, Executive Consultant, Ernst & Young (1 November 1998 to 31 October 2002 and 1 November 2002 to 31 October 2006) (also elected as a Deputy Chancellor)
The Hon Ian F Sheppard, AO, QC, LLB (Syd), HonMA (KCAE), Retired Judge of Supreme Court of New South Wales and the Federal Court of Australia; part-time Judge and Arbitrator including Judge of the Fiji Court of Appeal (11 November 1994 to 31 October 1998, 1 November 1998 to 31 October 2002, and 1 November 2002 to 31 October 2006)
Warwick Watkins, MNatRes [UNE], ISMP-AMP (Harvard); Director General, Department of Lands; Surveyor General of NSW; Registrar General of NSW (11 November 2002 to 31 October 2006) (also elected as Pro-Chancellor)
Dr Katherine Woodthorpe, BSc[Hons] (UMIST), PhD (Leicester), FAICD, Consultant in Commercialisation of Technology; Chairman, Cooperative Research Centre for Antarctic Climate and Ecosystems (11 December 2003 to 31 October 2006)

Parliamentary members
One member of the Legislative Council of New South Wales
The Hon Tony Burke, BA, LLB (Syd), MLC (from 7 May 2003)
One member of the Legislative Assembly of New South Wales
A P (Tony) Stewart, BA (UNSW), DipEd (Syd Teach Coll), MP Member for Bankstown (from 19 June 1996)
Official members

Vice-Chancellor and President
Professor Ross Milbourne, BCom, MCom (UNSW), PhD (Calif), FASSA

Chair of Academic Board
Professor Alan M Johnson, BAppSc [SAIT], MedMgmt, PhD [Flin], MA[Hon], DSc [W'gong], FASP, FASM, FAA Biol, Professor of Microbiology, Faculty of Science, UTS (first elected 1 July 1999, re-elected 1 November 1999 to 31 October 2001 and 1 November 2001 to 19 January 2003)

Professor Anthony T Baker, BSc[Hon], PhD (UNSW), FRAC, Professor of Chemistry, Faculty of Science, UTS (first elected 14 March 2003 to 31 October 2003, re-elected 1 November 2003 to 31 October 2005)

Elected members

Two members elected by and from the academic staff
Associate Professor Di Brown, RN, BAppSc [UC], GradDipHEd [UNSW], PhD [UWS], MCN [NSW], MRCNA, AFACHSE, Associate Dean [Teaching and Learning], Faculty of Nursing, Midwifery and Health, UTS (9 April 1999 to 31 October 2000, 1 November 2000 to 31 October 2002, and 1 November 2002 to 31 October 2004)

Patrick L Healy, BE (NUI), DIC, MSc [Lond], MBA [UNSW], MIEAust, MAIPM, MAIB Senior Lecturer, Faculty of Design, Architecture and Building, UTS (1 November 1994 to 31 October 1996, 1 November 1996 to 31 October 1998, 1 November 1998 to 31 October 2000, 1 November 2000 to 31 October 2002, and 1 November 2002 to 31 October 2004)

One member elected by and from the non-academic staff
Anne Robinson, DipOT [COT], AccOT, GradDipAdmin [KCAE], MBus [EmpRel] [UTS]; Workers’ Compensation and Return to Work Coordinator, Environment, Health and Safety Branch, Human Resources Unit, UTS (1 November 2002 to 31 October 2004)

One member elected by and from the undergraduate students

One member elected by and from the postgraduate students
Nirav D Parekh, enrolled in MBA [Professional Accounting] [UTS] (1 November 2002 to 31 October 2004)

Four members elected by and from Convocation
Emeritus Professor Steve Bakoss, BE [Syd], MS [Calif], MEngSc, PhD [UNSW], FIEAust; Honorary member of the Council, Budapest University of Technology and Economics (1 November 2002 to 31 October 2006)

Colin E Grady, GradDipFin [KCAE], MBA (NSWIT), FCPA, CA [NZ], FAIM, MIA, MCM, JP, President, UTS Alumni Association; Trustee of the UTS Law Foundation; Director, Grenfell Securities Limited; Director, Midland Securities Limited (1 November 2002 to 31 October 2006)

Margo Humphreys, MDR [UTS], Member of the Unit for Dispute Resolution [UTS], MAICD, Dispute Resolution Consultant (1 November 2002 to 31 October 2006)

Dr Valerie Levy, BA [Columbia], MA (Pennsylvania), PhD [Claremont], Member, Ethics Committee, Royal Prince Alfred Hospital; Member, NSW Legal Profession Advisory Council (1 November 1998 to 31 October 2002 and 1 November 2002 to 31 October 2004) (also elected as Pro-Chancellor)

Additional member appointed by Council
Megan Cornelius AM, BA [Syd], FAICD, FAICD, FAIM, FAC; Harvard Leadership Program, Australian Institute of Company Directors Diploma; Chairman and CEO, Expertise Australia Group; Managing Director, Expertise Technology Pty Ltd; Fellow of UTS; Australia’s Woman Leader to APEC; Member of the Advisory Board of UTS Key University Research Centre for Innovative Collaborations, Alliances and Networks (14 April 2003 to 31 October 2006)

Secretary to Council
Dr Jeff FitzGerald, LLB [Hon] (Melb), LLM, PhD [Northwestern]

COUNCIL ATTENDANCES 2003

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
<th>Possible Attendance</th>
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<tbody>
<tr>
<td>Professor A Baker</td>
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<tr>
<td>Emeritus Professor S Bakoss</td>
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<td>Professor L Behrendt</td>
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<td>The Hon Sir F G Brennan, AC, KBE</td>
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<td>Associate Professor D Brown</td>
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<td>The Hon A Burke, MLC</td>
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<tr>
<td>M Cornelius, AM</td>
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<tr>
<td>Emeritus Professor H Garnett (resigned from Council in July 2003)</td>
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<td>C E Grady</td>
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<td>P L Healy</td>
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<tr>
<td>M Humphreys</td>
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<tr>
<td>Professor A M Johnson (resigned from Council in January 2003, before the first meeting)</td>
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<tr>
<td>D Leckie</td>
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<tr>
<td>Dr V Levy</td>
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<tr>
<td>Professor R Milbourne</td>
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<tr>
<td>N Parekh</td>
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<tr>
<td>K J Rennie</td>
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<tr>
<td>A Robinson</td>
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<tr>
<td>The Hon H Sham-Ho, MLC</td>
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<td>The Hon I F Sheppard, AO, QC</td>
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<tr>
<td>A P Stewart, MP</td>
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<tr>
<td>W Watkins</td>
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<tr>
<td>Associate Professor R Wickert (as acting Chair, Academic Board)</td>
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<tr>
<td>G Williams</td>
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<tr>
<td>Dr K Woodthorpe</td>
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PRINCIPAL OFFICERS OF THE UNIVERSITY

Chancellor
The Hon Sir F G Brennan, AC, KBE, BA LLB (Q’dl), HonLLD [Trin Coll, Dublin], HonLLD (Q’dl), HonLLD [ANU], HonLLD (Melb), HonLLD (UTS), HonDlitt [CQU], HonDUniv [Griff]

Deputy Chancellor
K J Rennie, FCA, Executive Consultant, Ernst & Young

Vice-Chancellor and President
Professor R D Milbourne, BCom, MCom (UNSW), PhD (Calif), FASSA

Deputy Vice-Chancellor and Vice-President [Academic]
Professor P Booth, BEd (Syd), GradDipEd (Syd Teach Coll), MEd [UNE], PhD [Griff], FCPA

Pro-Vice-Chancellor [Education and Quality Enhancement]
Professor R Johnstone, BA [N’cle], PhD [Camb]

Pro-Vice-Chancellor [Research and Development]
Professor L Johnson, BA [Syd], MEd [Q’dl], PhD [Monash]

Executive Director and Vice-President [University Enterprises]
Emeritus Professor R W Robertson, MA [UVic], FRAIPR, FATRI

Chief Financial Officer
K McCarthy, BCom [UNSW], ICAA

Registrar
Dr J M FitzGerald, LLB[Hons] (Melb), LLM, PhD [Northwestern]

DEANS

Business
Professor R Lynch, DipPhysEd [W’gong TC], BEd[Hons], MEd [UWA], PhD [Ill]

Design, Architecture and Building
Professor P G Burgess, BArch[Hons] [N’cle], MSc [Arch] [Columbia], MPhil (Lond), MRAIA

Education
Professor A Gonczi, MA, MEd[Hons] (Syd), PhD [UTS]

Engineering
Professor A Johnston, BSc[Hons], PhD [Heriot-Watt], FIEAust, CEng, MICE

Humanities and Social Sciences
Professor J Kirk, BA, DipEd [Syd], MLitt [UNE], MA [Lib] [CCAE], MIInfSc, FALIA, ARMA

Information Technology
Associate Professor G McLelland, BSc, PhD [Syd] [Acting, to 1 July 2003]
Professor Tharam Dillon, BE, PhD [Monash], FIEAust [from 1 July 2003]

Law
Professor D Barker, LLB [Lond], MPhil [Kent], LLM[Hons] [Cantab], DiplLG [Kent], GradDipLegPact [UTS], FCIS, MCIarb, FAIM, FIMgt, MACE, Solicitor of the Supreme Court of NSW and the High Court of Australia

Nursing, Midwifery and Health
Professor J F White, RN, RGON [NZ], CM, AssocDipNEd [Cumb], BEd [CCAE], MEd [Syd], FRCNA, FCN [NSW], FCN [Aotearoa]

Science
Professor A R Moon, BSc, PhD [Melb], FAIP

University Graduate School
Professor M Tennant, BA[Hons], DipEd [Syd], PhD [Macq]

THE FACULTIES

In 2003, UTS undertook its teaching and research programs through nine faculties – some of which are organised into schools or departments and centres – and the University Graduate School.

Faculty of Business
> School of Accounting
> School of Finance and Economics
> School of Leisure, Sport and Tourism
> School of Management
> School of Marketing
> Graduate School of Business

Faculty of Design, Architecture and Building
 Faculty of Education
Faculty of Engineering
> Information and Communication
> Infrastructure and the Environment
> Management, Policy and Practice
> Mechatronics and Intelligent Systems

Faculty of Humanities and Social Sciences
> Department of Media Arts, Communication and Information
> Department of Writing, Journalism and Social Inquiry

Faculty of Information Technology
> Department of Computer Systems
> Department of Information Systems
> Department of Software Engineering
Faculty of Law  
Faculty of Nursing, Midwifery and Health  
Faculty of Science  
Department of Applied Physics  
Department of Cell and Molecular Biology  
Department of Chemistry, Materials and Forensic Science  
Department of Environmental Sciences  
Department of Health Sciences  
Department of Mathematical Sciences  
University Graduate School  
The University Graduate School is a University-wide organisation that supports postgraduate study.  
INSTITUTES, CENTRES AND OTHER ORGANISATIONS  
Institutes and centres within the University provide focus and profile for intellectual activities that may fall across disciplinary boundaries and/or fulfil functions not possible in the existing faculty structures.  
Institutes  
Institute for International Studies  
Institute for Interactive Media and Learning  
Institute for Sustainable Futures  
Jumbunna, Indigenous House of Learning (Jumbunna is an academic, research and support centre)  
University Research Institutes  
Institute for the Biotechnology of Infectious Diseases  
Institute for Information and Communication Technologies  
Institute for Nanoscale Technology  
Institute for Water and Environmental Resource Management  
Key University Research Centres (KURCs)  
Centre for Health Economics Research and Evaluation  
KURC for Built Infrastructure Research  
KURC for Corporate Governance  
KURC for Cultural Studies – Trans/forming Cultures  
KURC for Health Technologies  
KURC for Innovative Collaborations, Alliances and Networks  
KURC for Organisational, Vocational and Adult Learning  
KURC for Quantitative Finance Research  
Cooperative Research Centres [CRCs]  
Australian CRC for Renewable Energy  
CRC for Enterprise Distributed Systems Technology  
CRC for Satellite Systems  
CRC for Sustainable Aquaculture of Finfish  
CRC for Sustainable Tourism  
CRC for Technology Enabled Capital Markets  
UTS Centres of enterprise, research and/or community service  
Australian Centre for Cooperative Research and Development  
Australian Centre for Event Management  
Australian Centre for Independent Journalism  
Australian Centre for Public Communication  
Australian Centre for Public History  
Centre for Australian Community Organisations and Management  
Centre for Community Law and Legal Research  
Centre for Complex Systems Research  
Centre for e-Business and Knowledge Management  
Centre for Ecotoxicology  
Centre for Electrical Machines and Power Electronics  
Centre for Family Health and Midwifery  
Centre for Forensic Science  
Centre for Health Services Management  
Centre for Language and Literacy  
Centre for Local Government  
Centre for Object Technology Applications and Research  
Centre for Popular Education  
Centre for Research and Education in the Arts  
Centre for Research on Provincial China  
National Centre for Groundwater Management  
Other organisations  
AustLII (The Australian Legal Information Institute)  
Australian Technology Park Innovations (ATPI)  
APACE Village First Group  
UTS Training and Development Services  
ADMINISTRATIVE STRUCTURE 2003  
Heading the administrative structure in 2003 was a senior management team consisting of the Vice-Chancellor and President, Deputy Vice-Chancellor and Vice-President, Pro-Vice-Chancellor and Vice-President (Research), Pro-Vice-Chancellor and Vice-President (Teaching and Learning), Chief Financial Officer, Executive Director and Vice-President (University Enterprises), and the Registrar. In October 2003, following the Vice-Chancellor’s review of the executive structure, the Council approved the creation of two executive positions, Pro-Vice-Chancellor and Vice-President (International) and Executive Director (Organisational Support). The Council also approved the disestablishment of the position of Executive Director and Vice-President (University Enterprises) with effect on the date of the retirement of the incumbent, Emeritus Professor Bob Robertson, in May 2004.  
Vice-Chancellor and President  
Professor Ross Milbourne, the Vice-Chancellor and President, is the Chief Executive Officer of the University, a member of the Council and its committees, and the Academic Board. The Vice-Chancellor is accountable to the Council for all academic and administrative objectives of the University, with particular accountabilities including leadership, external and internal relations, strategic planning, policy advice to Council, staff and student discipline, entrepreneurial developments, international programs, and management review and audit. The Vice-Chancellor is formally advised by a number of committees.  
Directly reporting to the Vice-Chancellor in 2003 were the University’s senior management team, the Director, Internal Audit, and the Director, Marketing and Communication.
Deputy Vice-Chancellor and Vice-President (Academic)

Professor Peter Booth, the Deputy Vice-Chancellor and Vice-President (Academic) is accountable to the Vice-Chancellor for the academic operations of the University. He is a member of several Council Committees and Vice-Chancellor’s Committees. The Deans of all faculties, and the Directors of the Institute for International Studies, Jumbunna Indigenous House of Learning, the Human Resources Unit, the Planning and Quality Unit and the Equity and Diversity Unit are accountable to this office. The Deputy Vice-Chancellor acts in the absence of the Vice-Chancellor and has delegated responsibility from the Vice-Chancellor with respect to decisions on some staffing and other matters.

Pro-Vice-Chancellor (Education and Quality Enhancement)

Professor Richard Johnstone, the Pro-Vice-Chancellor (Education and Quality Enhancement), a member of the Academic Board and of some Vice-Chancellor’s and other committees, is accountable to the Vice-Chancellor for a range of support services for teaching and learning, and for the overall development and evaluation of quality enhancement strategies across the University. Reporting to the Pro-Vice-Chancellor (Education and Quality Enhancement) are the Directors of: the Institute for Interactive Media and Learning; Quality Development Unit; Information Technology Division; and English Language Study Skills Assistance Centre; the University Librarian; and the Student Ombud.

Pro-Vice-Chancellor (Research and Development)

Professor Lesley Johnson, the Pro-Vice-Chancellor (Research and Development), a member of the Academic Board and of some Vice-Chancellor’s and other committees, is accountable to the Vice-Chancellor for the enhancement of the University’s research profile, the University Graduate School and various cooperative research centres. Reporting to the Pro-Vice-Chancellor (Research and Development) are the Director of the Research and Commercialisation Office, the Dean of the University Graduate School and the Directors of the following research institutes: Institute for the Biotechnology of Infectious Diseases; Institute for Information and Communication Technologies; Institute for Nanoscale Technology; Institute for Water and Environmental Resource Management; and Institute for Sustainable Futures.

Executive Director and Vice-President (University Enterprises)

Emeritus Professor Bob Robertson, the Executive Director and Vice-President (University Enterprises), is accountable to the Vice-Chancellor for the international activities of the University, for the alumni and fundraising, and for the development of its commercial and business activities and networks. He is a member of several Vice-Chancellor’s committees and represents the University on several Boards of Directors of companies in which UTS has an interest. Reporting to the Executive Director and Vice-President (University Enterprises) are the Directors of International Programs and UTS Graduate Connections/Alumni.

Chief Financial Officer

Mr Kevin McCarthy, the Chief Financial Officer, is a member of several Council committees and Vice-Chancellor’s committees. He is accountable to the Vice-Chancellor for financial services and facilities management. Reporting to the Chief Financial Officer are the Directors of Financial Services and Facilities Management.

Registrar

Dr Jeff FitzGerald, the Registrar, is Secretary to the University Council and the Academic Board, and provides executive support to the Chancellor and the Deputy Chancellor. The Registrar is accountable to the Vice-Chancellor for the administration of: student services, which meets the academic, health, personal, housing and career needs of students; student administration for undergraduate and postgraduate coursework students in such areas as admissions, enrolments and re-enrolments, examination, academic progress, student discipline and related appeals, transcripts and other records, fees, HECS and PELS; the management of the University’s committee system of governance, its corporate records, memory and legal interests, official publications, graduations and formal ceremonial events, legislative and regulatory matters relating to records, freedom of information, privacy, copyright and rules relating to student discipline and appeals. The Registrar has overall responsibility for the way the Student Focus Plan is implemented across the University and for the project to progressively develop the functionality of a new Curriculum and Student System (CASS), and obtain service improvements and efficiencies in student administrative processes across the University. The Registrar is the proper officer of the University and has delegated authority to
approve the use of the University’s name and symbols and to sign certain official documents. Reporting to the Registrar are the Directors of Student Administration, Student Services, Governance Support and the University Solicitor.

FUNCTIONS OF COUNCIL BOARDS AND COMMITTEES IN 2003

Council committees

The Council was assisted in 2003 in its role of directing the University by the following boards and committees.

The Audit and Review Committee assists Council in discharging its responsibility in relation to: internal control systems; financial information; business policies and processes compliance with applicable laws, rules and regulations; and systems for the prevention and management of corrupt conduct, maladministration and waste. The Committee advises Council on the annual internal audit plan; effectiveness of the internal audit function; and liaison with the external auditor. It also reviews and passes comments to Council and to the Finance Committee on the annual Financial Statements and other relevant documents.

The Commercial Activities Committee was established by Council in October 2002 to advise Council on all matters relating to the University’s commercial activity under the UTS Act, including policy and governance frameworks.

The Equity Reference Group (new body in 2003) annually previews the UTS equity and diversity program, reviews the University’s past program performance, and reports to Council on these and on any action which might be taken by Council in terms of the policy and governance of the University.

The Finance Committee advises Council on matters relating to the distribution and supervision of University finances and acts on behalf of Council in areas of delegated authority.

The Governance Committee (new body in 2003) advises Council on the University By-law and on Rules deriving from the By-law and any subsequent amendments to both.

The Honorary Awards Committee advises Council on policy relating to all types of honorary awards and recommends nominations for honorary awards.

The Student Matters Committee (new body in 2003) considers matters of University policy relating to students, and provides advice to Council, the Vice-Chancellor and the student body concerning the policy and governance of the University as related to student matters.

Academic Board

The Academic Board, which is Council’s principal adviser on academic matters, also has its own standing committees and boards of studies that advise the Board on a variety of matters pertaining to the academic programs of the University. In 2003, these included: Academic Administration; Appeals; Courses Accreditation; Executive; the Faculty Boards; Teaching and Learning; University Graduate School Board; the Board of Studies for Aboriginal Education; and the Board of Studies of the Institute for International Studies.

Vice-Chancellor’s Committees

There are several committees reporting via the Executive to the Vice-Chancellor. In 2003, these included: the Vice-Chancellor’s Committee, Courses Planning Committee; Fee Policy and Management Committee; Information Technology Committee; Research Management Committee; CASS Advisory Committee; Animal Care and Ethics Committee; Environment, Health and Safety Committee; Human Research Ethics Committee; International Coordination and Review Committee; UTS Biosafety Committee; UTS Teaching Awards Committee; and Wingara Management Committee.

Faculty Boards

There are nine Faculty Boards: Business; Design, Architecture and Building; Education; Engineering; Humanities and Social Sciences; Information Technology; Law; Nursing, Midwifery and Health; and Science. The task of the Faculty Boards is to advise the Academic Board and the relevant Deans, Associate Deans and Heads of School on matters pertaining to the educational work of the respective faculties. The composition of the Faculty Boards is determined by Council.
MEMBERSHIP OF COUNCIL COMMITTEES 2003

Audit and Review Committee
Chair – an external member, who may be a member of Council, but not of the Finance Committee, appointed for expertise
Emeritus Professor H Garnett (to 31 July 2003)
Warwick Watkins (from 6 August 2003)

Vice-Chancellor and President
Professor R D Milbourne

Deputy Chair – an external member of Council who is not a member of the Finance Committee, appointed by Council
Megan Cornelius AM

Two external members of the Finance Committee, whether a member of Council or not, appointed by Council
The Hon I F Sheppard, AO, QC
Dr K Woodthorpe (from 15 December 2003)

Commercial Activities Committee
An external member of Council (Chair)
D Leckie

Three members external to the University (who may also be members of Council), with particular skills and experience in relevant commercial activities, appointed by Council
Emeritus Professor H Garnett (to 31 July 2003)
K J Rennie
W Watkins
Dr K Woodthorpe (from 15 December 2003)

Equity Reference Group
An external member of Council (Chair)
V Levy

Deputy Vice-Chancellor (Academic)
Professor P Booth

Director, Equity and Diversity Unit
R Thompson

Equity and Diversity Coordinator
K Wilson

Director, Human Resources Unit or nominee
J Gilmore

Director, Student Services or nominee
M Flood

Director, Jumbunna Indigenous House of Learning
Professor L Behrendt

Chair, Women’s Forum
Dr P Farrar

Staff representative of equity target group: women
L Shoemark

Staff representative of equity target group: Australian Indigenous people
J Tranter

Staff representative of equity target group: people of NESB
H Sheeres

Staff representative of equity target group: people with disabilities
L Vidoni

Staff representative of equity target group: gay and lesbian people
Dr P Caldwell

President, NTEU UTS Branch or nominee
D Freeder

Chair, CPSU UTS Branch or nominee
D Colbey-Finch

Student representative of equity target group: women
B O’Connor

Student representative of equity target group: Australian Indigenous people
Vacant

Student representative of equity target group: people of NESB
H Boey

Student representative of equity target group: people with disabilities
T Alderman

Student representative of equity target group: gay and lesbian people
M Sumera

President, Students’ Association or nominee
C Vu

President, UTS Union or nominee
B Alexander

Finance Committee
Six external members of Council (to include the Chair and Deputy Chair)
K J Rennie [Chair]
D Leckie [Deputy Chair]
Emeritus Professor S Bakoss
C Grady
M Humphreys
The Hon I F Sheppard, AO, QC

Vice-Chancellor and President
Professor R D Milbourne
Deputy Vice-Chancellor and Vice-President
Professor P Booth

Chief Financial Officer
K McCarthy

Three persons external to the University appointed by Council for their expertise
B French
Dr A J Green
D Taylor

One academic staff member of Council
P L Healy

The non-academic staff member of Council
A Robinson

A student member of Council
G Williams

Governance Committee
An external member of Council (Chair)
The Hon I F Sheppard, AO, QC

Vice-Chancellor and President
Professor R D Milbourne

Deputy Vice-Chancellor and Vice-President
Professor P Booth

Two external members of Council
Professor L Behrendt
M Humphreys

Two persons with appropriate expertise appointed by Council
G Ireland
R Shapiro

One academic staff member of Council
P L Healy

One non-academic staff member of Council
A Robinson

One student member of Council
G Williams

Registrar
Dr J M FitzGerald

University Solicitor
D O’Hara

One member of the academic staff of the Faculty of Law
C Ying

Honorary Awards Committee
Chancellor (Chair)
The Hon Sir F G Brennan, AC, KBE

Deputy Chancellor
K J Rennie

Vice-Chancellor and President
Professor R D Milbourne

A Deputy Vice-Chancellor or a Pro-Vice-Chancellor
Professor R Johnstone

Two external members of Council
Dr V Levy
W Watkins

One academic staff member of Council
Dr D Brown

Chair, Academic Board
A Baker

Registrar
Dr J M FitzGerald

Student Matters Committee
An external member of Council (Chair)
Vacant

Pro-Vice-Chancellor and Vice-President (Teaching and Learning) or nominee
Professor R Johnstone (Acting Chair)

Student members of Council
N D Parekh
G Williams

President, Students’ Association or nominee
C Vu

Overseas Students Officer of the Students’ Association
Vacant

President, UTS Union or nominee
B Alexander

Student representative of the UTS Union clubs
S Koutoulas

A UTS student elected by and from the UTS students resident in University accommodation
L Hibbert-Wells

Deputy Vice-Chancellor and Vice-President or nominee
Professor P Booth

Registrar or nominee
Dr J M FitzGerald

Director, Student Services or nominee
C Hepperlin

A Dean nominated by the Deans
Professor D Barker

An Associate Dean (Teaching and Learning) nominated by the Associate Deans (Teaching and Learning), not from the same faculty as the nominated Dean
Associate Professor R Buckney
# APPENDIX A1

## RESEARCH FUNDING

**External funding (provisional)**

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<th>Category</th>
<th>Amount</th>
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<td>Commonwealth schemes</td>
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<td>Non-Commonwealth schemes</td>
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<tr>
<td>Other public sector</td>
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<td>Local Government (competitive and non-competitive)</td>
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<td>State Government (competitive and non-competitive)</td>
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<td>Commonwealth Government (other than above)</td>
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<td>Industry and other funding for research</td>
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<td>Australian</td>
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<td>International</td>
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<td>Subtotal</td>
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<tr>
<td>Other Australian Research Council grants</td>
<td>$2,724,942</td>
</tr>
<tr>
<td>LIEF Grants</td>
<td>$723,868</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$723,868</td>
</tr>
<tr>
<td>Cooperative Research Centres</td>
<td>$1,044,727</td>
</tr>
<tr>
<td>Funding from Commonwealth grants</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>$1,044,727</td>
</tr>
<tr>
<td>DEST annual allocations</td>
<td>$3,589,700</td>
</tr>
<tr>
<td>Institutional Grants Scheme</td>
<td></td>
</tr>
<tr>
<td>National Priority Reserve Funds</td>
<td>$0</td>
</tr>
<tr>
<td>Research Infrastructure Block Grant</td>
<td>$1,242,490</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$4,832,190</td>
</tr>
<tr>
<td>Total external research funds received</td>
<td>$21,950,110</td>
</tr>
</tbody>
</table>

## Budgeted Allocation of 2003 IGS, RIBG, and UTS Initiatives Funds

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative Research Centres/centres of excellence</td>
<td>$495,000</td>
</tr>
<tr>
<td>Early Career Researcher Grants</td>
<td>$207,000</td>
</tr>
<tr>
<td>Research Excellence Grants</td>
<td>$402,000</td>
</tr>
<tr>
<td>UTS Incentive Grants</td>
<td>$345,200</td>
</tr>
<tr>
<td>Industry Link Seeding Grants</td>
<td>$200,000</td>
</tr>
<tr>
<td>Technology Seed Fund</td>
<td>$50,000</td>
</tr>
<tr>
<td>Postgraduate scholarships</td>
<td>$600,000</td>
</tr>
<tr>
<td>University Research Strengths</td>
<td>$3,925,000</td>
</tr>
<tr>
<td>Research Development Team</td>
<td>$400,000</td>
</tr>
<tr>
<td>Research Readers and Professors</td>
<td>$378,000</td>
</tr>
<tr>
<td>Postdoctoral Fellowships</td>
<td>$65,000</td>
</tr>
<tr>
<td>Research Fellowships</td>
<td>$15,000</td>
</tr>
<tr>
<td>PVC Contingency Fund</td>
<td>$150,000</td>
</tr>
<tr>
<td>Faculty Dividends</td>
<td>$990,000</td>
</tr>
<tr>
<td>Ethics and Biosafety</td>
<td>$15,000</td>
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<tr>
<td>Database Initiatives</td>
<td>$40,000</td>
</tr>
<tr>
<td>Research Promotion</td>
<td>$70,000</td>
</tr>
<tr>
<td>Commercialisation of Research</td>
<td>$150,000</td>
</tr>
<tr>
<td>Strategic Opportunities Fund</td>
<td>$420,000</td>
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<tr>
<td>ATN Projects</td>
<td>$53,500</td>
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<tr>
<td>UTS Library</td>
<td>$358,970</td>
</tr>
<tr>
<td>Research Infrastructure Projects</td>
<td>$633,000</td>
</tr>
<tr>
<td>Research &amp; Commercialisation Office Support</td>
<td>$319,485</td>
</tr>
<tr>
<td>Overseas Foundation Project</td>
<td>$170,000</td>
</tr>
<tr>
<td>Total budgeted allocations</td>
<td>$10,452,155</td>
</tr>
</tbody>
</table>

# APPENDIX A2

## UTS EARLY CAREER RESEARCHER GRANTS

### Dr Christopher Bajada, Business, $22,000
The cash economy and the productivity paradox

### Dr Nicola R Boulter, Science, $18,000
Characterisation of Cathepsin L, a cysteine protease from toxoplasma gondii: an important factor in parasite virulence?

### Mr Aaron J Coutts, Business, $17,000
The influence of training aerobic capacity on repeat sprint performance during prolonged high intensity, intermittent exercise

### Dr Xiangjian (Sean) He, Information Technology, $14,000
Neural network-based object recognition on clusters of computers within the spiral architecture

### Dr Peter Jones, Science, $24,000
Molecular dynamics for the design of peptide inhibitors of P-glycoprotein

### Dr Paul Joseph Kennedy, Information Technology, $15,000
Data mining of gene expression data from child oncology

### Dr Madeleine King, Centre for Health Economics Research and Evaluation, $18,000
Evidence-based interpretation guidelines for quality of life measures: a novel method illustrated with QLQ-C30

### Dr Zhi Wei (Jack) Lin, Engineering, $20,000
Characterisation of nanometer soft magnetic materials for application in power electrical devices
Dr Alfredo Martinez-Coll, Engineering, $17,000
An improved hands-free variable control for powered wheelchairs and environmental control systems (ECS) utilising surface electromyography (SEMG) and biofeedback

Dr Jo McCormack, Institute for International Studies, $17,000
Social activism and collective memory in France: recent renewed efforts to remember the Algerian War

Dr Stan N Palassis, Law, $15,000
Transboundary environmental responsibility, liability and compensation

Dr Robert J Steele, Information Technology, $14,000
Neighbourhood search: a web services-based e-business search system

Dr Shichao Zhang, Information Technology, $18,000
Efficient strategies for mining negative association rules

Dr Glen Searle, Design, Architecture and Building, $25,000
A geographical analysis of the Australian information technology sector

Professor Ann Simpson, Science, $25,000
Mechanisms underlying glucose-stimulated insulin secretion in genetically engineered human liver cells

Professor Geoff Smith, Science, $25,000
Nano-engineering of optical resonances for applications to solar control glazing, radiative cooling and photonics

Dr Rosalie Viney, Centre for Health Economics Research and Evaluation, $25,000
Using stated preference discrete choice modelling to value multi-attribute health states

Ms Leigh Wood, Ms Anna Reid, Dr Geoff Smith, Professor Peter Petocz, Science, $25,000
Multiplying the opportunities for future professionals in the mathematical sciences

APPENDIX A3

UTS INCENTIVE GRANTS

Professor Sam Blay, Mr Patrick Keyzer, Law, $25,000
International legal aspects of people smuggling by sea: Australia’s rights and responsibilities

Dr Patrick Crogan, Humanities and Social Sciences, $25,000
War cultures, computer games and contemporary audio-visual culture

Professor Gamini Dissanayake, Dr Quang Ha, Engineering, $25,000
Mobile robot localisation and mapping in three-dimensional natural environments

Professor Ernest Edmonds, Dr Toni Robertson, Information Technology, $25,000
Developing complex digital environments for creativity

Dr Siegfried Gudergan, Dr Christine Soo, Professor Timothy Devinney, Business, $25,000
Innovation and collaboration in business networks: an empirical validation

Associate Professor Doan Hoang, Professor Michael Fry, Information Technology, $25,000
Controlling Internet quality of service with feedback loops and active services

Dr Elaine Jeffreys, Institute for International Studies, $25,000
Governing the selling and buying of sex in the People’s Republic of China

Professor Alex Novikov, Dr Eric Schlogl, Business, $25,000
Modelling of financial instruments with levy processes: theory, implementation and robustness

Dr Matthew Phillips, Science, $25,000
Nonametre spatial resolution vacuum ultra-violet scanning cathodoluminescence imaging and analysis of wide band gap opto-electronic materials and devices

Dr Sandra Schuck, Professor Laurence Brady, Professor Paul Hager, Dr Norman McCulla, Education, $25,000
Mentoring via e-learning to enhance quality induction, retention and professional development of early career teachers

APPENDIX A4

UTS INDUSTRY LINK SEEDING RESEARCH GRANTS

Associate Professor Besim Ben-Nissan, Science, $15,317
Modelling of the human hip joint in its healthy and osteoarthritic state and the design of an optimal hip resurfacing device

Professor Steve Burdon, Professor Stewart Clegg, Business, $20,000
Outsourcing: leveraging productivity improvements and better performance from new approaches

Ms Christine Burton, Dr Janette Griffin, Business/ Education, $20,000
Assessing the social, economic and cultural impact of museums in their local communities

Mr Zenon Chaczko, Dr Dikai Liu, Professor Gamini Dissanayake, Engineering, $19,951
Resource allocation for maintaining quality of service in communication networks

Professor Lyn Chenoweth, Dr Yun-Hee Jeon, Nursing, Midwifery and Health, $20,000
Effective management of challenging behaviours in cognitively impaired aged care residents through a research-based nursing care model

Professor Stewart Clegg, Dr Carl Rhodes, Business, $15,000
The business of business coaching: an analysis of the structure and practice of the business coaching industry in Australia

Dr George Feuerlicht, Information Technology, $20,000
Maintaining data consistency in complex replication environments

Professor Liz Jacka, Dr James Goodman, Humanities and Social Sciences, $8,901
Mapping, assessing and overcoming digital divides in Indigenous Australia

Dr Cynthia Mitchell, Dr Simon Beecham, Institute for Sustainable Futures, $20,000
Model for integrated management of stormwater and catchment
Dr Norrie Neumark, Mr Daryl Thompson, Humanities and Social Sciences/Design Architecture and Building, $20,000
Visual-audio: Researching cross-media audio drama

Dr Xianqin Qu, Science, $15,712
Developing natural herbal product to manage metabolic syndrome and prevent type 2 diabetes mellitus

Professor Stuart White, Institute for Sustainable Futures, $19,986
Understanding induced traffic growth: a proposal to investigate changes in travel behaviour created by new transport infrastructure

Dr Nong Zhang, Professor Gamini Dissanayake, Engineering, $20,000
Investigation into dynamics of Powertrain equipped with large torque continuously variable transmissions

APPENDIX A5
RESEARCH EXCELLENCE GRANTS

Professor Ashley Craig, Dr Yvonne Tran, Science, $14,000
Estimating the socio-economic and personal cost of stuttering in the community

Professor John K Debenham, Dr Simeon Simoff, Information Technology, $29,000
A multiagent system and a web-mining system manage knowledge-driven processes

Professor John T Ellis, Science, $22,000
Immune response of the mouse to neospora caninum infection

Dr Quang Ha, Professor Bijan Samali, Dr Jianchun Li, Engineering, $22,000
Variable structure systems approach to active structural control

Professor Brian Henderson-Sellers, Professor John Debenham, Information Technology, $25,000
Methodology for agent-oriented software development

Associate Professor Richard P Lim, Science, $22,000
Variable structure systems approach to active structural control

Dr Dikai Liu, Dr Nong Zhang, Professor Gamini Dissanayake, Engineering, $22,000
A real time simulation system for Powertrain controls

Dr Yixu Lu, Institute for International Studies, $25,000
Colonial discourse and intercultural understanding: the representation of Chinese culture in German colonial writings of the Imperial period (1871–1918)

Dr Don K Martin, Dr Stella Valenzuela, Science, $22,000
Modulation of intracellular calcium signalling in retinal pericytes by diabetic conditions

Dr Ursula Munro, Science, $12,000
Partial migration and its control in an Australian bird

APPENDIX A6
UTS RESEARCH STRENGTHS

University Research Institutes
Institute for the Biotechnology of Infectious Diseases
Institute for Information and Communication Technologies
Institute for Nanoscale Technology
Institute for Sustainable Futures
Institute for Water and Environmental Resource Management

Key University Research Centres (KURCs)
Centre for Health Economics Research and Evaluation
KURC for Built Infrastructure Research
KURC for Corporate Governance
KURC for Cultural Studies: Trans/forming Cultures
KURC for Health Technologies
KURC for Innovative Collaborations, Alliances and Networks
KURC for Organisational, Vocational and Adult Learning
KURC for Quantitative Finance Research

University Research Groups
Australian Community Organisations and Management
Changing Knowledges: Changing Identities
Computer Vision Research Group
e-Learning
Forensic Science
Intelligent Mechatronic and Energy Systems
Photonic Crystal Technology
Psychosocial Mediators of Patient Outcomes
Family Health and Midwifery
As at 31.12.03, the largest group of staff in terms of service is those with two years of service or less. Staff with 10 years of service or more have been declining.

### APPENDIX B1

#### STAFFING STATISTICS

**Workforce size: full-time equivalent (FTE) and actual**

<table>
<thead>
<tr>
<th>FTE staff (continuing and fixed term)</th>
<th>Academic</th>
<th>Support</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.12.00</td>
<td>670.3</td>
<td>1,055.6</td>
<td>1,725.9</td>
</tr>
<tr>
<td>31.12.01</td>
<td>671.6</td>
<td>1,118.9</td>
<td>1,790.5</td>
</tr>
<tr>
<td>31.12.02</td>
<td>729.9</td>
<td>1,169.0</td>
<td>1,898.9</td>
</tr>
<tr>
<td>31.12.03</td>
<td>778.4</td>
<td>1,202.8</td>
<td>1,981.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Casual staff</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>31.12.00</td>
<td>322.6</td>
<td>152.3</td>
<td>474.9</td>
</tr>
<tr>
<td>31.12.01</td>
<td>400.0</td>
<td>150.5</td>
<td>550.5</td>
</tr>
<tr>
<td>31.12.02</td>
<td>397.0</td>
<td>161.8</td>
<td>558.8</td>
</tr>
<tr>
<td>31.12.03</td>
<td>308.8</td>
<td>202.0</td>
<td>510.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual persons (continuing and fixed term staff only)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>31.12.00</td>
<td>706.6</td>
<td>1,132.4</td>
<td>1,839.0</td>
</tr>
<tr>
<td>31.12.01</td>
<td>704.9</td>
<td>1,198.1</td>
<td>1,903.0</td>
</tr>
<tr>
<td>31.12.02</td>
<td>764.9</td>
<td>1,254.1</td>
<td>2,019.0</td>
</tr>
<tr>
<td>31.12.03</td>
<td>816.1</td>
<td>1,290.1</td>
<td>2,106.2</td>
</tr>
</tbody>
</table>

1 Casual academic numbers in 2003 decreased due to the method of reporting. The load teaching by full-time academic staff has been excluded and the formula for calculating the FTE of staff supervising student teachers has been amended.

2 Some staff are employed as both academic and support staff.

There has been a 4.3% increase in the number of continuing and fixed term FTE staff in the 12 months ending 31.12.03.

#### Profile of academic staff by classification

**Number of academic staff at each level as a percentage of total academic staff**

<table>
<thead>
<tr>
<th></th>
<th>31.12.01</th>
<th>31.12.02</th>
<th>31.12.03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>10.2</td>
<td>11.0</td>
<td>9.3</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>12.3</td>
<td>11.8</td>
<td>11.0</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>37.1</td>
<td>37.6</td>
<td>38.6</td>
</tr>
<tr>
<td>Lecturer</td>
<td>35.4</td>
<td>33.0</td>
<td>33.6</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>5.0</td>
<td>6.6</td>
<td>7.5</td>
</tr>
</tbody>
</table>

These figures exclude casual academic staff.

The profile of academic staff in terms of level of appointment shows a decrease in the professoriate and small increases across staff at other levels.

#### Positions advertised

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>30</td>
<td>14</td>
</tr>
<tr>
<td>Lecturer</td>
<td>53</td>
<td>59</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Support staff total</td>
<td>236</td>
<td>235</td>
</tr>
</tbody>
</table>

The levels of recruitment in 2003 remained static when compared with the previous year. However, there was a significant shift from recruitment at Senior Lecturer level to recruitment at Associate Lecturer level.

#### Staff turnover

In the 12 months ending 31.12.03, the staff turnover rate (due to resignations) decreased from 7.6% to 7.0%.

#### Occupational Health and Safety workers’ compensation statistics

- Number of claims: 68
- Total gross incurred cost: $343,819
- Average cost per claim: $5,056
- Premium cost: $1,030,918

The premium as a percentage of salary is 0.72%.

#### Professional Experience Programs (PEPs)

**Number of academic staff proceeding on a PEP during 2003**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>11</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>24</td>
<td>13</td>
<td>37</td>
</tr>
<tr>
<td>Lecturer</td>
<td>21</td>
<td>20</td>
<td>41</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Total: 61 38 99

During 2003, 99 academic staff members undertook a Professional Experience Program, an increase of 20.7% over the 2002 figure.

#### Length of service profile

As at 31.12.03, the largest group of staff in terms of service is those with two years of service or less. Staff with 10 years of service or more have been declining.
As at 31.12.03, the largest group of staff in terms of age is those aged 50–59, approaching retirement.

APPENDIX B2

EEO STATISTICS

Table 1
Representation of women staff at UTS: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th>Total staff</th>
<th>Women</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic staff</td>
<td>747</td>
<td>287</td>
<td>38%</td>
<td>40%</td>
</tr>
<tr>
<td>Support staff</td>
<td>1,212</td>
<td>686</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>Total</td>
<td>1,959</td>
<td>973</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Table 2
Representation of women academic staff within levels: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th>Total staff</th>
<th>Women</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Lecturer</td>
<td>52</td>
<td>26</td>
<td>38%</td>
<td>57%</td>
</tr>
<tr>
<td>Lecturer</td>
<td>277</td>
<td>126</td>
<td>45%</td>
<td>47%</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>260</td>
<td>95</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>82</td>
<td>24</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Professor</td>
<td>76</td>
<td>16</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>Total</td>
<td>747</td>
<td>287</td>
<td>38%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Table 3
Representation of respondent academic staff within levels from a racial, ethnic or ethno-religious group which is a minority in Australian society: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th>Total respondents</th>
<th>Respondents from minority groups</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>($36,807–$49,949)</td>
<td>(38%)</td>
<td>(42%)</td>
</tr>
<tr>
<td>Lecturer</td>
<td>233</td>
<td>256</td>
</tr>
<tr>
<td>($52,580–$62,425)</td>
<td>(24%)</td>
<td>(23%)</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>232</td>
<td>261</td>
</tr>
<tr>
<td>($64,369–$74,098)</td>
<td>(30%)</td>
<td>(26%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>73</td>
<td>84</td>
</tr>
<tr>
<td>($77,341–$85,122)</td>
<td>(16%)</td>
<td>(19%)</td>
</tr>
<tr>
<td>Professor</td>
<td>68</td>
<td>74</td>
</tr>
<tr>
<td>($99,391)</td>
<td>(21%)</td>
<td>(16%)</td>
</tr>
<tr>
<td>Total</td>
<td>651</td>
<td>735</td>
</tr>
</tbody>
</table>

Table 4
Representation of respondent academic staff within levels identifying as having a disability: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th>Total respondents</th>
<th>Respondent staff identifying as having a disability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>($36,807–$49,949)</td>
<td>(4%)</td>
<td>(5%)</td>
</tr>
<tr>
<td>Lecturer</td>
<td>233</td>
<td>256</td>
</tr>
<tr>
<td>($52,580–$62,425)</td>
<td>(7%)</td>
<td>(11%)</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>232</td>
<td>261</td>
</tr>
<tr>
<td>($64,369–$74,098)</td>
<td>(9%)</td>
<td>(11%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>73</td>
<td>84</td>
</tr>
<tr>
<td>($77,341–$85,122)</td>
<td>(7%)</td>
<td>(10%)</td>
</tr>
<tr>
<td>Professor</td>
<td>68</td>
<td>74</td>
</tr>
<tr>
<td>($99,391)</td>
<td>(9%)</td>
<td>(8%)</td>
</tr>
<tr>
<td>Total</td>
<td>651</td>
<td>735</td>
</tr>
</tbody>
</table>

Table 5
Representation of Indigenous Australian academic staff respondents: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th>Total respondents</th>
<th>Indigenous Australian respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>52</td>
<td>67</td>
</tr>
<tr>
<td>($36,807–$49,949)</td>
<td>(50%)</td>
<td>(57%)</td>
</tr>
<tr>
<td>Lecturer</td>
<td>277</td>
<td>284</td>
</tr>
<tr>
<td>($52,580–$62,425)</td>
<td>(45%)</td>
<td>(47%)</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>260</td>
<td>283</td>
</tr>
<tr>
<td>($64,369–$74,098)</td>
<td>(37%)</td>
<td>(37%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>82</td>
<td>90</td>
</tr>
<tr>
<td>($77,341–$85,122)</td>
<td>(29%)</td>
<td>(29%)</td>
</tr>
<tr>
<td>Professor</td>
<td>76</td>
<td>81</td>
</tr>
<tr>
<td>($99,391)</td>
<td>(21%)</td>
<td>(22%)</td>
</tr>
<tr>
<td>Total</td>
<td>747</td>
<td>805</td>
</tr>
<tr>
<td></td>
<td>(38%)</td>
<td>(40%)</td>
</tr>
</tbody>
</table>
Table 6
Representation of women support staff within levels: March 2002 and March 2003

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,731–$26,901</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2002</td>
<td>22</td>
<td>19</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>$27,776–$29,093</td>
<td>74</td>
<td>76</td>
<td>46</td>
<td>45</td>
</tr>
<tr>
<td>$29,239–$33,333</td>
<td>158</td>
<td>148</td>
<td>102</td>
<td>94</td>
</tr>
<tr>
<td>$33,255–$35,945</td>
<td>248</td>
<td>259</td>
<td>173</td>
<td>180</td>
</tr>
<tr>
<td>$36,549–$41,811</td>
<td>237</td>
<td>245</td>
<td>153</td>
<td>152</td>
</tr>
<tr>
<td>$42,397–$45,905</td>
<td>192</td>
<td>199</td>
<td>91</td>
<td>100</td>
</tr>
<tr>
<td>$46,783–$51,754</td>
<td>126</td>
<td>141</td>
<td>57</td>
<td>59</td>
</tr>
<tr>
<td>$52,630–$59,940</td>
<td>68</td>
<td>70</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>$61,403–$64,326</td>
<td>86</td>
<td>89</td>
<td>29</td>
<td>32</td>
</tr>
<tr>
<td>$65,787 and above</td>
<td>1,212</td>
<td>1,248</td>
<td>686</td>
<td>699</td>
</tr>
</tbody>
</table>

Table 7
Representation of respondent support staff within levels from a racial, ethnic or ethno-religious group which is a minority in Australian society: March 2002 and March 2003

<table>
<thead>
<tr>
<th>Level</th>
<th>2002</th>
<th>2003</th>
<th>Respondents from minority groups 2002</th>
<th>Respondents from minority groups 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,731–$26,901</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$27,776–$29,093</td>
<td>20</td>
<td>18</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>$29,239–$33,333</td>
<td>60</td>
<td>69</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>$33,255–$35,945</td>
<td>124</td>
<td>130</td>
<td>40</td>
<td>39</td>
</tr>
<tr>
<td>$36,549–$41,811</td>
<td>203</td>
<td>236</td>
<td>59</td>
<td>76</td>
</tr>
<tr>
<td>$42,397–$45,905</td>
<td>199</td>
<td>218</td>
<td>65</td>
<td>64</td>
</tr>
<tr>
<td>$46,783–$51,754</td>
<td>164</td>
<td>182</td>
<td>48</td>
<td>55</td>
</tr>
<tr>
<td>$52,630–$59,940</td>
<td>110</td>
<td>126</td>
<td>34</td>
<td>31</td>
</tr>
<tr>
<td>$61,403–$64,326</td>
<td>59</td>
<td>68</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>$65,787 and above</td>
<td>83</td>
<td>87</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>1,022</td>
<td>1,136</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>

Table 8
Representation of respondent support staff within levels identifying as having a disability: March 2002 and March 2003

<table>
<thead>
<tr>
<th>Level</th>
<th>2002</th>
<th>2003</th>
<th>Respondent identifying as having a disability 2002</th>
<th>Respondent identifying as having a disability 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,731–$26,901</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
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<tr>
<td>$27,776–$29,093</td>
<td>20</td>
<td>18</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>$29,239–$33,333</td>
<td>60</td>
<td>69</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>$33,255–$35,945</td>
<td>124</td>
<td>130</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>$36,549–$41,811</td>
<td>203</td>
<td>236</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>$42,397–$45,905</td>
<td>199</td>
<td>218</td>
<td>9</td>
<td>25</td>
</tr>
<tr>
<td>$46,783–$51,754</td>
<td>164</td>
<td>182</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>$52,630–$59,940</td>
<td>110</td>
<td>126</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>$61,403–$64,326</td>
<td>59</td>
<td>68</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>$65,787 and above</td>
<td>83</td>
<td>87</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>1,022</td>
<td>1,136</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>

Table 9
Representation of Indigenous Australian support staff respondents: March 2002 and March 2003

<table>
<thead>
<tr>
<th>Level</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,731–$26,901</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$27,776–$29,093</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$29,239–$33,333</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$33,255–$35,945</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$36,549–$41,811</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$42,397–$45,905</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$46,783–$51,754</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$52,630–$59,940</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$61,403–$64,326</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$65,787 and above</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>1,022</td>
<td>1,136</td>
</tr>
</tbody>
</table>

Notes

Tables 1 to 9
Information is provided on the actual number of all permanent, probationary and fixed-term contract full-time and part-time staff. Casual staff are not included. Staff records are consistent with the DEST data collections of the same date. Salary ranges quoted are those current at 31 March 2002.

Tables 3, 4, 5, 7, 8 and 9
Information on Aboriginality, minority background and disability has been supplied voluntarily by staff. The overall response rates were 85% in 2002 and 91% in 2003.
APPENDIX B3
ACADEMIC PROMOTIONS 2003
To Lecturer, effective 4 July 2003
Mr Brett Bondfield, Law
Dr Illaria Vanni, Institute for International Studies
Mr Yingjie Guo, Institute for International Studies
Mr Christopher Wilkinson, Engineering
Ms Xiaoying Kong, Engineering
Ms Helen Lu, Information Technology
Mr Tony Jan, Information Technology
Ms Laurel Dyson, Information Technology
Ms Kirsten Orr, Design, Architecture and Building
Ms Alana Clifton-Cunningham, Design, Architecture and Building
To Senior Lecturer, effective 4 July 2003
Mr Ian Dobinson, Law
Ms Teresa Libesman, Law
Ms Kaye Remington, Design, Architecture and Building
Mr Darrall Thompson, Design, Architecture and Building
Dr Lori Beckett, Education
Ms Christine Burton, Business
Dr Anurag Hingorani, Business
Ms Sonya Pearce, Business
Mr Ravi Ravinder, Business
Dr Karen Wang, Business
Dr Adel Al-Jumaily, Engineering
Dr Benedykt Rodanski, Engineering
Dr Alexandra Pulkownik, Science
Ms Rosemary Ward, Science
Ms Jennifer Wyndham, Science
Dr Wayne Brookes, Information Technology
Dr Mao Huang, Information Technology
Dr Paul Kennedy, Information Technology
Mr Ross Forman, ELSSA Centre
Dr Paul Allatson, Institute for International Studies
Dr Robyn Gallagher, Nursing, Midwifery and Health

To Associate Professor, effective 2 January 2004
Dr Paul Ashton, Humanities and Social Sciences
Ms Gillian Leahy, Humanities and Social Sciences
Dr Robert Pithers, Education
Dr Pauline Gibbons, Education
Dr Anita Stuhmcke, Law
Mr Patrick Keyzer, Law
Dr Simeon Simoff, Information Technology
Dr Didar Zowghi, Information Technology
Dr Bruce Hayllar, Business
Ms Anne Ross-Smith, Business
Ms Cynthia Mitchell, Institute for Sustainable Futures
Ms Mary Davey, Science

To Professor, effective 7 March 2003
Professor Diana Slade, Education
Professor Rosie Wickert, Education and Vice-Chancellor’s Unit
Professor Phillip Griffith, Law
Professor Andrew Mowbray, Law
Professor Stuart White, Institute for Sustainable Futures

APPENDIX B4
UTS TEACHING AWARDS
The University provides annual UTS Teaching Awards, established to recognise, reward and encourage outstanding teaching. The University, in conjunction with the Fellows of the University, makes available up to $20,000 annually for two types of teaching award – to individuals and to teams.

Nominations for the awards may be made by students, former students, or colleagues of staff with at least three years service with the University. Award recipients are selected on the basis of comprehensive published criteria. In 2003 there were four individual awards.

Terri Morley-Warner
Ms Morley-Warner is a Senior Lecturer in the English Language Study Skills Assistance (ELSSA) Centre. She teaches in award and non-award courses, providing one-to-one language advice and small group tuition, but her main focus is on integrating academic literacy skills into the context of specific disciplines in the faculties. She has developed programs and subjects to meet students’ individual and group needs, for indigenous, local and international students from non-English speaking backgrounds. She applies complex theory to the teaching and learning of literacy in ways that empower students, and which produce tangible results. Her performance as a teaching and educational developer is outstanding.

Patrick Keyzer
Associate Professor Keyzer is from the Faculty of Law where his area of expertise is Federal Constitutional Law. He describes his approach to teaching as one “from the perspective that the purpose of the whole enterprise of law should be about justice, and the focus of law teaching and learning should be on the pursuit of justice too”. To that end, he has dedicated his teaching to problem-solving oriented teaching. His students regularly express their appreciation for his active, enthusiastic approach to his subject.

Kevin Suffern
Mr Suffern is a Senior Lecturer in the Faculty of Information Technology. He has been teaching computing at UTS since 1982 in which time he has developed and taught in the areas of programming, computer languages, and computer graphics. More recently he has concentrated on ray tracing and computer animation which has not only provided the animation industry with trained people at a crucial time but has given young Australians the opportunity to be part of it. Four of Mr Suffern’s students have credits on Academy Award winning films. Mr Suffern is passionate about computer graphics and his students share his enthusiasm.

Geoff Monahan
Associate Professor Geoff Monahan is from the Faculty of Law where he concentrates his teaching on family law and contract law. He was responsible for the development of the very successful Practical Legal Training Programme in the Faculty and is now the Director of Undergraduate Studies. As well, he has recently developed three new postgraduate subjects. He thrives on planning and developing new courses and is passionate about teaching. His philosophy is based on students achieving their learning objectives. He has a creative approach to teaching that generates interest and involvement amongst students.
The Planning and Quality Unit is responsible for teaching services provided by the University, and over the past five years, extensive work on improving the quality of UTS has been undertaken. The University is committed to continuously tracking and improving the quality of UTS service to its students, partners and other stakeholders.

UTS aims to ensure that the diverse nature of Australian society is reflected in employment and education at UTS. The University integrates equal opportunity and affirmative action principles within its decisions and operations. UTS is committed to continuously tracking and improving the quality of both its core activities (teaching, learning, research, community service) and the infrastructure and administrative and support systems which underpin them. Extensive work on improving the quality of UTS service to its students, partners and other stakeholders has been undertaken over the past five years.

The Planning and Quality Unit is responsible for teaching and learning, curriculum development and work-based modes of learning and the ongoing relevant education to students. This includes flexible and work-based modes of learning and the ongoing quality assurance of courses developed and delivered by UTS. UTS reflects the University's commitment to providing a high-quality education at UTS.

UTS also aims to ensure that the diverse nature of Australian society is reflected in employment and education at UTS. The University integrates equal opportunity and affirmative action principles within its decisions and operations.

STUDENT COMPLAINTS

UTS is committed to providing a learning and working environment in which complaints are responded to promptly and with minimum distress and maximum protection to all parties. All students and staff have a responsibility to contribute to the achievement of a productive, safe and equitable study and work environment at UTS. The University's procedures for handling student complaints are based on confidentiality, impartiality, procedural fairness, protection from victimisation and prompt resolution. Appeals against academic decisions are dealt with under the University's rules, procedures and guidelines. Students can also consult the Student Ombud. The Ombud's mission is to ensure that all members of the University community receive fair and equitable treatment within the University system. The Student Ombud considers all aspects of a question in an impartial and objective way to resolve problems and concerns raised by students of the University.

The Policy on Handling Student Complaints is published on the Rules, Policies and Procedures website. Information on how to make a complaint is available from the Equity and Diversity Unit's website.

GUARANTEE OF SERVICE

The University of Technology, Sydney is a university with an international reputation for quality programs and flexible learning. UTS standards for the provision of services are provided through formal policies, guidelines, rules and codes of conduct. Copies of these are available in either hard-copy or online.

UTS develops and regularly revises its programs of study in consultation with appropriate industry, government and professional bodies, so that its degrees can be based on the latest professional standards and current practices. Courses developed and delivered by UTS reflect the University's commitment to providing a relevant education to students. This includes flexible and work-based modes of learning and the ongoing internationalisation of the curriculum.

UTS also aims to ensure that the diverse nature of Australian society is reflected in employment and education at UTS. The University integrates equal opportunity and affirmative action principles within its decisions and operations.

The Planning and Quality Unit is responsible for teaching and learning, curriculum development and work-based modes of learning and the ongoing relevant education to students. This includes flexible and work-based modes of learning and the ongoing quality assurance of courses developed and delivered by UTS. UTS reflects the University's commitment to providing a high-quality education at UTS.

STUDENT COMPLAINTS

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The Policy on Handling Student Complaints is published on the Rules, Policies and Procedures website. Information on how to make a complaint is available from the Equity and Diversity Unit's website.

EQUAL EMPLOYMENT OPPORTUNITY ACHIEVEMENTS

All staff

> The Equity Reference Group, a new committee formed to brief UTS Council on equity-related policy and program developments, met four times in 2003 and submitted an annual report and recommendations to Council.

> Grievance Handling Professional Development continued to be provided for managers and student liaison staff across the University, with the aim of assisting them to handle all types of grievances effectively and fairly.

> A Gay, Lesbian, Bisexual, Transgender and Intersex Staff Working Group continued to meet to identify potential discrimination and harassment issues at UTS that may need to be addressed.

> Equal Opportunity (EO) observers were present at all rounds of academic promotions to ensure transparency and equitable processes.

> EO Rights and Responsibilities training was provided to new staff attending Staff Orientation Days.

More detailed information on equity group profiles and strategies is contained in the UTS Report to the Director of the Office for Equal Opportunity in Public Employment. Achievements and strategies in relation to specific equity groups are listed below.

Key strategies 2004

> The new Equity Reference Group has recommended that equity performance indicators be included in performance review criteria for senior managers, and that equity matters be included in the University’s high-level strategic planning process.

> Incorporate the EO Online awareness raising strategy into the UTS Staff Induction process.

> Continue to coordinate and implement core equity and diversity programs to support affirmative action priorities, as outlined below.

Indigenous staff

The Wingara Aboriginal and Torres Strait Islander Employment and Career Development Program 2003–05 was launched. Priorities for the Wingara Strategy are to:

> meet and exceed the NSW government target of 2% for Indigenous Australian staff employed at UTS

> support the UTS commitment to Indigenous employment as set out in the UTS Reconciliation Statement, in recognition of the past exclusion and current disadvantage Indigenous Australians experience in accessing employment opportunities in higher education

> broaden the range of employment areas, occupations and levels for Indigenous staff

> employ at least 16 Indigenous staff in continuing positions over the period 2003–05

> implement strategies to assist in the retention of Indigenous Australian staff, and provide professional development opportunities to achieve this goal

> provide support to Indigenous staff, their supervisors and colleagues within the work unit, and
form partnerships with the Department of Employment and Workplace Relations, government and non-government funding and employment agencies, as well as UTS faculties and units, to achieve UTS goals.

UTS marked National Reconciliation Week with a range of activities including a morning tea for Elders and an exhibition, Manikay, displaying work by two highly respected Indigenous artists, John Bulun Bulun and Jack Wunuwun.

The UTS Reconciliation Working Party continued to monitor the implementation of the UTS Reconciliation Statement, and to develop strategies and activities in response to identified issues or needs.

Key strategies 2004
- Implement the Wingara program, with a focus on developing positions in the Library, the Institute for International Studies, and the Faculties of Humanities and Social Sciences, Engineering, and Information Technology.
- Provide leadership and career development workshops for Indigenous staff.
- Develop and implement a workplace orientation package for newly recruited Indigenous staff.
- Investigate support needs and career opportunities for Indigenous graduates of UTS.
- Promote commitment to Reconciliation between Indigenous and non-Indigenous Australians through the proactive implementation of the UTS Reconciliation Statement.

Ethnic Affairs Priorities Statement: Staff from Language Backgrounds Other Than English (LBOTE)

UTS promotes the benefits of a culturally diverse staff and student community in its Statement of Strategic Directions 2001–10. Guiding principles, objectives and strategies aim to improve access to the education and employment opportunities of under-represented cultural groups at UTS. In 2003, UTS supported the following activities, which promoted and encouraged diversity.

Achievements
- UTS staff participated in Skillmax programs run by the NSW Adult Migrant English Service to improve the use of workplace English.
- The Diversity Network continued to provide a forum for students and staff to raise issues and initiate activities relating to cultural and other kinds of diversity on campus.
- The 2003 Harmony Day Forum, titled ‘Whose Multiculturalism?’, featured Ms Paula Abood, noted community cultural development worker, writer, filmmaker, and Ms Eva Cox, AO, leading contemporary thinker on power and social capital.
- Indigenous cultural activities, reconciliation events, lectures and training also contributed to the richness and understanding of cultural diversity at UTS.
- The English Language Study Skills Assistance (ELSSA) Centre enhanced teaching and learning at UTS through a focus on academic literacy, which involved reading, writing, listening, speaking, critical thinking and cultural knowledge. Intercultural awareness was fostered through discussions on sociocultural and educational differences and similarities as a means of enriching students’ experiences on campus.
- The International Office offered a pre-departure cultural awareness activity to UTS exchange students. It also provided a debriefing activity designed to summarise students’ experiences of the exchange program and to reinforce the skills they had developed, including cross-cultural skills.
- The Faculty of Education and Jumbunna Indigenous House of Learning promoted strong Indigenous presence on campus through programs of study and assistance for Indigenous Australian students.

See the report on Student Equity at UTS for further student-specific programs.

Key strategies 2004
- Further develop the University’s cultural diversity policy, including an assessment of the professional development needs of student liaison staff in relation to students of non-English speaking backgrounds.
- Develop international diversity connections to build institutional relationships between UTS and universities in developing countries.
- Support the Diversity Network in its work and activities to involve more students and staff in promoting an inclusive environment at UTS.

UTS Disability Action Plan

Achievements
- The new UTS Disability Action Plan 2003–07 was adopted by Council in April 2003. This Plan outlines the University’s commitment to:
  - provide equitable learning opportunities for people with a disability
  - provide equitable employment opportunities for people with a disability
  - provide an inclusive university environment and accessible facilities for people with a disability
  - promote inclusive practices to all members of the University community.
- ‘One in Five: Disability, Academic Responsibility and UTS’, a professional development program for academic staff, was developed and piloted.
- Work placements for people with a disability continued to be arranged in work areas across UTS, a number of which led to longer term paid employment.
- Funding was again made available to provide workplace adjustments through the Vice-Chancellor’s Disability Fund for staff.
- The Accessible Environments Advisory Group, consisting of key stakeholders from the UTS student and staff community, continued to assist the University in developing a coordinated and strategic approach to disability access priorities.

Key strategies 2004
- Provide professional development sessions for academic staff on disability, academic responsibility and UTS.
Key strategies for 2004

- Assist the Accessible Environments Advisory Group to monitor accessible environments at UTS. Develop a new advisory group with a focus on accessible information technology.
- Continue to coordinate core programs and services including the Vice-Chancellor’s Disability Modification Fund, disability awareness training, Auslan courses, disability parking permits, work placements and Disability Projects Fund within the University for people with a disability.

Equal Employment Opportunity for women

Detailed information about the representation of women staff at UTS is contained in the Annual Report to the Office of the Director of Equal Opportunity in Public Employment (ODEOPE), and the Annual Report to the Equal Opportunity for Women Agency (EOWA). For copies of these reports, contact the Equity and Diversity Unit on (02) 9514 1084.

Achievements

- UTS was one of only 114 organisations Australia-wide to be awarded the status of ‘Employer of Choice for Women’ by the Equal Opportunity for Women Agency.
- The inaugural year of the Women@UTS program was highly successful, with over 300 women staff participating in a range of initiatives. The aims of the Women@UTS program are to:
  - provide professional development opportunities in response to the specific issues and identified needs of women staff
  - create a positive environment for all women at UTS
  - build a stronger sense of community for women staff.

Key strategies for 2004

- Implement initiatives through the Women@UTS Project for all women. Themes to be addressed in 2004 include:
  - women in research, with a focus on early career researchers
  - women with managerial aspirations
  - women in non-traditional fields of employment
  - linking junior and senior women
  - Women’s Executive Development, targeting senior women.
- Implement recommendations arising from the Women in Research and Women in Non-Traditional Fields of Employment Reports.

Student equity at UTS

The University’s student equity objectives are to:

- provide an education environment free from discrimination and harassment
- improve access, participation, success and retention rates for under-represented equity groups at UTS
- ensure that the diverse nature of the wider community is reflected in the University’s student body, and to encourage the acceptance and valuing of diversity within its student population, and
- provide a supportive and open organisational culture in which all students are able to develop to their full potential.

New and ongoing strategies are listed below by equity group.

All equity groups

- Special entry through the inpUTS Educational Access Scheme is offered to students demonstrating long-term educational disadvantage who have never attended university before.
- The UTS Special Admission Scheme accommodates students with educational disadvantage and/or refugee status who are ineligible to apply for the inpUTS Scheme.
- The UBUTS Day ‘taster’ program was held in September 2003 for the second time for high school students from priority funded high schools. This program aims to introduce university as a post-secondary option to students who may not normally aspire to a university education.
- Equity scholarships for postgraduate fee-paying courses and research courses are offered to equity group students.
- An orientation is offered to commencing inpUTS students to assist with the transition to university study, and to introduce UTS support services and learning skills programs.
- Student Services provides appropriate and accessible support to students from all backgrounds through Financial Assistance Officers, counselling staff and the Academic Liaison Officers (ALOs) Network.
- The UTS Peer Network Program assists first-year international and local students in their adjustment to university life. The program is supported by 500 UTS students from a range of backgrounds who assist new students by informing them of the various support services within the University, and helping them to meet other UTS students.
- The Multi-Faith Chaplaincy includes Buddhist, Jewish, Muslim and Christian chaplains.

Students of low socioeconomic status (LSES)

- A report on ‘Access to Higher Education by Holders of Temporary Protection Visas’ was finalised in 2003 and a TPV Scholarship Scheme was instituted. Up to two scholarships are available in each of the participating faculties in 2004.
- A report, ‘Student Poverty and its impact on students at UTS’ was produced in 2003. Recommendations for cost-effective, systemic strategies will be implemented in 2004.
- UTS offers inpUTS Financial Grants, interest-free student loans, and waivers or defers enrolment fees and Summer session fees for LSES students.
- The Computer Loan Fund is available to LSES students who have difficulty taking advantage of on-campus learning facilities due to disability, ongoing illness, family responsibilities or geographic isolation.
- LSES students receive priority for places in Student Housing.
The English Language Study Skills Assistance (ELSSA) Centre offers award subjects and non-award programs to provide academic skills for mature age LSES students undertaking postgraduate studies.

The Faculty of Humanities and Social Sciences runs an Educational Access Scheme and outreach strategies to disadvantaged high schools to increase the representation of LSES students in the Faculty.

The UTS Childcare Subsidy Scheme assists low-income students to participate more actively in their study by subsidising up to 50 per cent of their child-care fees.

Students with disabilities

UTS established a Disability Projects Fund, utilising revenue from disability parking infringements collected from unauthorised vehicles at UTS to provide seed funding to programs/projects which directly benefit students with a disability. Grants were established to assist students with a disability to meet expenses relating to their studies.

The Special Needs staff within the Student Services Unit offer a comprehensive range of support for students with a disability. This includes provision of notetakers, sign language interpreters, tutors, scribes, readers, texts in alternate formats, specialised equipment, and a regular newsletter.

Special Needs staff and the Academic Liaison Officers in each school/department assist in developing individualised support programs and alternative assessments for students with disabilities.

The UTS Library provides Special Needs Liaison Officers to assist students with disabilities, as well as accessible work areas and a quiet room.

Alternative enrolment and examination arrangements are offered, and course information is provided in alternative formats.

Improvements will continue to be made to the built environment through the Accessible Environments Advisory Group, improved signage and disabled access car parking.

Accessible student housing is provided for students with a disability.

Laptop computers are available for loan to students with a disability.

Students with disabilities will benefit from the ‘One in Five: Disability, Academic Responsibility and UTS’ professional development program for academics in 2004.

Students from non-English speaking backgrounds (NESB)

UTS Childcare Subsidy Scheme provides support to students from non-English speaking backgrounds to develop the reading, writing, listening and speaking skills necessary for success at university.

English dictionaries and additional time in examinations are provided for NESB students with English language difficulties.

The Diversity Network provides a forum for students and staff to raise issues and initiate activities relating to cultural and other kinds of diversity on campus.

Ethno-religious student groups and clubs receive support for their activities on campus.

Flexible learning options will continue to be developed, building greater recognition of NESB students’ diverse learning styles and the resource needs.

Women in non-traditional areas and in postgraduate study

The Women in Engineering Unit promotes access for women to engineering through high school presentations, faculty open days, briefing and resourcing Careers Advisers, and providing women students with specialised study support and industry networking opportunities. The Unit also coordinates the Sydney Women in Engineering & IT program, which promotes careers in engineering and IT to female students in their final three years of study.

Support and assistance for students who have primary care responsibilities is provided by Faculty Academic Liaison Officers.

Students from rural and isolated areas

Twenty-five per cent of campus accommodation is reserved for rural/isolated students.

Flexible learning options are available to rural/isolated students.

Specific orientation activities and a peer-led workshop are provided for newly enrolled students from rural/isolated areas.

Indigenous students

The Jumbunna Indigenous House of Learning provides access and support to Indigenous students through study facilities, academic assistance, cultural support and counselling, and faculty liaison.

Australian Indigenous Cultural Awareness Training will continue to be offered to staff throughout 2004 to create a more culturally inclusive environment at UTS.
## APPENDIX E

### LAND REGISTER

<table>
<thead>
<tr>
<th>Property/Building Number</th>
<th>Campus</th>
<th>Use</th>
<th>Building / Infrastructure $'000</th>
<th>Land $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building 1 (Tower)</td>
<td>City</td>
<td>Educational</td>
<td>93,341</td>
<td></td>
</tr>
<tr>
<td>Building 2 (Annex to Tower)</td>
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<td>Educational</td>
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<td></td>
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<tr>
<td>Building 3 – Bon Marche</td>
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<td>Educational</td>
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<td></td>
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<tr>
<td>Building 4</td>
<td>City</td>
<td>Educational</td>
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<td></td>
</tr>
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<td>The Terraces, 9–13 Broadway</td>
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<td></td>
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<tr>
<td>Building 6 – Harris Street building (DAB)</td>
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<td>Australand</td>
<td>City</td>
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<td>Land Value Subtotal</td>
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<td>Geegal Student Housing</td>
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<td>Student Housing</td>
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<td>Kuring-gai</td>
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<tr>
<td>Dunbar Building</td>
<td>St Leonards</td>
<td>Educational</td>
<td>10,133</td>
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<tr>
<td>Gore Hill Research Laboratories</td>
<td>St Leonards</td>
<td>Educational</td>
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<td>Biology Annex</td>
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<td>Yarrawood</td>
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<td>Stroud</td>
<td>Research Station</td>
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<td>100</td>
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<td>Vice-Chancellor’s Residence</td>
<td>Pyrmont</td>
<td>Housing</td>
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<td></td>
<td></td>
<td><strong>471,074</strong></td>
<td><strong>150,193</strong></td>
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</table>

### Notes

Values are based on desktop update carried out by BEM Property Consultants Pty Ltd in 2003.

Market 9 (Aarons Hotel) was re-categorised as an ‘Other Non-Current Asset’ in 2003.

### WORKS IN PROGRESS AND COMPLETED 2003

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<thead>
<tr>
<th>Description</th>
<th>$’000</th>
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<td>Faculty of Science and Research Institutes (in progress)</td>
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<td>Upgrade central plant Building 1 (in progress)</td>
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<tr>
<td>Maintenance to general teaching space – City campuses (in progress)</td>
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<tr>
<td>Centre for Autonomous Systems</td>
<td>600</td>
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<tr>
<td>Upgrade of Emergency and Exit Lighting systems (in progress)</td>
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<tr>
<td>Tiered Lecture Theatre, Level 4, Building 2 – City</td>
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<td>Upgrade of hydrant system, Building 1 – City (in progress)</td>
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<tr>
<td>Expansion of Postgraduate Research Centre</td>
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APPENDIX F

CONSULTANTS

The University paid $8.017 million for external consulting services in 2003, of which $3.025 million was for capital works. A total of $2.792 million was paid for consultancies individually costing less than $30,000.

Payments in excess of $30,000 totalled $5,225,386.80 and are listed below.

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<th>Amount</th>
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<td>A E Watkins Consulting Services</td>
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<tr>
<td>A2B Professional Development &amp; Learning</td>
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<tr>
<td>Affinity IT Recruitment</td>
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<tr>
<td>Anstad Pty Ltd</td>
<td>Course development</td>
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<td>Barnum Group Design</td>
<td>Design</td>
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<td>Beyond Sirius Communications</td>
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<td>35,690.00</td>
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<td>Blinkhorn &amp; Wiggins</td>
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<td>Carr &amp; Vega Consulting Pty Ltd</td>
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<td>Cass Electronics Pty Ltd</td>
<td>Audio-visual</td>
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<td>Clarkson Business Services</td>
<td>Course development</td>
<td>105,163.20</td>
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<tr>
<td>Cordner King &amp; Co Pty Ltd</td>
<td>Recruitment</td>
<td>63,829.80</td>
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<tr>
<td>Crescent Moon Productions</td>
<td>Research</td>
<td>45,540.87</td>
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<tr>
<td>CRI Project Management Pty Limited</td>
<td>Project management</td>
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<td>Cyon Knowledge Computing</td>
<td>Information technology</td>
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<tr>
<td>Diana Gray Consulting</td>
<td>Information technology</td>
<td>102,200.00</td>
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<tr>
<td>Duke Training &amp; Consulting Pty Ltd</td>
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<td>Dumbrell Consulting Pty Ltd</td>
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<td>E-Contract</td>
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<td>Ellen Blunden &amp; Associates</td>
<td>Course development</td>
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<td>Ernst &amp; Young</td>
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<td>FB Rice &amp; Co</td>
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<td>Grey3 Pty Ltd</td>
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<td>Hall Resource Economic</td>
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<td>HeatHaze.com Pty Ltd</td>
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<tr>
<td>Heidrick &amp; Struggles Australia Ltd</td>
<td>Recruitment</td>
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<tr>
<td>Helen Twhill Consulting</td>
<td>Employee relations</td>
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<td>Hirst Architects Pty Ltd</td>
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<td>Hunter Institute of Technology</td>
<td>Research</td>
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<td>Lynn Thomson</td>
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<td>Nexus IT Resources</td>
<td>Information technology</td>
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<td>Oracle Corporation Australia Pty Ltd</td>
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<td>Phillips Curran Pty Ltd</td>
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<td>PriceWaterhouseCoopers</td>
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<td>74,881.95</td>
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<td>Prof Dan S Dhalwala</td>
<td>Doctorate supervision</td>
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<td>Survey management</td>
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<td>SLG Consulting Pty Ltd</td>
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<td>SMEC International Pty Ltd</td>
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<td>Somerson Communications Pty Ltd</td>
<td>Project management</td>
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<td>Technology One Limited</td>
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<tr>
<td>The Good Guides Group</td>
<td>Project management</td>
<td>131,039.13</td>
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</table>

Total: $5,225,386.80
APPENDIX G
OVERSEAS TRAVEL
The University paid $4.4 million for staff overseas travel in 2003. These payments were to support a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, research and teaching at affiliated institutions.

APPENDIX H
CONTROLLED ENTITIES – SUBSIDIARIES

Insearch Limited
Insearch Limited, a UTS commercial company, provides its services through three divisions.

Insearch Education is the UTS provider of language and academic pathways to University degrees and so provides opportunities for a large number of international students to progress to UTS.

Insearch China manages Insearch’s education businesses in China including Insearch (Shanghai) Limited and the SILC partnership with Shanghai University.

Insearch International Education Projects manages the international project and education activities of Insearch including the Australia Centre Medan, the Australia Centre Chiang Mai and the Insearch and IDP Australian Centres for Education and Training in Vietnam.

As well as providing an annual donation to UTS, Insearch also provides doctoral and post-doctoral fellowships and financially supports the technology and research commercialisation activities of the UTS Research and Development Office.

accessUTS Pty Ltd
accessUTS Pty Ltd is a wholly owned UTS company that manages university consulting, providing professional consulting services to business, industry and government. It offers expert opinion to the legal and insurance industries, technical consulting and testing services, professional consulting and training services. It draws on the extensive and diverse expertise of both UTS staff and external commercial entities.

accessUTS actively promotes and markets the business and consultant expertise through a range of media and contacts with clients and potential clients to develop business opportunities.

APPENDIX I
PUBLICATIONS OF THE UNIVERSITY
The University produces a range of publications giving details of courses, research and other services. A selection of these official publications is listed below. Many of the publications are free of charge and those interested in obtaining copies should contact the appropriate section of the University at PO Box 123, Broadway, Sydney NSW 2007, telephone (02) 9514 2000.

Faculties and other units of the University also produce a range of publications. Contact them directly for details.

Some of the following are also published on the University’s website: www.uts.edu.au

> UTS Calendar (one volume) and faculty/institute handbooks (10 volumes)
  Published annually by the Governance Support Unit, Registrar’s Division.

> UTS Annual Report
  Published annually by the Governance Support Unit, Registrar’s Division.

> Undergraduate Careers and Courses Guide
  Published annually by the Governance Support Unit, Registrar’s Division and the Marketing and Communication Unit.

> Statement of Affairs
  Published annually by the Governance Support Unit, Registrar’s Division.

> Summary of Affairs
  Published biannually by the Governance Support Unit, Registrar’s Division.

> UTS News, a newspaper of the University
  Published fortnightly throughout the academic year by the Marketing and Communication Unit.

> Facts & Figures
  Published annually by the Marketing and Communication Unit.

> International Undergraduate Student Prospectus
> International Postgraduate Student Prospectus
> International Student Life Magazine
> Study Abroad Prospectus
  Published by International Programs, the Governance Support Unit and the Marketing and Communication Unit.

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> International Postgraduate Student Prospectus
> International Student Life Magazine
> Study Abroad Prospectus
  Published by International Programs, the Governance Support Unit and the Marketing and Communication Unit.
APPENDIX J

LEGISLATIVE CHANGES
There were no identified changes to Acts or subordinate legislation or significant judicial decisions that affected the University or the users of the services provided by the University in 2003. Changes made to federal legislation passed in late 2003, in particular the Higher Education Support Act 2003 (Commonwealth), will have major impacts in 2004 and onwards.

APPENDIX K

PRIVACY MANAGEMENT PLAN
The Privacy and Personal Information Protection Act 1998 came into effect on 1 July 2000. Essentially, the Act requires that all government agencies comply with 12 Information Protection Principles. The Act also requires that each agency have a Privacy Management Plan, which is a statement of how the agency complies, or intends to comply, with the Act. The Plan includes provisions for policies and practices to ensure compliance, information programs for staff, and procedures to conduct internal reviews.

APPENDIX L

FREEDOM OF INFORMATION
In accordance with the Freedom of Information Act 1989, the University publishes a Summary of Affairs and a Statement of Affairs. The former is published twice yearly in the NSW Government Gazette; the latter is published yearly and is available at the University’s website. Copies of both documents are also available from the UTS Freedom of Information Coordinator.

The following statistics are provided in accordance with the Freedom of Information Act 1989 and the Annual Reports (Statutory Bodies) Act 1984.

Freedom of Information statistics
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<td>5</td>
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<tr>
<td>Brought forward from 2001</td>
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<td>–</td>
</tr>
<tr>
<td>Personal/other</td>
<td>4</td>
<td>3/2</td>
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<tr>
<td>Formal</td>
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<td>4</td>
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<tr>
<td>Informal</td>
<td>3</td>
<td>1</td>
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<tr>
<td>Completed</td>
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<td>4</td>
</tr>
<tr>
<td>Granted in full</td>
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<td>–</td>
</tr>
<tr>
<td>Granted in part</td>
<td>–</td>
<td>4</td>
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<tr>
<td>Formal consultations</td>
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<td>Costs of processing</td>
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<td>22–35 days</td>
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<td>1</td>
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<tr>
<td>Internal reviews</td>
<td>1</td>
<td>–</td>
</tr>
</tbody>
</table>

1 Three informal applications were not further pursued following consultation with applicants.

2 Formal consultations required contact with former staff and students whose contact details were outdated and required international consultations.
APPENDIX M

CODE OF CONDUCT – STAFF

The University has a Code of Conduct covering all staff. The following is a summary of this policy.

The Code aims to clarify for all staff of the University community the conduct expected in the performance of their duties, thereby maintaining public trust and confidence in the integrity and professionalism of the services provided by the University.

The Code covers issues such as:

- personal and professional behaviour
- use and security of official information
- publication of information
- conflicts of interest
- financial interests
- personal interests
- personal and family relationships between staff and students
- disclosures
- public comment
- use of the University’s resources
- acceptance of gifts and benefits
- outside work and private practice
- responsibilities after leaving UTS
- responsibilities of managers, and
- failure to comply with requirements.

The full Code of Conduct is published in the UTS: Calendar and on the University’s website at: www.uts.edu.au/div/hru/policy/7_3.pdf
This index has been prepared principally to show compliance with statutory requirements. These and additional items may also appear in the Financial Statements booklet.

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> Aims and objectives, services provided, community served Mission, inside front cover

> Campus locations Inside back cover

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Design concept: Emery Vincent Design and
UTS Marketing and Communication Unit.
CAMPUS LOCATIONS

City campus

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15 Broadway, Ultimo

Haymarket
Cnr Quay St and Ultimo Rd, Haymarket

Blackfriars
Blackfriars St, Chippendale

Kuring-gai campus
Eton Rd, Lindfield

St Leonards campus
Cnr Pacific Hwy and Westbourne St, Gore Hill

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