



COVER IMAGE: The world's first 360-degree interactive stereoscopic cinema was showcased during 2007. The T\_Visionarium is a cross disciplinary project developed by the iCinema Research Centre.

The University of New South Wales Annual Report 2007

# The University of New South Wales Annual Report 2007



**Scientia manu et mente**  
**Knowledge by hand and mind\***

**The University of New South Wales**

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**Hours of business**

Switchboard: Monday – Friday, 9am-5pm  
Many departments of the University operate beyond standard business hours.

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The University of New South Wales is one of Australia's leading international universities, renowned for its research and teaching, and the quality of its graduates. We have more than 44,000 students enrolled in a comprehensive range of undergraduate and postgraduate programs, and more than 5,000 staff working across two Sydney campuses and the Australian Defence Force Academy (UNSW@ADFA) in Canberra.

We are a founding member of the Group of Eight, an association of Australia's leading research-intensive universities, and one of only three Australian founding members of Universitas 21, an international alliance of premier research institutions. We are consistently ranked as one of the best universities in the Asian region and in the world's top 100. We are a major recipient of competitive research grants from government and industry.

#### ASPIRATION

Our aspiration is to be a leading research university in the Asia-Pacific region, focusing on contemporary and social issues through defined strengths in professional and scientific fields – a peer in good standing with the best globally.

#### OBJECTIVES

- To achieve a position in the top three Australian universities in research performance.
- To be the destination of choice for students with the highest potential, irrespective of background.
- To be a valued member of key communities, making an impact on contemporary issues.
- To improve underlying leadership and operational capabilities.
- To maximise the availability of resources to underpin the core activities of research and teaching.

#### WHAT WE VALUE

In pursuing our aspiration, we value:

- Academic freedom
- Innovation, initiative and creativity
- Leadership
- Recognition of merit
- Accountability, integrity and transparency
- Equity, opportunity and diversity
- Teamwork
- Sustainability

What we value is embedded in our policies, processes and procedures.





**The University achieved a number of important milestones in 2007 and focused on setting a clear direction for the future.**

The University Council approved the Blueprint to Beyond 2010 – B2B which sets out the University’s aspiration, values and strategies in relation to the core activities of research, student experience and community engagement.

2007 saw improvements in our research profile. Our efforts were recognised with record external funding from competitive grants. We achieved an increase in Australian Research Council grants, being awarded more than \$47 million, including \$27 million for 87 Discovery Projects. In health and medicine, National Health and Medical Research Council funding approached \$30 million – a best ever result for the University. Importantly, research funding was translated into significant breakthroughs in a number of areas, with some major successes on the commercialisation front.

The University continued to build on its reputation as a world leader across areas of research strength, including cancer research, neurosciences, public and social policy, HIV research, nanotechnology and photovoltaics. A particularly significant development was UNSW entering into a \$40 million agreement with Guide Dogs NSW/ACT to open the world’s first ocular imaging centre to offer free diagnosis and management services to the general community. When established in 2008, the Guide Dogs Vision Centre at UNSW is expected to see up to 40,000 clients annually.

Another significant achievement was the \$10 million donation by businessman Frank Lowy – the largest ever individual gift to the University – to help build a dedicated adult and childhood cancer research facility housing 400 of the world’s best medical scientists.

In teaching and learning we again showed that it was possible to be a leading research university while also providing the very best student environment. We topped the bill in *The Good Universities Guide*, putting us well ahead of any other Go8 university. The quality of our teaching was further recognised by the Federal Government’s Learning and Teaching Performance Fund for 2008, when we were ranked among the top three in the country and number one in business and law. A record 29 UNSW staff members were recognised by the Carrick Institute for their contribution to the student experience.

The University resolved a number of difficult issues over the year, including the decision to close our Singapore campus, UNSW Asia. There was also the major tasks of re-aligning Schools within the Faculty of Arts and the amalgamation of the Australian Graduate School of Management (AGSM) with the Faculty of Commerce and Economics to create the Australian School of Business (ASB). The AGSM continued to consolidate its excellent reputation, ranking as the leading full-time MBA program in Australia and Asia, and number six among non-US programs.

Campus renewal was a major theme in 2007. The redevelopment of the lower campus at Kensington neared completion with the ASB opened, the Chemical Sciences Building and Analytical Centre refurbished, and a general makeover of the North Mall corridor. Construction was also underway on new student accommodation off Anzac Parade and on High Street. On the upper campus, construction began on the site of the Lowy Cancer Research

Centre and master planning was initiated on refurbishments to the Faculty of Medicine’s Wallace Wurth Building and Biological Sciences facilities.

Community outreach was another area the University sought to highlight. In line with the vision set out in the B2B, UNSW has embarked on a major audit to recognise, support and evaluate our community engagement activities and to continue our social justice commitments evident in the work of such University entities as the Kingsford Legal Centre and the Australian Human Rights Centre, as well as the endeavours of individual academics and students.

Also in December we announced the creation of a new Centre for Social Impact, headed by eminent senior public servant and UNSW alumnus Professor Peter Shergold, which will build the capacity of Australia’s not-for-profit (NFP) sector, philanthropic endeavour and the development of social responsibility in the corporate sector. We believe it is an extraordinarily important initiative that will open the channels of communication between business, government and the NFP sector, and enable that sector to play a much more significant role in addressing future challenges.

In the realm of governance, the University Council enjoyed a successful year in which changes introduced in 2006 – a strict focus on strategy and changes to the committee structure – took hold and were translated into measurable improvements at the management level. Our thanks go to outgoing Council member Peter Mason for his hard work over the years and we welcome Warwick Negus in his place. The appointment of Joan Cooper as Pro-Vice-Chancellor (Students), and Professors James Donald and Graham Davies as Deans of the Faculty of Arts and Social Sciences and the Faculty of Engineering respectively will enhance the University’s performance.

Finally on a sad note, the end of 2007 was marked by the death of UNSW’s longest-serving Chancellor, the Hon Gordon Samuels AC, aged 84. Gordon was Chancellor from 1976 to 1994, and also Governor of NSW and a Judge of the Supreme Court and the Court of Appeal. We know we speak for the UNSW community, past and present, in paying tribute to the contribution made by Gordon to the community generally and to UNSW in particular.

**REPORT OF THE COUNCIL OF THE UNIVERSITY OF NEW SOUTH WALES**

**For the period 1 January 2007 to 31 December 2007.**

In pursuance of the *Annual Reports (Statutory Bodies) Act 1984* (NSW), the Council of the University of New South Wales has the honour to present to Honourable John Della Bosca MLC, Minister for Education and Training, the following report of the proceedings of the University for the year ended 31 December 2007.

**Mr David Gonski AC**  
Chancellor

**Professor Frederick Hilmer AO**  
Vice-Chancellor and President

## The year that was

**2007 was a year of achievements, breakthroughs and milestones for the University. Among the highlights were: a top billing in *The Good Universities Guide*; accolades for research and teaching; record funding grants; major infrastructure development; world first breakthroughs; the University's largest ever individual gift – \$10 million for the new Lowy Cancer Research Centre; and \$40 million to establish and operate the Guide Dogs Vision Centre.**

### January

The Australian Graduate School of Management is ranked as the leading business school in Australia and among the top 50 in the world in the *Financial Times* (UK) 2007 rankings.

Seven UNSW academics are recognised in the Australia Day honours list.

UNSW's student-designed solar car, Jaycar Sunswift III, breaks the world record for the fastest solar-powered road trip from Perth to Sydney (below).



### February

The Faculty of Engineering is ranked among the top 100 in the world by the Shanghai Jiao Tong University's Academic Ranking of World Universities – one of only three Australian universities to be included.

UNSW achieves a record intake of Aboriginal students in the undergraduate medicine program.

The Faculty of Medicine celebrates the 40th anniversary of its first graduation ceremony (below).



### March

A major new climate change research centre is established at the Kensington campus.

UNSW receives 25 percent of a national allocation from the Federal Government for high-performing research centres. The \$17.3 million in additional funding follows a positive review of the centres' performance and plans.

The bushtucker walk – part of UNSW's groundbreaking Green Trail – is opened to the public, showcasing the significance of native Sydney plants.

John Beard, visiting professor at the College of Fine Arts, wins the 2007 Archibald Prize (below).



### April

UNSW contributes more than 2.4 percent of Sydney's total Earth Hour energy reductions.

Professor James Weirick is named as a key player in a panel of Sydney's leading urban design, architectural and planning experts.

### May

Professor Robyn Ward wins the NSW Premier's Award for Outstanding Cancer Researcher of the Year.

The Federal Government announces a \$30 million commitment to the POWMRI to establish a Neuroscience Research Precinct, incorporating UNSW BrainSciences.

Three UNSW researchers – Professors Robert Clark, John Hodges and Ian Petersen – are named ARC Federation Fellows.

UNSW exceeds the national success rate for ARC Linkage Projects, with grants to seven faculties and 19 projects.

The University makes a decision to close its Singapore campus.

### June

The National Drug and Alcohol Research Centre is chosen to establish a multi-million dollar National Cannabis Control and Prevention Centre.

UNSW signs a three-year agreement with Dr Zhengrong Shi's company Suntech Power Holdings to sponsor up to 30 Chinese students to study photovoltaics at UNSW.

UNSW is awarded almost \$7 million in funding for cancer research from the NSW Government – more than any other institution in the state.

### July

UNSW's accounting researchers are ranked first in the world by the international journal *Accounting & Finance*.

Australia's first Chair in Disability and Mental Health is announced with \$2.1 million in funding from the NSW Government over five years.

The implications of the Federal Government's intervention in Indigenous communities are examined at an Indigenous Law Centre national forum.

The National Centre in HIV Epidemiology and Clinical Research marks its 21st anniversary.

### August

UNSW tops the bill in *The Good Universities Guide*, with the maximum five-star rating for nine key performance indicators.

UNSW wins two prestigious Eureka Prizes for medical research including one to Professor Levon Khachigian (below).



### September

Professor Martin Green (above) wins the 2007 SolarWorld Einstein Award for his work in photovoltaics.

The Faculty of Medicine hosts the LIME (Leaders in Indigenous Medical Education) Connection II conference, on the future of Indigenous health.

UNSW wins almost \$30 million for 50 grants from the National Health and Medical Research Council – the University's best ever result. The same week \$34 million in funding is announced from the Australian Research Council with \$26 million set aside for 87 Discovery Projects.



### October

The first sod is turned on the site for the \$100 million Lowy Cancer Research Centre, backed by a \$10 million gift from Mr Frank Lowy (above).

The Federal Government's Learning and Teaching Fund shows UNSW is one of the top three universities in Australia for its learning and teaching, and number one in Australia for its teaching performance in business and law.

Professor Philip Hogg develops a world-first test to radically improve cancer management and treatment.

The University launches the Australian School of Business.

### November

UNSW becomes the first university in Australia with an official channel on YouTube.

The new Chemical Sciences Building and Analytical Centre open, housing world-class teaching, research and laboratory facilities.

UNSW and Guide Dogs NSW/ACT agree to establish the first ocular imaging centre in the world to offer free diagnosis and management in the fight against blindness.

Commercial production begins in Sydney of the world's first "green steel", from technology developed by Professor Veena Sahajwalla (below).



### December

UNSW climatologists lead a consortium of more than 200 scientists to Bali's UN Climate Conference. Intergovernmental Panel on Climate Change members Andy Pitman and Roger McLean celebrate the group's Nobel Peace Prize win.

Former top public servant Professor Peter Shergold is named as head of a new Centre for Social Impact.

UNSW pays tribute to its longest-serving Chancellor, the Honourable Gordon Samuels (below), who dies aged 84.



## Key statistics for 2007

213,342 total alumni (1949–2006)

44,581 student enrolments

30,409 student load (EFTSU)

17,252 commencing enrolments

9,715 degrees and diplomas awarded (2006)

5,063 total staff (FTE)\*

61 schools

8 faculties

1 college (Australian Defence Force Academy)

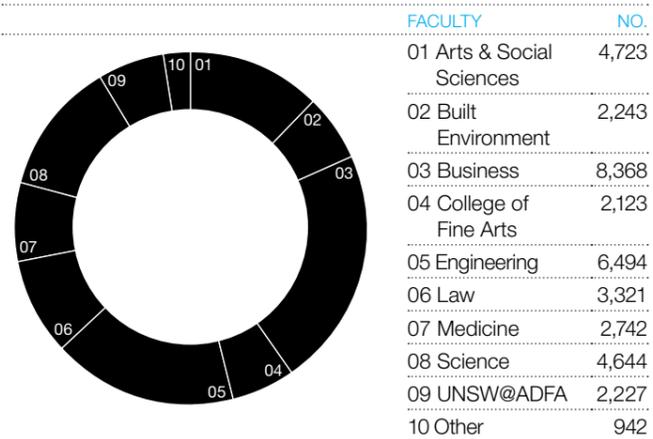
\* Staff figures as at 31 March 2007

FTE – Full-time equivalent, EFTSU – Equivalent full-time student units

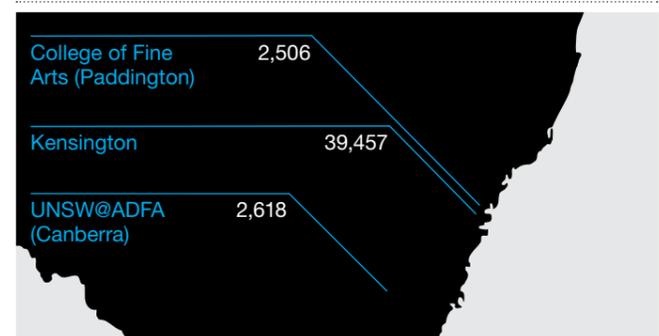
### No. of students by level of program

LEVEL OF PROGRAM	NO. OF STUDENTS
Higher doctorate and PhD	2,635
Masters by research	648
Doctorate by coursework	10
Masters by coursework	8,743
Bachelor degrees and diplomas	26,881
Grad dips, grad certs & postgrad qualifying	3,555
Cross-institution and non-award	2,109

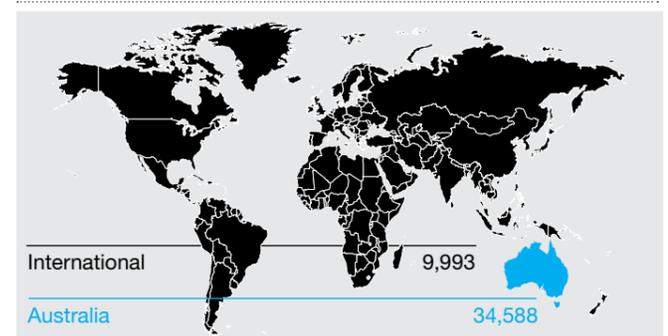
### No. of students by faculty



### No. of students by campus



### No. of students by residence status

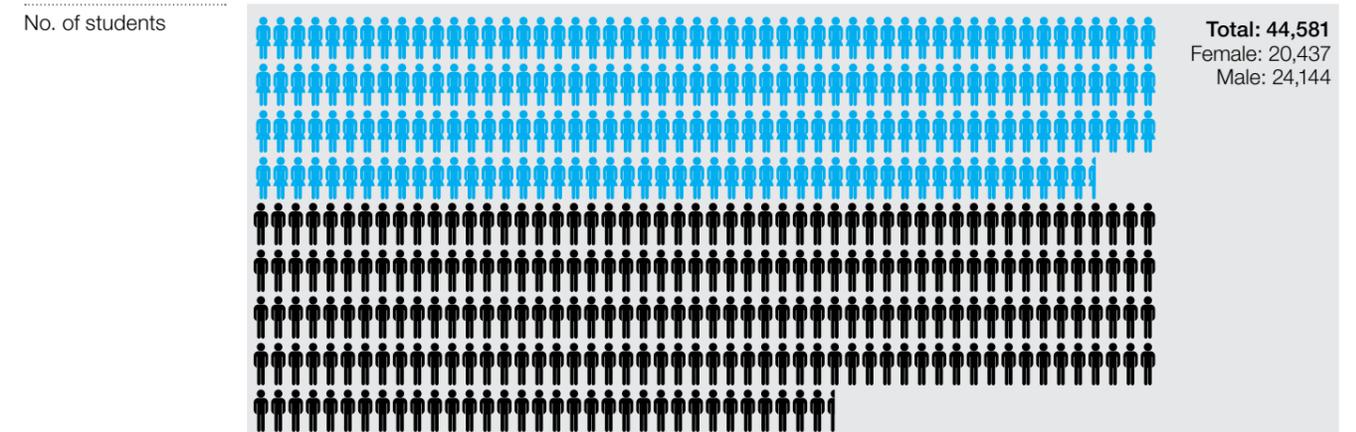


### 2007 Financial highlights (consolidated)

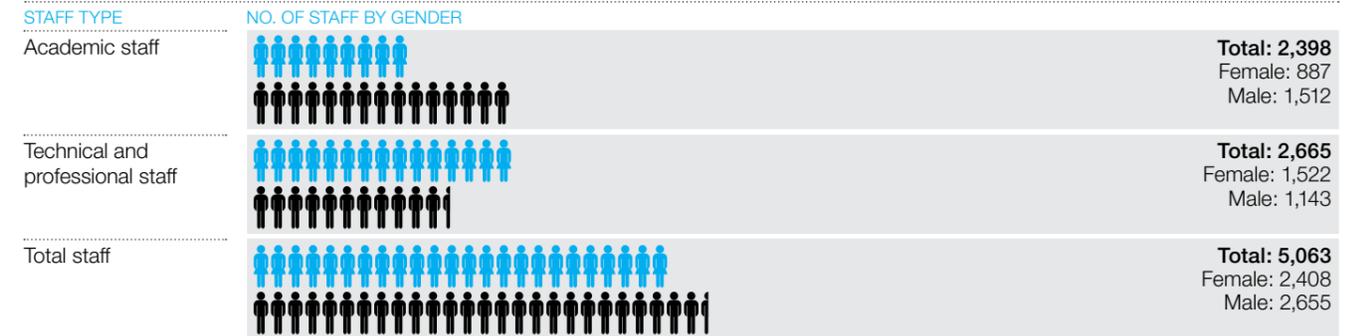
REVENUE	\$M	%
Federal Government	387	38
Student fees	219	22
Contract research and consultancy	68	7
Investment income	63	6
State, local and foreign government	14	1
Donations and bequests	13	1
Other revenue	247	25
<b>Total revenue</b>	<b>1011</b>	<b>100</b>
EXPENDITURE	\$M	%
Employee benefits	556	57
Contract services	100	10
Scholarships, grants and prizes	59	6
Depreciation and amortisation	45	5
Other expenditure	210	22
<b>Total expenditure†</b>	<b>970</b>	<b>100</b>
<b>Operating result from continuing operations</b>	<b>41</b>	<b>–</b>
<b>Operating result from discontinued operations</b>	<b>(47)</b>	<b>–</b>
<b>Net operating result</b>	<b>(6)</b>	<b>–</b>
<b>Property, plant and equipment additions</b>	<b>96</b>	<b>–</b>

† Excludes deferred government superannuation contribution adjustments

### No. of students by gender



### No. of staff by type and gender





STANDING: The University of New South Wales is one of Australia's leading international universities.

**BASIS OF AUTHORITY**

The modern University is governed by the *University of New South Wales Act 1989* (NSW). The Act was amended in 2005 subsequent to the Commonwealth *Higher Education Support Act 2003*. This year the Act was administered by the Honourable Carmel Tebbutt until April and thereafter by the Honourable John Della Bosca, Ministers for Education and Training.

Under Part 2, section 5 of the Act, the University is constituted as a body corporate with the usual powers of a body corporate. It has a seal, and it may sue and be sued in its corporate name.

**GOVERNING BODY**

Under Part 3, sections 8 and 9 of the Act, the University Council is the governing body responsible for control and management of the affairs and concerns of the University. The Act also defines financial responsibilities and specifies matters on which statutes can be made.

**FACULTIES AND SCHOOLS**

The University is made up of faculties, which are groupings of schools according to academic disciplines, through which the academic staff conduct teaching at undergraduate, postgraduate and higher degree levels, and pursue research and scholarly investigations. The University's academic organisation includes eight faculties and UNSW@ADFA in Canberra.

The University also conducts teaching and research at its teaching hospitals; field stations; the Manly Vale Water Research Laboratory; the Randwick campus, where some of the schools have facilities; and our Coogee building, where ATAX is located.

**CONTROLLED ENTITIES**

Under section 15 of the Act the University has the power to conduct significant commercial activities, including setting up companies, for the benefit of the University's aims.

**UNSW controlled entities**

CONTROLLED ENTITY	PURPOSE
UNSW International House	Multicultural college to promote experiential learning and cross-cultural understanding
UNSW Foundation	Fundraising and community engagement
NewSouth Innovations Pty Ltd	Commercialisation
UNSW Press	Dedicated university press
UNSW Global Pty Ltd	Education, training and consulting services provider
UNSW Asia	Closed

**Lines of responsibility**

**COUNCIL**

**VICE-CHANCELLOR & PRESIDENT**

**The executive team**

President, Academic Board	Deputy Vice-Chancellor (Academic)	Deputy Vice-Chancellor (Research)	Chief Operating Officer	Chief Financial Officer	Chief Executive, UNSW Foundation
	Pro-Vice-Chancellor (Students) & Registrar Pro-Vice-Chancellor (International) UNSW Library Nura Gili Learning & Teaching Institutional Analysis & Reporting Music Performance Unit	Dean, Graduate Research School Grants Management Office Research & Research Policy Research Strategy Office UNSW Analytical Centre NewSouth Innovations	Human Resources Facilities Management & Property IT Services Legal & Compliance Marketing Services Media & Communications UNSW Global Procurement Capital Projects Secretariat Services Sport & Recreation Venues & Events	Internal Audit Risk Management Commercial Analysis & Strategy Financial Control Shared Services Management Accounting & Budgeting Investments & Treasury	UNSW Foundation Limited Alumni Relations Development

**Heads of faculties**

Rector, Australian Defence Force Academy	Dean, College of Fine Arts	Dean, Faculty of Science	Dean, Australian School of Business	Dean, Faculty of Medicine	Dean, Faculty of Engineering
Aerospace, Civil & Mechanical Engineering Business Humanities & Social Sciences Information Technology & Electrical Engineering Physical, Environmental & Mathematical Sciences	Art Art Education Art History & Theory COFA Online Design Studies Media Arts	Aviation Biological, Earth & Environmental Sciences Biotechnology & Biomolecular Sciences Chemistry Materials Science & Engineering Mathematics & Statistics Optometry & Vision Science Physics Psychology Safety Science	Accounting Actuarial Studies AGSM Banking & Finance Business Law & Taxation Economics Information Systems, Technology & Management Marketing (inc. Tourism & Hospitality Management) Organisation & Management	Medical Sciences Psychiatry Public Health & Community Medicine Women's and Children's Health Prince of Wales Clinical School Rural Clinical School St George Clinical School St Vincent's Clinical School South Western Sydney Clinical School	Biomedical Engineering Chemical Sciences & Engineering Civil & Environmental Engineering Computer Science & Engineering Electrical Engineering & Telecommunications Mechanical & Manufacturing Engineering Mining Engineering Petroleum Engineering Photovoltaic & Renewable Energy Surveying & Spatial Information Systems
Dean, Faculty of Law	Dean, Faculty of the Built Environment	Dean, Faculty of Arts & Social Sciences			
Australian School of Taxation Legal Research, Education & Advocacy Centres	Architecture Construction Management & Property Industrial Design Planning Sustainable Development	Education English, Media & Performing Arts History & Philosophy Languages & Linguistics Social Sciences & International Studies			

**UNIVERSITY LEADERS**

UNSW is governed by a Council representing University and community interests and led by the Chancellor and Deputy Chancellor.

Council has powers to:

- approve courses, confer degrees and award diplomas and other certificates
- monitor the performance of the Vice-Chancellor
- approve and monitor the systems of control and accountability
- oversee the University's performance
- oversee the academic activities of the University
- approve the University's mission, strategic direction, annual budget and business plan
- establish policies and procedural principles consistent with legal requirements and community expectations
- approve significant University commercial activities.

The Chief Executive Officer of the University is the Vice-Chancellor and President. The Deputy Vice-Chancellors (Research and Academic), Pro-Vice-Chancellor (Students) and Registrar, Pro-Vice-Chancellor International, and Chief Operating Officer are responsible for the provision of student services, research policy and management, education policy, educational enterprise, international enterprise, development, and resources and infrastructure. The Chief Financial Officer is responsible for strategic business advice and the provision of financial services. There are eight faculty deans as well as the Dean of Graduate Research and Rector of UNSW@ADFA. The deans have considerable delegated authority in relation to their areas.

**Key governance and management bodies (December 2007)**

BODY	COMPOSITION
Council members (governing body)	22
- official members	3
- appointed members	6
- elected members	11
- additional members	2
Vice-Chancellor and executive team members	7
Academic Board members	59
Faculties	8 units
Colleges	1 unit
Central services and divisions	4 units
Schools	75 units
Research centres	85 units

**UNIVERSITY COUNCIL**

As the University's governing body, constituted in accordance with the provisions of the *University of New South Wales Act 1989* (NSW), the Council controls and manages all of the University's affairs and property, and is responsible for acting on the University's behalf to promote its objectives and interests.

2007 was the second year in the term of the current Council membership, which began 1 July 2006. The UNSW Council met formally on nine occasions in 2007.

2007 saw an independent review of Council performance through an external consultant. The terms of reference of the review were

for the consultant to:

- assess Council's performance through individual interviews with current Council members, current senior members of the University community (such as the executive team and deans) and other stakeholders as appropriate
- make recommendations on how Council's performance could be improved
- discuss those recommendations with the Nominations and Remuneration Committee
- report to Council with recommendations for the future.

Results and recommendations are being considered in detail. However, a preliminary analysis of results indicates improved practices.

**COUNCIL MEMBERSHIP**

**Chancellor**

Mr David Michael Gonski AC, BCom, LLB UNSW; FAICD, FCPA Leads the University Council and presides at Council meetings.

David Gonski is a professional company director and chairman, and a corporate adviser and consultant. He is Chairman of Investec Bank (Australia) Limited, Chairman of Coca-Cola Amatil Limited, a Director of the Westfield Group, Singapore Airlines and ASX Limited. He is also Chairman of the UNSW Foundation and Chairman of Sydney Grammar School.

**Deputy Chancellor**

Ms Gabrielle Cecelia Upton, BA LLB UNSW; MBA NYU; GAICD Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant.

Gabrielle Upton is Legal Counsel at the Australian Institute of Company Directors. She is a member of the Corporations and Markets Advisory Committee (CAMAC), the Federal Government's principal advisory committee on corporations law. Gabrielle also serves on the boards of the Prince of Wales Medical Research Institute and the Duke of Edinburgh Awards and on the General Sir John Monash Foundation NSW Awards Committee. Previously, she was a banker at Deutsche Bank and Toronto Dominion Bank in New York and a banking lawyer at Freehills and Phillips Fox.

**OFFICIAL MEMBERS**

**Vice-Chancellor and President**

Professor Frederick G Hilmer AO, LLB Syd; LLM Pennsylvania; MBA Wharton

**President, Academic Board**

Professor Anthony Dooley BSc PhD ANU

**APPOINTED MEMBERS**

**Six external members appointed by the Minister for Education and Training**

- Mr Matthew Grounds, BCom, LLB UNSW
- Mr Wallace King AO, BE, MEngSc, Hon DSc, UNSW; Hon FIEAust, CPEng, FAICD, FAIM, FAIB, FTSE
- Mr Warwick Negus, BBus UTS; MComm UNSW; ASIA, MAICD
- Mr Paul Ronald Pearce MP, MA Syd; LLB(Hons) Lon; MP, Member of the New South Wales Legislative Assembly
- The Honourable Susan Maree Ryan AO, BA Syd; MA ANU; AICD (Pro-Chancellor)
- Ms Jillian Shirley Segal AM, BA LLB UNSW; LLM Harvard; FAICD



ON CAMPUS: UNSW offers an outstanding student experience with exposure to research and a vibrant campus life.

**ELECTED MEMBERS**

**Four external members who are graduates of the University**

- Mr Darren George Challis, BA LLB (Hons I) Syd; GradDipLegalPractice UTS; MBA AGSM
- Mr Geoffrey Francis Lawson OAM, BOptom UNSW; OAA
- Dr Christine Lynette Clifton, MB BS (Hons) BHA UNSW
- Ms Gabrielle Cecelia Upton, BA LLB UNSW; MBA NYU; GAICD (Deputy Chancellor)

**Four members of the academic staff of the University**

- Scientia Professor Mark Bradford, BSc BE PhD Syd; DSc UNSW; CEng CPEng PE FIEAust MASCE MStructE MACI
- Professor Wai Fong Chua, BA(Hons), PhD Sheff; FCA, FCPA
- Scientia Professor Brien Anthony Holden OAM, BAppSc Melb; PhD City Lon
- Professor Joseph Albert Wolfe, BSc Qld; BA UNSW; PhD ANU

**One member of the non-academic staff of the University**

Ms Jennifer Till, BSc BA(Hons) UNSW

**One undergraduate student of the University**

Ms Kirstin Anne Hunter, BA BSc(Med) UNSW

**One postgraduate student of the University**

Ms Angela Mary Barrett, BE(Hons) UNSW

**ADDITIONAL MEMBERS**

**External members appointed by Council**

- Mr Brian Edward Suttor, BCom UNSW; FCA, CPA
- Mr Terry Davis

**CHANGES TO COUNCIL MEMBERSHIP DURING 2007**

July: Mr Peter Mason AM, BCom MBA UNSW was no longer eligible to undertake an additional term of office under the

National Governance Protocols outlined in the *Higher Education Support Act 2003*, having been a member of Council for 13 years. His successor is Mr Warwick Negus.

Mr Warwick Negus BBus UTS; MComm UNSW; ASIA, MAICD was appointed to Council by the Minister for Education and Training, on the recommendation of UNSW Council, for a four-year term of office until 30 June 2011.

**IN ATTENDANCE AT COUNCIL MEETINGS BUT NOT MEMBERS**

**Deputy Vice-Chancellor (Research)**  
Professor Les Field, BSc PhD Syd; FAA

**Deputy Vice-Chancellor (Academic)**  
Professor Richard Henry, MB BS Syd; MD DipClinEpi Newcastle NSW; FRACP, MRACMA

**Chief Financial Officer**  
Mr Garry McLennan, BBus UTS; FCPA, GAICD, FFin

**Chief Operating Officer**  
Mr Peter Graham, AssocDipBus UWS; PMD HBS; GAICD

**Chief Executive, UNSW Foundation**  
Ms Jennifer Bott, BA Syd; DipEd N.E.

**Secretary**  
Ms Rhona Fraser, AssocDegLaw(Paralegal) SCU

**ACADEMIC BOARD**

The Academic Board is the principal academic body of the University, responsible for academic policy setting, academic strategy via its seven standing committees, approval and delivery of programs, and academic standards. Its purpose is to make academic policy; approve courses and programs; further and coordinate the work of the faculties and other academic units; and support teaching, scholarships and research.



**UNIVERSITY MANAGEMENT**

The Vice-Chancellor is responsible for the management of the University. He has charge of the overall direction of corporate planning, budget activities and external relations. Under the Council, he manages and supervises the administrative, financial and other activities of the University. He consults with and advises the Academic Board and other bodies, supervises the discipline of the University and puts into effect the by-laws, reports or resolutions passed or adopted by Council. The Vice-Chancellor has his own advisory committee, and he is a member of the Council, the Academic Board and their committees.

The Vice-Chancellor leads the executive team which shapes and implements the strategic directions for UNSW.

**EXECUTIVE TEAM**

**Vice-Chancellor and President**

Professor Frederick G Hilmer AO

Professor Frederick G Hilmer was appointed Vice-Chancellor and President on 19 June 2006. Prior to taking up this position, Professor Hilmer was Chief Executive Officer, John Fairfax Holdings Limited from 1998–2005. Before joining Fairfax he was Dean and Director of the Australian Graduate School of Management (AGSM).

**Deputy Vice-Chancellor (Academic)**

Professor Richard Henry AM, MB BS Syd; MD DipClinEpi Newcastle NSW

Professor Henry AM, joined UNSW in 1997 as the Foundation John Beveridge Professor of Paediatrics. He served as Head of the School of Paediatrics and then of the School of Women's and Children's Health before moving to the role of Senior Associate Dean in the Faculty of Medicine. He was Acting Dean and more recently Acting Pro-Vice-Chancellor (Education and Quality Improvement). He obtained his medical degree from the University of Sydney and trained in paediatrics in Sydney and in Nottingham. He was appointed to his current role in 2006.

**Deputy Vice-Chancellor (Research)**

Professor Les Field BSc PhD Syd; FAA

Professor Field was appointed to the role in 2005. Previously he was professor of Organic Chemistry at the University of Sydney where, among his other roles, he was Acting Pro-Vice-Chancellor (Research). He is a Fellow of the Australian Academy of Science and the Royal Australian Chemical Institute.

**Chief Operating Officer**

Mr Peter Graham AssocDipBus UWS; PMD HBS; GAICD

Mr Graham was appointed to the role in 2006. He is a former Chief Executive of Pacific Power, a NSW State-owned electricity generator, coalminer and engineering services provider. Until recently, he was Director of Group Operations for John Fairfax, Australasia's largest newspaper publisher and was responsible for publishing services, printing, distribution and information technology across the Australian business. A graduate of the Program for Management Development at the Harvard Business School, he is a member of the Australian Institute of Company Directors.

**Chief Financial Officer**

Mr Garry McLennan BBus UTS; FCPA, GAICD, FFin

Before joining UNSW in 2005, Mr McLennan served in several senior executive positions in finance, information technology and treasury with the HSBC Group in Australasia. His most recent HSBC role was Chief Operating Officer. He is a former Director of the Australian Banking Industry Ombudsman Ltd and currently serves on the Board Audit Committee of the Carrick Institute.

**President, Academic Board**

Professor Anthony Dooley BSc PhD ANU

Professor Dooley was elected to the role in 2004. He is a former Deputy President of the Academic Board, Head of the Department of Pure Mathematics, Presiding Member of the Faculty of Science and Presiding Member of the Committee on Research at UNSW.

**Chief Executive, UNSW Foundation**

Ms Jennifer Bott BA Syd; DipEd N.E.

Ms Bott joined the University in 2006 from the Australia Council for the Arts, where she was Chief Executive Officer. One of Australia's most prominent arts administrators and advisers, Ms Bott is a former General Manager of Musica Viva Australia and has also worked extensively in the field of international intercultural education.

**The team**

1. Professor Richard Henry
2. Mr Peter Graham
3. Ms Jennifer Bott
4. Professor Anthony Dooley
5. Professor Frederick Hilmer
6. Mr Garry McLennan
7. Professor Les Field



**OTHER OFFICERS**

The Rector of UNSW@ADFA, Professor John Baird, is responsible to the Vice-Chancellor for the administration of the University College.

The Pro-Vice-Chancellor (Students) & Registrar, Professor Joan Cooper, the Pro-Vice-Chancellor (UNSW International), Ms Jennie Lang, the Director of Human Resources, Mr Neil Morris and the Head of Risk Assessment and Internal Audit, Mr Edward Ho, are members of the Vice-Chancellor's Advisory Committee, along with the Executive Team and the Deans.



## Research

Dynamic research efforts secured record public and private funding in 2007, leading to breakthroughs of international importance and commercialisation deals worth millions of dollars.

The success follows our determination to build on our identified areas of research strength and become one of the leading research universities in the Asia-Pacific region.

UNSW's research effort spans all faculties and 85 dedicated research centres. Activities are focused in our recognised areas of research strength: biomedical sciences; water, environment and sustainability; next generation materials and technologies; social policy, government and health policy; informatics and robotics; and business, law and finance.

KEY OUTCOMES

**\$246m** **100%**

secured in total research funding, up six percent on 2006 (subject to final auditing and reconciliation).

Linkage grant success rate for the Faculty of Arts and Social Sciences.

**3,283**

higher degree research students.

**\$47.8m** **18**

in Australian Research Council (ARC) grants with almost \$27 million secured for 87 Discovery Projects.

ARC Linkage grants – the equal second highest in the country – awarded to 19 projects across seven faculties. Funding totalled \$4.9 million.

**\$30m**

in National Health and Medical Research Council funding – the University's best ever result. Fifty grants accounted for almost a quarter of the total funding allocated to all NSW universities.



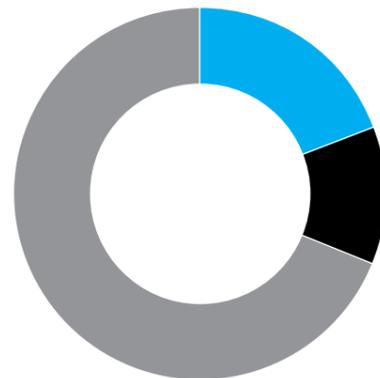
BREAKTHROUGHS: Research efforts span all faculties and 85 dedicated research centres.

Total combined ARC & NHMRC project grant funding

UNIVERSITY	% CHANGE
UNSW	14
Adelaide	9
Australian National	-5
Sydney	4
Melbourne	56
Monash	36
Western Australia	-1
Queensland	-9
All Go8	13
Non Go8	10
<b>Total</b>	<b>12</b>

Total research funding

FUNDING TYPE	\$M
<b>ARC funding</b>	<b>47.8</b>
<b>NHMRC funding</b>	<b>30.0</b>
<b>Other funding</b>	<b>168.2</b>



Weighted academic publications

YEAR	% INCREASE
2006	14
2005	9.3

RESEARCH FUNDING

Total research funding secured by UNSW in 2007 amounted to \$246 million, up six percent on 2006. UNSW won more than \$77 million in ARC and NHMRC funding in 2007 for research projects starting in 2008. The outcome ranked UNSW in the top two universities in NSW.

The University was awarded 50 grants worth almost \$30 million in the National Health and Medical Research Council (NHMRC) funding for 2007. The number of grants comprised almost a quarter of the total funding allocated to all NSW universities. NHMRC funding forms the backbone of our medical research initiatives. Supported by NHMRC grants, UNSW researchers embarked on crucial investigations into areas including cancer research, HIV, Indigenous health, diabetes, neuroscience, dementia and depression.

One of the largest sums awarded in 2007 was a \$5.8 million program grant to a team led by Scientia Professor Gordon Parker at the School of Psychiatry and the Black Dog Institute, for its work on the causes of mood disorders, their differentiation, diagnosis and management.

The University received more than \$47.8 million in Australian Research Council (ARC) funding for 2007. Of that total, \$26.9 million was secured for 87 Discovery Projects across all faculties, representing nearly nine percent of a total \$300 million in funding offered by the Australian Government over the next five years.

UNSW secured 18 ARC Linkage grants – the equal second highest in the country – worth a total of \$4.9 million. Grants were distributed across seven faculties and 19 projects. Partner organisation contributions in 2007 came to \$7.8 million.

The success rate for applications was 53 percent, compared with 46 percent for the national average.

The NSW Government gave \$7 million to UNSW for cancer research. UNSW was awarded more than any other institution in the state.

We were also the country's equal-highest recipient of Linkage Infrastructure, Equipment and Facilities grants, with ten projects at UNSW awarded a total of \$3.4 million.

ARC Centres and ARC Centres of Excellence

The University received 25 percent of the Federal Government's 2007 funding for ARC Centres of Excellence and ARC Centres, following a positive review of the performance and future research plans of our institutions.

The ARC Centre of Excellence for Quantum Computer Technology was awarded \$10.1 million over three years, the largest grant in the country. The ARC Centre of Excellence for Advanced Silicon Photovoltaics and Photonics was awarded \$7.2 million over the same period. Both Centres of Excellence have research nodes based at UNSW and were praised for their positions as world leaders.

Significant recruitments

Efforts to boost research capacity by attracting and retaining top-quality research staff were enhanced in 2007 with some of the country's finest researchers joining UNSW ranks. These included:

- Professor Julian Murphet, joined the Faculty of Arts and Social Sciences as a professor of modern film and literature.
- Professor Deborah Brennan, joined the Social Policy Research Centre.



**CANCER PLEDGE:** An Australian first, the \$100 million-plus Lowy Cancer Research Centre is to house up to 400 researchers from UNSW and Children's Cancer Institute Australia and will bring together childhood and adult cancer research at a single site for the first time. Businessman and philanthropist Frank Lowy and family donated \$10 million towards the cost of the new building – the largest individual philanthropic donation ever received by the University. Other funding has come from individual donors, trusts, foundations and the NSW and Federal Governments.

- Professor Andy Pitman, took up the position of co-director of the Faculty of Science's Centre for Climate Change Research.
- Dr Jennifer Biddle, joined COFA's Centre of Contemporary Art and Politics as a Senior Research Fellow.
- Professor Catharine Lumby, heading the Journalism and Media Research Centre in the Faculty of Arts and Social Sciences.

**NEW CENTRES AND RESEARCH INITIATIVES**

Nine new centres or major research organisations were launched in 2007, backed with an expansion of research infrastructure. The centres cover the fields of cancer, neuroscience, social policy, climate change, business, journalism and the media, vision research and treatment, illicit drugs, and engineering. Many involve partnerships with community, government and other research institutions.

**Centre for Infrastructure Engineering and Safety**

UNSW was positioned as a key authority on critical infrastructure risks and requirements with the establishment in November of the Centre for Infrastructure Engineering and Safety.

The new centre aims to become an internationally recognised research centre for investigating, understanding and predicting the safety and behaviour of all types of engineering infrastructure.

**Neuroscience Research Precinct**

The Federal Government allocated \$30 million for a Neuroscience Research Precinct, led by the Prince of Wales Medical Research Institute (POWMRI). UNSW is one of three partners in the project alongside South Eastern Sydney and Illawarra Health Service and

the Black Dog Institute. It is also a leader in brain sciences and the new precinct will significantly enhance research efforts.

**New Chairs**

NSW Premier Morris Iemma and the Minister for Science and Medical Research Verity Firth marked Mental Health Week in October by launching Australia's first Chair of Schizophrenia Research and an associated laboratory – an important step in a major collaboration that puts New South Wales at the forefront of the fight against the disease. The Macquarie Bank Foundation Chair of Schizophrenia Research and its laboratory are located at POWMRI. The Chair is an initiative of the Schizophrenia Research Institute and will be funded by a \$1.375 million donation from the Foundation over five years. The position has been filled by UNSW Professor Cyndi Shannon Weickert. Mr Iemma also announced \$2.45 million funding for a Schizophrenia Evidence Library and a second professorial Chair, in Schizophrenia Epidemiology and Population Health Research – also an Australian first – to be based at UNSW.

The support followed the NSW Government's announcement in July that UNSW would be the home of Australia's first Chair in Disability and Mental Health with \$2.1 million in funding over five years. The new position aims to foster a better understanding of the twin problems of intellectual disabilities and mental illness and to improve the quality of life for people living with these conditions.

**NDARC Cannabis Centre**

UNSW's National Drug and Alcohol Research Centre (NDARC) will lead the establishment of a multi-million dollar National Cannabis

Control and Prevention Centre. The Federal Government will commit \$12 million over four years to the centre, to be located within NDARC, on the University's Randwick campus. The centre will be the first of its type in the world.

**National HIV Centre**

Our National Centre in HIV Epidemiology and Clinical Research (NCHECR) celebrated its 21st birthday in July with groundbreaking research to coincide with the International AIDS Society Conference, the largest scientific gathering ever held in Australia. NCHECR is one of eight national research centres at UNSW, and is a world leader in the study of HIV and other infectious diseases.

**RESEARCH INFRASTRUCTURE**

2007 saw the University embark on an expansion of research infrastructure. New facilities, projects and services were initiated, including a major re-fit of the centre wing of the Chemical Sciences Building, a commencement on the Lowy Cancer Research Centre, and other infrastructure enhancements. This included \$6m from the NSW Government, as part of the National Collaborative Research Infrastructure Scheme to advance Australia's research priorities and build new world-class research facilities.

**RESEARCH PARTNERSHIPS**

National and international collaborations with industry, government and private enterprise were a vital component of our research efforts in 2007. The University has consistently performed among the top universities nationally in Australian Research Council Industry Linkage grants, and is involved in 14 Federal Government funded Cooperative Research Centres. Partners include the World Health Organization, local Sydney councils and the NSW Department of Housing, Federal water authorities, the National Heritage Trust, NSW Environment Trust, the Defence Science and Technology Organisation, State and Federal health authorities and private foundations.

**BREAKTHROUGHS**

**Key breakthroughs**

AREA	BREAKTHROUGH
Photovoltaics	Improvements to thin film silicon cells to make solar power more affordable.
Medicine	Discovery to control extreme weight loss in late-stage cancer patients
	Pinpointing blood as holding vital clues to chronic fatigue syndrome, narrowing the number of culprit genes to 35.
Optometry	Special contact lenses worn only during sleep to correct myopia and stop or slow problems developing.
Surveying and Spatial Information	First Australian receiver to pick up L1 and LC2 GPS frequencies and signal from Galileo satellite.
Biomedical	Polymer films that seal surgical wounds making sutures obsolete in brain and nerve surgery.
Physics	Contribution to discovery of 28 new planets outside our solar system.
Space Science	New Antarctica-based observatory to beam back pictures up to four times sharper and to look ten times further into deep space.

**Cancer breakthrough**

A world-first test to radically improve cancer management was one of the major research breakthroughs of 2007. Developed by Professor Philip Hogg, the test will improve patients' chances of survival and allow them to bypass long, traumatic bouts of chemotherapy that may prove futile.

"It's very exciting. There's no way to do this now. It's a real unmet need in cancer treatment," said Professor Hogg. "It will be a way of optimising the therapy that's used."

UNSW's commercialisation arm NewSouth Innovations has signed a licence agreement with pharmaceutical company Covidien Imaging Solutions to develop the technology.



**Researcher of the year**

Professor Robyn Ward won the NSW Premier's Award for Outstanding Cancer Researcher. The award followed the discovery by Professor Ward's team of a new pattern of disease inheritance, which has implications for people with a family history of bowel, ovarian and uterine cancer.





SAVING LIVES: Mines Rescue is using virtual reality videos developed by the School of Mining Engineering and UNSW's iCinema to improve mine safety.

### PUBLICATIONS AND PRIZES

The University reported a 14 percent increase in weighted academic publications in the most recent statistics available (2006), compared to 2005. The increase has been 23.3 percent since 2004.

2007 was also an exceptional year for recognition of our best and brightest with some of the major prizes including two prestigious Eureka Prizes; the Nobel Peace Prize (Al Gore and the Intergovernmental Panel on Climate Change); the Royal Society of Victoria Research Medal; Actuary of the Year; Solar Einstein Award; two Cosmos Bright Sparks Awards; two Young Tall Poppy Awards; the Australian Council on Healthcare Medal; the Archibald Prize; and the Adelaide Perry Prize for Drawing.

Other notable achievements:

- UNSW accounting researchers ranked number one in the world.
- Six researchers awarded prestigious NHMRC fellowships
- Three academics elected as fellows of the Australian Academy of Science.
- Three researchers elected to Australian Academy of Technological Sciences and Engineering.
- One researcher admitted to the Academy of Social Sciences in Australia.

### COMMERCIALISATION/INDUSTRY DEALS

The quality of research at UNSW provides unparalleled advantage in the transfer of technologies to the marketplace. One of our

advantages in research lies in our close association with industry and business. Commercialisation efforts are able to capitalise on this strength, particularly in biomedical research, materials engineering, interactive cinema and our world-leading solar-cell technology.

#### NewSouth Innovations Pty Limited (NSi)

UNSW's commercialisation entity, NewSouth Innovations (NSi), works with researchers and industry partners to ensure that technologies developed at the University have the appropriate patent protection and are commercialised to success as marketable products.

Significant developments in 2007:

- A multi-million dollar agreement with Mines Rescue Pty Ltd to supply virtual reality technologies to support mine safety. The novel technology was developed by the iCinema Centre for Interactive Research, a joint venture between the College of Fine Arts and the School of Computer Science and Engineering. Similar safety training packages could be developed for other high risk industries such as construction, policing and the military.
- An 18-year deal with One Steel, Australia's largest manufacturer of steel, giving the right to commercialise unique "green" steel-making technology developed by material scientist, Professor Veena Sahajwalla.
- A licence agreement with Taiwanese solar cell manufacturer, E-Ton Solar Tech, which includes a collaborative research

program to develop two of UNSW's high-efficiency solar-cell technologies for commercial production. A licence agreement was also signed with China's CEEG Nanjing PV Tech for a collaborative research program to adapt UNSW's world-record-holding PERL solar cell technology to suit large-scale commercial production.

- A 15-year licence deal with a Chinese manufacturer to turn fly ash, a waste product from power stations, into high-performance, lightweight strong aggregate for concrete or building bricks. The technology was developed by UNSW@ADFA's Dr Obada Kayali and Mr Karl Shaw.

### RESEARCH TRAINING

In 2007, 3,283 higher degree research students were enrolled in Masters by Research and PhD degrees at UNSW.

UNSW has continued to attract strong applications from local and international students for Masters by Research and PhD degrees, with over 1,600 applications received in 2007. Over 500 new commencing local students and over 250 new commencing international students enrolled during 2007.

High numbers of applications (over 530) were received for the International Research Scholarships and strong interest was maintained for Local Research Scholarships in both Semester 1 and Semester 2.

### The Graduate Research School

The Graduate Research School provides a full range of services to support postgraduate research students and supervisors. 2007 marked the second anniversary of the opening of the school and saw the implementation of a range of new initiatives to support postgraduate research students. New initiatives introduced in 2007 included:

- The Postgraduate Research Student Support Scheme was piloted to assist enrolled research students to attend and present their research at local and international conferences. Some 250 students were provided funding up to \$3,000 each to support costs for conference attendance.
- PhD Staff and Student Completion Scholarships were introduced to support staff and students in the final stages of candidature.
- The Federal Government-funded Commercialisation Training Scheme was implemented to provide high-quality research commercialisation training for the next generation of Australian researchers. Seventeen scholarships were provided to students to complete the new Graduate Certificate in Research Management and Commercialisation (Australian School of Business), alongside their PhD degrees.
- Candidature management was improved via completion of the first stage of a fully integrated database for research candidatures that will deliver more effective feedback to both students and supervisors on candidature and progress to completion.
- The Visit UNSW Research Program was established to provide funding for top interstate and prospective New Zealand students to travel to UNSW to meet with potential research supervisors.
- A new suite of international scholarships were introduced to complement international government-sponsored and Australian Government scholarships for international research students.

### Climate change centre

UNSW's reputation as a leader in climate change research was enhanced with a \$6 million boost to establish the Centre for Climate Change Research.

The centre brings together some 60 academics across the University in an integrated research program addressing climate change, from its causes to its impact on communities, health, the law, the built environment and the economy.

It will be the focal point for a diverse national network of researchers and bring together as joint directors two of the best Australian researchers in the field, Professors Andy Pitman and Matthew England (below).



### Solar-cell innovation

UNSW is renowned worldwide for its work in solar-cell technology. In 2007, the ARC Photovoltaics Centre of Excellence entered joint research and commercial licensing agreements with leading developers and manufacturers of solar technology in China and Taiwan with ongoing interest shown by India.

Dr Zhengrong Shi, UNSW alumnus and founder of Suntech Power Holdings, the fourth largest solar-cell maker worldwide, made a \$1.5 million donation and signed a research agreement to jointly develop a way to improve solar-cell efficiency. The deal alone will generate around \$50 million in royalty payments.





## Student experience

UNSW was judged one of the top three universities in Australia for the quality of its learning and teaching, and assessed as number one for teaching performance in business and law, demonstrating that a research-intensive university can also achieve the highest teaching standards. The assessments put us ahead of all other Go8 universities.

Our commitment to staying relevant to industry needs saw a revamp of courses and the introduction of new qualifications to help tackle skills shortages and provide graduates with the best prospects.

Many of our academics were honoured for their contributions to teaching and our students continued to receive prestigious scholarships, awards and industry accolades.

KEY OUTCOMES

**Top**

of the bill in the 2008 *Good Universities Guide* with a maximum five-star rating for nine key performance indicators, well above any other Go8 university.

**No.1**

The Australian Graduate School of Management's MBA ranked as the leading full-time MBA program in Australia and Asia, and number six among non-US programs.

**15,591**

postgraduate students, including 3,283 higher degree research students.

**29**

UNSW staff members recognised by the Carrick Institute for Learning and Teaching in Higher Education including nine Citations for Outstanding Contributions to Student Learning.

**No.1**

for teaching performance in business and law and in the top three overall for the quality of teaching and learning in the Federal Government's Learning and Teaching Performance Fund for 2008.



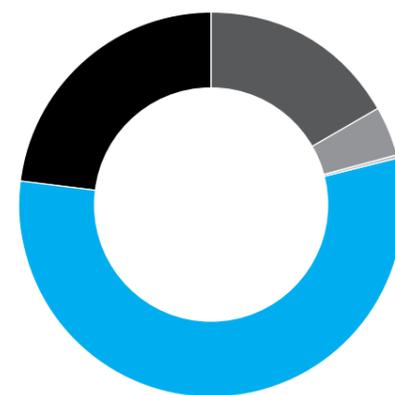
STUDENT LIFE: UNSW demonstrates that a research intensive university can also achieve the highest teaching standards.

Graduate starting salaries and employment rates

FACULTY	SALARY	EMPLOYMENT RATE
AGSM	\$150,410	97.2%
Arts and Social Sciences	\$49,030	76%
Built Environment	\$49,260	87%
COFA	\$48,710	71.7%
Commerce and Economics	\$68,990	85%
Engineering	\$58,840	84.5%
Inst. Environmental Studies	\$68,170	86.7%
Law	\$74,890	88.4%
Medicine	\$61,890	98.1%
Science	\$56,240	80%
Taxation	\$77,820	99.1%
University College – ADFA	\$55,550	99.7%

Postgraduate program enrolments

PROGRAM TYPE NO. OF STUDENTS



Higher doctorate and PhD	2,635
Masters by research	648
Doctorate by coursework	10
Masters by coursework	8,743
Grad diplomas, grad certificates, postgrad qualifying	3,555

THE STUDENT EXPERIENCE

In addition to topping the bill in *The Good Universities Guide*, with a maximum five-star rating for nine key performance indicators, the Federal Government's Learning and Teaching Performance Fund 2008 judged UNSW one of the top three universities for its quality of learning and teaching. We were also assessed as number one in Australia for our teaching performance in business and law. The assessment showed UNSW outranking all other Go8 universities. The University will receive a total of \$9.5 million from the fund, the second-largest allocation to any Australian university.

STUDENTS

Graduate outcomes

UNSW graduates earn the highest median starting salary in Australia of more than \$50,000 (Australian Graduate Survey 2006, undergraduate courses).

The Australian Graduate School of Management's MBA program cemented its place as the leading full-time MBA program in Australia and Asia with graduates enjoying an average salary of \$150,410. A survey by *Forbes* magazine showed five years after completing their degree graduates were earning an average of \$157,000 compared to their pre-MBA salary of \$43,000.

STAYING RELEVANT

New degrees/specialisations

– A medical specialisation in Pathology or Radiology, a world-first move to help tackle chronic skills shortages.

- Master of Cross-disciplinary Art and Design, one of the world's first fully online postgraduate degrees in this area.
- A 3+2 structure in Architecture. Students to complete a three-year Bachelor degree, followed by a two-year Masters degree, with Masters being the professional degree.
- Bachelor of Architectural Computing.
- Bachelor of Science (Advanced Mathematics), including a Quantitative Risk major, Australia's first degree program in this emerging area.
- Master of International Law and International Relations
- Master of Philosophy expanded to the faculties of Science and the Built Environment.
- Doctorate of Strategy and Entrepreneurship.

STUDENT HELP

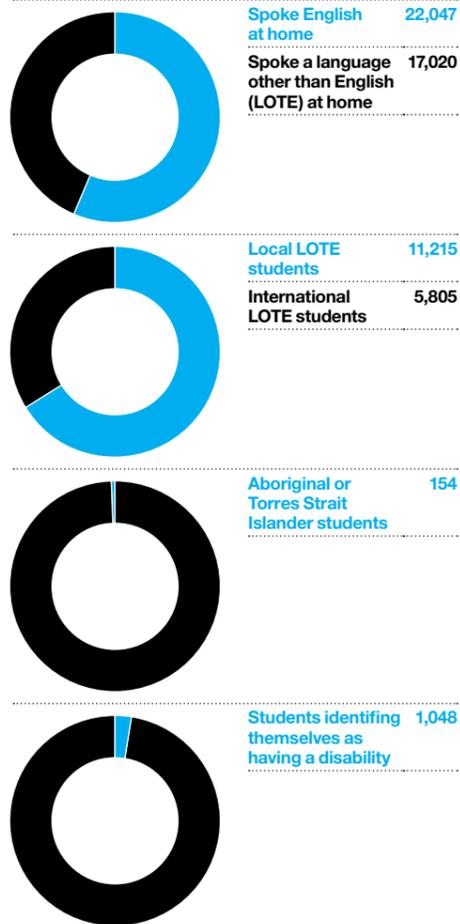
Scholarships ([www.scholarships.unsw.edu.au](http://www.scholarships.unsw.edu.au))

In 2007 UNSW established AAA scholarships for the top student at each high school in NSW and the ACT and UNSW Research Excellence Scholarships for University Medallists and Honours students who are ranked first in their Honours year to undertake a research degree at UNSW.

STUDENT GROUPS

A new post-Voluntary Student Unionism student organisation, Arc@UNSW, was established in 2007. Arc is run by students with a student majority on its Board of Directors, as well as a Student

**Student diversity at UNSW**



**ASB and Faculty of Law No.1 in learning and teaching**

The Australian School of Business, together with UNSW's Faculty of Law, achieved the top position in the Department of Education, Science and Training Learning and Teaching Performance Fund allocations for 2008. This is the second consecutive year the school achieved the top ranking in Australia in the business, law and economics cluster.



Representative Council and student management of clubs and activities. Every student who enrolls at UNSW has the opportunity to become a member.

**Student equity and diversity**

The Student Equity and Disabilities Unit (SEADU) spearheaded several important initiatives including:

- The ASPIRE program, which aims to raise aspirations of Year 8 to 12 students from low socioeconomic backgrounds.
- A mentoring and faculty-based support program for rural and isolated students.

SEADU also runs programs for students with disabilities, women in non-traditional fields of study, and students from a non-English speaking backgrounds.

SEADU reports annually to the Department of Education, Employment and Workplace Relations (DEEWR) on the range of student equity initiatives undertaken across the University as part of the Institutional Assessment Framework. The full Student Equity Report can be found at [www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)

**UNSW 2008 Ethnic Affairs Priority Statement**

UNSW is committed to promoting a safe, inclusive, positive environment for the diverse staff and student population. UNSW recognises and promotes the positive values of multiculturalism, and celebrates diversity and social inclusion as essential to bringing multiple perspectives to learning and knowledge, and in encouraging social equity and generating a global collegiality.

The University's Ethnic Affairs Priority Statement links a range of initiatives and strategies to the common priority goals of the University's strategic objectives.

UNSW has fulfilled its statutory obligations under the *Principles of Multiculturalism Act 2000* (NSW). For a full report on DEEWR equity targets, individual unit and faculty programs, and initiatives in relation to Ethnic Affairs Priority Statement equity and diversity strategies, see [www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)

**Lucy Mentoring Program**

The Lucy Mentoring Program was launched at UNSW by the NSW Minister for Women, Verity Firth. The program targets female students studying business, finance, economics, accounting and law, pairing them with mentors in senior management positions and offering them the opportunity to spend 35 hours in their mentor's workplace.

**INDIGENOUS SUPPORT**

UNSW's Indigenous programs centre, Nura Gili, provides pathways to learning opportunities that embrace Indigenous knowledge, culture and histories. 2007 developments included:

- \$1 million over four years from financial services firm UBS to support Nura Gili. UBS will become a founding partner of Nura Gili and lend business expertise through student mentoring and material assistance to staff.
- New Masters of Indigenous Studies program. Also Associate Diploma and Graduate Diploma.
- One Earth Many Voices Cultural Exchange Return Tour to Tanzania and Uganda. The documentary of the first tour screened on ABC TV, the first time an in-house documentary had been sold to the national broadcaster.



GRADUATIONS: Fifty-one graduation ceremonies were held in 2007, with 8,685 graduates receiving awards, degrees and diplomas. Two ceremonies were held overseas in Hong Kong and Singapore. (Above) Premier Morris Iemma addressed graduates from the Faculty of Medicine, while Deputy Prime Minister Julia Gillard paid tribute to ADFA graduates in Canberra.



- Participation in the 12th Indigenous Tertiary Education Student Games. The team of staff and students won the Qantas Spirit Award.

**Art exhibition creates scholarships**

Three additional residential scholarships were secured for Indigenous medical students after more than \$850,000 worth of Aboriginal art was sold in the annual Shalom Gamarada Art Exhibition held at the University's Shalom College.

**Indigenous doctors**

Six Indigenous students enrolled in first-year undergraduate medicine. This took to thirteen the number of Indigenous people in medical training across the six years of undergraduate study.

**UNSW LIBRARY**

UNSW Library is one of the Asia Pacific's leading university libraries, with more than 2.7 million items and one of the best journal collections in Australia and New Zealand. Much of the library's content is moving online, with nearly 75 percent of the budget now spent on web-based information.

In 2007 opening hours were extended until midnight around examination periods. Other new initiatives included the establishment of a repository that will increase access to UNSW research around the world. Also launched was the Dictionary of Australian Artists Online, an Australian Research Council-funded project involving the College of Fine Arts, the Faculty of the Built Environment and major universities and cultural organisations around Australia.

**GLOBAL LINKS**

UNSW maintained a prominent international profile as a destination of choice for international undergraduate and postgraduate students, reflected in the 5.8 percent increase in international enrolments. We maintained more than 200 sister university partnerships around the world, making us one of Australia's leading international universities.

- In September the Federal Government announced a sponsorship package for Indian and Chinese engineers to study with UNSW's world-class solar-power experts. UNSW was awarded \$5.2 million to train next-generation solar-energy engineers from Asia-Pacific nations, specifically India and China. The sponsorship package is part of the Federal Government's commitment to the Asia-Pacific Partnership on Clean Development and Climate (APP), of which India is a leading member.

- The UNSW's School of Photovoltaic and Renewable Energy Engineering will train 145 overseas students between 2008 and 2011. The school will offer five PhD and 80 MEngSc part-sponsored places, 40 in 2008 and 40 in 2009, for students from India, China or Korea. Fully sponsored undergraduate places will be available for Chinese students.

- One of China's most prestigious universities, the influential Shanghai Jiao Tong University, will partner UNSW in a new Confucius Institute to be established on the Kensington campus. UNSW already hosts Australia's largest Chinese language program. The Confucius Institute will open important doors for Australian academics and students in China, as well as enhance Chinese language training for business and the wider Australian community.

**TEACHING**

**Carrick honours**

The Carrick Institute for Learning and Teaching in Higher Education honoured 29 UNSW staff for their contribution to student learning. The honours were part of the Australian Awards for University Teaching. The 29 staff were included in a total of nine Citations for Outstanding Contributions to Student Learning.

- Each year the national teaching awards focus on a particular area of priority. In 2007 this area was team teaching. Those honoured were:
- Professors Alan Crosky, Mark Hoffman and Paul Monroe, and Belinda Allen, (Science and UNSW Learning and Teaching Unit);
  - Dr Gary Velan, (Medicine);

## How good is Richard Buckland

Richard Buckland was named among Australia's most outstanding university teachers in the 2007 Carrick Awards for Teaching Excellence.

He was one of 24 university teachers announced by the Federal Government as Carrick Award winners, receiving \$25,000 for their respective institutions.

Mr Buckland, a senior lecturer in the School of Computer Science and Engineering, has now won a series of awards for his teaching. He's been praised in a student blog under the heading "How good is Richard Buckland?"

Despite the accolades, the former actuary who switched to teaching 12 years ago says his secret to teaching success is making the students, rather than himself, the focus.

"I see my job as being someone that inspires and motivates the students and makes them want to learn and then they do the work, not me."



## Engineering stars

UNSW was ranked in the top 75 institutions for engineering, technology and computer science, according to world university rankings by the Institute of Higher Education at Shanghai Jiao Tong University. UNSW was one of seven Australian universities to rank among the world's top 100 performers in an individual field. Overall, UNSW ranked in the top 200. It was one of 17 Australian institutions to make it into the top 500.

- Associate Professor Jacquelyn Cranney, Dr Sue Morris, Dr Branka Spehar and Dr Ben Newell, (Science);
- Pam Mort, Associate Professor Robin Ford, Dr Paul Hagan, Dr Chris Daly and Dr Iain Skinner, (UNSW Learning Centre and Engineering);
- Professor Rakesh Kumar, (Medicine);
- Associate Professor Robin Ford, (Engineering);
- Dr Sean Brawley, (Arts and Social Sciences);
- Dr Vaughan Rees and Patricia Taylor, (COFA);
- Jan McLean, Sue Toohey, Leah Bloomfield, Debbie Owen, Dr Chris Hughes, Dr Lindsay Hewson, Dr Peter Harris, Dr Sue Starfield, Dr Peter Looker, Dr Kerrie Howells and Dr Iain McAlpine, (Learning and Teaching@UNSW, Medicine and the Learning Centre).

### Vice Chancellor's Awards for Teaching Excellence

The UNSW Vice-Chancellor's Awards for Teaching and Supervision Excellence recognise and encourage sustained excellence in teaching and postgraduate research supervision. 2007 winners were:

General Category:

- Dr Julie Cogin, School of Organisation and Management
  - Dr Ross Harley, School of English, Media and Performing Arts
  - Dr Helen Pringle, School of Social Sciences and International Studies
  - Associate Professor Patrick Zou, Faculty of the Built Environment
- Postgraduate Research Supervision:
- Associate Professor Jill Bennett, College of Fine Arts
  - Professor Mark Hoffman, School of Materials Science and Engineering

Sessional Teaching:

- Mr Justin Armellin, School of Materials Science and Engineering

### Learning and Teaching Academic Fellows Program

A Learning and Teaching Academic Fellows Program was established to identify, develop and disseminate information on leading educational methods. Nine inaugural Fellows will work with associate deans (Education), heads of school, program coordinators and faculty members to roll out the program. The group will also provide guidance to teaching staff through mentoring programs and participation in University-wide committees, and will contribute to the scholarship of learning and teaching through evidence-based research.

### STUDENT STORIES

2007 was an outstanding year for UNSW students who received a wide array of accolades, honours and awards. Academic honours to students included:

- Three General Sir John Monash Awards leadership medals.
- Rural Doctors Association of Australia Medical Student of the Year.
- First, second and third place in the Dyson Student Award category of the prestigious Australian Design Awards.
- Winning team in the 6th Intercollegiate Negotiation and Arbitration Competition in Japan.
- Winner of the Australian Institute of Energy's national award for the best Alternative Energy Pathways Project.



**SOLAR TEAM WORLD RECORD:** UNSW's solar car Jaycar Sunswift III broke Dick Smith's world record for the fastest solar-powered road trip from Perth to Sydney. The UNSW Solar Racing Team, which included 11 students, the solar car and three support vehicles, travelled about 700km per day, averaging speeds of between 70 and 80km per hour to beat the previous record by three days. Jaycar Sunswift III completed the trip using nothing but solar radiation for fuel.

- Winning team in the prestigious Pictet International Humanitarian Law Competition in Spain.
- Winning team in the 2007 Warman Design and Build Competition.

### Sport

Students are encouraged to combine their academic studies with sporting and leisure activities and to pursue excellence in all areas. Major sporting achievements in 2007 included:

- More than 400 of UNSW's best athletes converged on the Gold Coast in September to take part in the Australian University Games. The team was the largest to have ever represented UNSW at the Games and one of the best.
- Final-year Interior Architecture student Hayley Carr won two black belt events at the GKR World Karate Championships. She won the Women's Open Black Belt Kata competition, and the Women's Open Black Belt Kumite competition. Hayley was defending her Kumite world title which she also won two years ago, and was the first person in the world championships to ever win both titles.
- Three UNSW students represented Australia in water polo and table tennis at the World University Summer Games held in Bangkok in August. Daniel Swinnerton and Daniel Lees, both former sports scholarship holders studying Building and Construction Management, were selected in the Australian water polo team. George Tang, a Ben Lexcen Sports Scholar and a Materials Science and Engineering student, was selected in the table tennis team.

## All-star champion

Johnno Cotterill won an Academic Excellence Award from the New South Wales Institute of Sport. The second-year Arts/Economics student maintained a distinction average while continuing an international career in water polo. In March, he made his debut in the senior Australian men's water polo team contesting the world championships in Melbourne. In July, he assisted the Australian team to a bronze medal in the World League finals in Berlin. He captained the Australian Junior Men's team in the Junior World Championships in California in August. It was at this event he was selected for the "World All-Star Team" – the only Australian member.





## Community engagement

Being a valued member of key communities is an integral part of the University's strategic intent. In 2007 we continued to build strong and enduring relationships with our stakeholders, including alumni, businesses, community groups and government.

The University hosted a program of public lectures, conferences, art and cultural exhibitions and other community events.

Our media and communications office worked to promote events, research and breakthroughs and helped our academics participate in informed public debate.

Links with schools were strengthened, fostering ties with a new generation of prospective students.

KEY OUTCOMES

**\$40m**

provided by Guide Dogs NSW/ACT to establish and operate the world's first ocular imaging centre to offer free diagnosis and management services to the general community.

**\$3.5m**

The opening of the \$3.5 million Rural Clinical School building in Albury-Wodonga to address the shortage of medical practitioners in rural areas.

**\$12.5m**

in matching Commonwealth funding for a new Centre for Social Impact to build capacity of Australia's not-for-profit sector, philanthropic endeavor and development of corporate social responsibility.

**75**

alumni honoured in the 2007 Australia Day Honours and Queen's Birthday Honours for their service to the community in a wide range of fields.

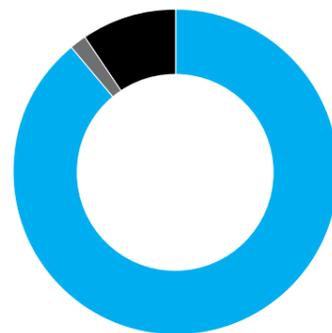
**+12%**

UNSW Global showed an increase in revenue of 12 percent and a net surplus of \$6.7 million, up \$3.8 million or 134 percent on 2006.

**\$10m**

from Frank Lowy and family to support cancer research – the largest-ever individual gift received by the University.

UNSW Foundation donations



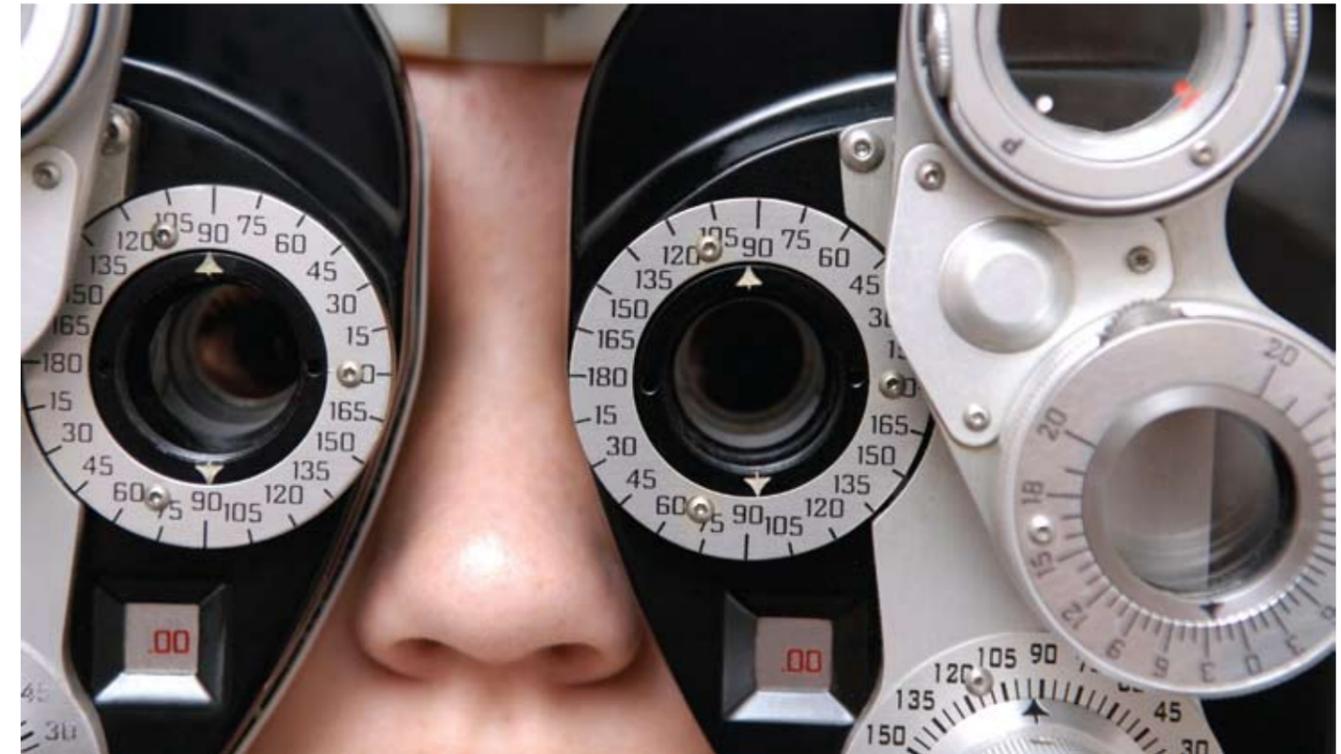
DONORS	\$M
External donors	10.5
Internal donors	0.2
Additional UNSW donations not directed through the Foundation	1.1

UNSW Global net surplus

YEAR	NET SURPLUS
2007	\$6.7m
2006	\$2.9m

UNSW Foundation donations

YEAR	DONATIONS
2007	\$10.7m
2006	\$5.6m



GUIDE DOGS VISION CENTRE: The free services at the new centre will target vision-impaired people in NSW and the ACT, and those with eye conditions that could lead to vision impairment.

COMMUNITY OUTREACH

A major initiative announced in 2007 was a \$40 million commitment by Guide Dogs NSW/ACT to establish and operate the world's first ocular imaging centre to offer free diagnosis and management services to the general community. The new centre is expected to see up to 40 thousand clients annually.

UNSW's other social justice commitments are evident in the work of the Kingsford Legal Centre, the Australian Human Rights Centre, and the National Children's and Youth Law Centre. Other outreach activities include projects with a physical presence in Sydney, such as the UNSW Community Development Project and UNSW Ecoliving Centre, and also programs with broader audiences, including the work of the Gifted Education Research Resource and Information Centre (GERRIC). There are also cultural contributions: the University hosts the Australia Ensemble and COFA's public exhibition spaces provide ready access for the local community. Developments in 2007 included:

- The opening of a \$3.5 million Rural Clinical School Building in Albury-Wodonga as part of a Federal Government-funded effort to address a shortage of medical practitioners in rural areas.
- The offering of the bi-annual Literary Fellowship to be taken up in 2008. Past recipients include Linda Jaivin, Frank Moorehouse, Oodgeroo Noonuccal, Les Murray and Kate Grenville.
- Three UNSW design, architectural and planning experts appointed to a City of Sydney Council Expert Panel to help shape the Sydney 2030 plan.

- GERRIC continued to offer programs for gifted students and Certificates of Gifted Education for teachers.
- The training of young refugee soccer stars as part of a joint initiative of UNSW, the Auburn Migrant Resource Centre and the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors.

SCHOOL TO UNIVERSITY

Open days

Close to 9,000 prospective students came to UNSW for the annual Info Day on 3 January. In May UNSW hosted Year 10 Subject Selection Evenings to provide information to Year 10 students on subjects for Years 11 and 12. A Courses and Careers Day was also held in September. In August students had the opportunity to meet leading multinational companies at the International Careers Expo.

Indigenous Communities

Nura Gili's 2007 Winter School Program saw the largest number of Years 10, 11 and 12 Indigenous students attend the program in its five-year history. Nura Gili, in conjunction with Arc, strengthened the Outback Assist Program, shifting its focus to the Nanima Mission in Wellington, where facilities including a medical centre were renovated. A new partnership was also formed with the NSW Teachers Federation to promote Indigenous programs in high schools.

## Centre for Social Impact

Former secretary of the Department of the Prime Minister and Cabinet Professor Peter Shergold will head UNSW's new Centre for Social Impact (CSI), in collaboration with the University of Melbourne and Swinburne University of Technology. The CSI aims to build the capacity of Australia's not-for-profit (NFP) sector, philanthropic endeavour and corporate social responsibility. It will be located within the Australian School of Business, providing managerial education and executive support to the NFP sector. Funded by a matching \$12.5 million grant from the Federal Government, it will also be a hub for research and community engagement.



## Brain Food

Six lectures given in the Alumni Association's 2007 Brain Food free public lecture series were designed to present the diversity of UNSW research to a wider audience in the general community. Topics ranged from the discovery of fossils of ancient flesh-eating kangaroos (below), to the effects of cities on public health, and a critical appraisal of world financial markets.



## ALUMNI AND DEVELOPMENT

### UNSW Foundation

The University's fundraising arm, the UNSW Foundation, works closely with the University's faculties, divisions and associated organisations to enhance the University's community engagement outcomes. The UNSW Foundation's goals in 2007 continued to be on funds creation and building relationships with alumni, in addition to the effective management of funds under its control.

The Foundation ended 2007 with consolidated equity of \$66.4 million. Around \$53.4 million is held in endowment, distributions from which a wide range of activities is supported including research, Chairs, scholarships and prizes. This assists the University to attract and support the best students from Australia and overseas, as well as build on a strong reputation for research and teaching excellence.

UNSW Chancellor David Gonski, as Chair of the Foundation, continued to lead the Board in pursuit of these goals, supported by the Foundation's executive team: Jennifer Bott, chief executive; Sue Donnelly, director; and Stergitsa Zamagias, assistant director.

2007 saw the largest individual philanthropic donation ever received by the University. Mr Frank Lowy and family committed \$10 million to cancer research. In other significant gifts, UBS, the global financial services firm, committed to a major investment of \$1 million over four years in support of Nura Gili. 2007 also saw major pledges of \$1 million each from Mr Robin Crawford, the Gonski Foundation, Mr Warwick Negus, and the Petre Foundation in support of the Centre for Social Impact.

In total, the Foundation reported \$10.7 million in donations in 2007 (\$10.5 million from external donors and \$0.2 million from within UNSW), an increase on \$5.6 million in 2006. Additional donations of \$1.1 million were received by UNSW, which were not directed through the Foundation.

Of this total, 475 new donors to the University contributed \$1.92 million, reflecting the Foundation's commitment to cultivate new relationships in support of the University's work.

### Alumni engagement

The UNSW Foundation works closely with faculties and associated organisations on alumni matters and also provides financial and administrative support to the UNSW Alumni Association which facilitates links between the University and its graduate community of over 180,000 alumni worldwide. Alumni chapters exist across the Asia-Pacific region. In 2007, receptions were held for the first time in New York and San Francisco.

Highlights in 2007 included:

- UNSW Alumni Awards, recognising excellence in alumni achievement.
- Alumni Graduated Awards, recognising the contribution and achievements of final-year students.
- Alumni Association Scholarships, supporting undergraduates who are children and grandchildren of UNSW alumni in their early years of study.
- Meet the CEO, the Australian School of Business's highly successful speaker program.
- Australia Day Honours and Queen's Birthday Honours for 75 alumni.

### UNSW Foundation Board of Directors

Responsible persons and executive officers of the UNSW Foundation Limited in 2007:

- Mr Richard ALCOCK
- Mr Robert BARRY
- Mr Anthony BERG AM
- Mr Alex BOYARSKY
- Mr Daniel GAUCHAT
- Mr David GONSKI AC (Chairman)
- Ms Catherine HARRIS AO PSM
- Prof Frederick HILMER AO
- Mr Wal KING AO
- Mr Ken MAHER
- Ms Christine McNAMEE LIDDY AO
- Mr Peter Edward MASON AM
- Mr Nicholas MOORE
- Mr Bruce MORGAN
- Mr Warwick NEGUS
- Mr Simon POIDEVIN OAM
- Mr Julian REYNOLDS
- Dr Colin SUTTON
- Sir Alfred William TYREE OBE
- Mr Albert Yue Ling WONG

Ms Jennifer BOTT (Chief Executive of the Foundation from 8 October 2006).

Mr Nick GEDDES (Company Secretary to 8 June 2007).

Ms Stergitsa ZAMAGIAS (Company Secretary from 8 June 2007).

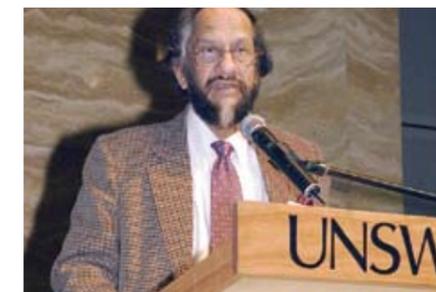
### PUBLIC FORUMS AND CONFERENCES

Public lectures, conferences and forums hosted by UNSW in 2007 included:

- The second annual Tristan Jepson Memorial Lecture delivered by Dr Geoff Gallup, former premier of Western Australia.
- The Hal Wootten Lecture, delivered by former High Court Justice, Michael McHugh.
- Several forums on Indigenous affairs, including the Leaders in Indigenous Medical Education (LIME) Connection II conference, and the Ten Years Later: Bringing them Home and the Forced Removal of Children conference.
- Several symposiums on terrorism, including the Gilbert + Tobin Centre of Public Law's Law and Liberty in the War on Terror conference and a major address on human rights and terrorism by former prime minister Malcolm Fraser.
- A debate by then attorney-general Phillip Ruddock and shadow attorney-general Joe Ludwig, marking a key legal event of the federal election campaign.

## Jack Beale Memorial Lecture

UNSW was host to Intergovernmental Panel on Climate Change Chairman Dr Rajendra Pachauri when he delivered the Jack Beale Memorial Lecture. In the lecture he urged nations to "act resolutely on the basis of the scientific evidence" that global warming is due to greenhouse gas emissions from human activity.



## Zimbabwe

Opposition Leader, Morgan Tsvangirai, outlined the political situation under Zimbabwe's Mugabe government during a public lecture in August. The speech followed a visit to UNSW by prominent Zimbabwean human rights and pro-democracy activist, Archbishop Pius Ncube. Both men were speaking as guests of the University's Australian Human Rights Centre.





**VOLUNTEERS:** Many UNSW students engage in volunteer work, whether as part of their degree, to gain experience or for personal interest. Law student Alexandra Rose in Kenya and medical student Victor Burke in Bolivia (right) are two examples of this outreach work.

# \$200k

worth of equipment donated by UNSW medical students to hospitals in developing countries.

# 1,600

people were helped in Africa when UNSW students tested vision and dispensed eyewear

## GLOBAL OUTREACH

### UNSW Global Pty Limited

UNSW Global Pty Limited is the education, training and consulting company of UNSW. It is a not-for-profit, wholly owned enterprise of the University and has 236 full-time staff with an annual turnover in excess of \$75 million. A range of offshore initiatives are managed by UNSW Global, including community engagement through UNSW Offshore Offices in Hong Kong, India, Singapore, Thailand and Vietnam, as well as the Hong Kong student recruitment company, Australian Education Consultancy Limited.

In 2007 the company's business name (NewSouth Global Pty Limited) was formally changed to UNSW Global Pty Limited to more accurately reflect its relationship with the University. A shared services business model was introduced across the company in HR, IT, Finance, Sales and Marketing, and Facilities.

In 2007, UNSW Global showed an increase in revenue of 12 percent and a net surplus of \$6.7 million, up \$3.8 million or 134 percent on 2006.

Achievements in 2007 for UNSW Global's main services:

- **UNSW Foundation Studies:** Significant increase in enrolments in Australia's leading university preparation program.

- **Educational Assessment Australia:** Launch of a Total Assessment partnership, delivering large-scale international assessment programs to schools. Some 130 schools joined the program, more than three times the original target.
- **Learn4Life:** An increase in the number of courses delivered, including 32 business, 24 information technology and 14 special interest courses as well as cultural and business language courses.
- **Consulting and Expert Opinion Services:** Consulting, management, research and commercial services including the hosting of Fellowships for the World Health Organization and public health and water projects in Asia.
- **UNSW Institute of Languages:** The English Language Intensive Course for Overseas Students (ELICOS) had a growth of over 22 percent, with English for Academic Purposes numbers increasing by 46 percent. All English language course were relocated to the one location on the Kensington Campus.
- **UNSW Study Abroad:** Doubling of business to become the number one choice in the Go8 for overseas university students to receive an accredited study and cultural experience in Australia.
- **Expert Opinion Services (EOS):** More than 100 new clients seeking expert advice in the legal, business and government spheres. EOS delivered seminars to over 250 delegates from Hong Kong law firms and carried out Expert Witness Training Courses in Sydney and Melbourne.

### Other international engagements at UNSW in 2007 included:

The fourth Korea Australasia Research Centre (KAREC) International Symposium, which drew senior diplomats and Korea education specialists from across the region; and a presentation to East Timor President Jose Ramos-Horta of a UNSW-led report about young East Timorese perspectives on the violence in that country.

## MEDIA AND COMMUNICATIONS

One of the major changes in the Office of Media and Communications in 2007 was the introduction of video, allowing UNSW to have a presence in such popular online video outlets as YouTube. Video content also appeared in online newspapers and prestigious video channels around the world. The Office continued its function of informing the community about research and other achievements through key publications such as *Research@UNSW*, the *UNSW Annual Report* and the flagship magazine *Uniken*. The Office maintains a media experts database.

### UNSW Press

UNSW Press increased its revenue by 12 percent last year and added an impressive repertoire of award-winning authors to its list, bucking the trend for University publishers in recent years. The success was due to the number of titles pitched to a wider audience. The Press launched a trade imprint, New South, and was doing less academic publishing, encouraging academics to aim their books at a more general audience.

## CONCERTS AND EXHIBITIONS

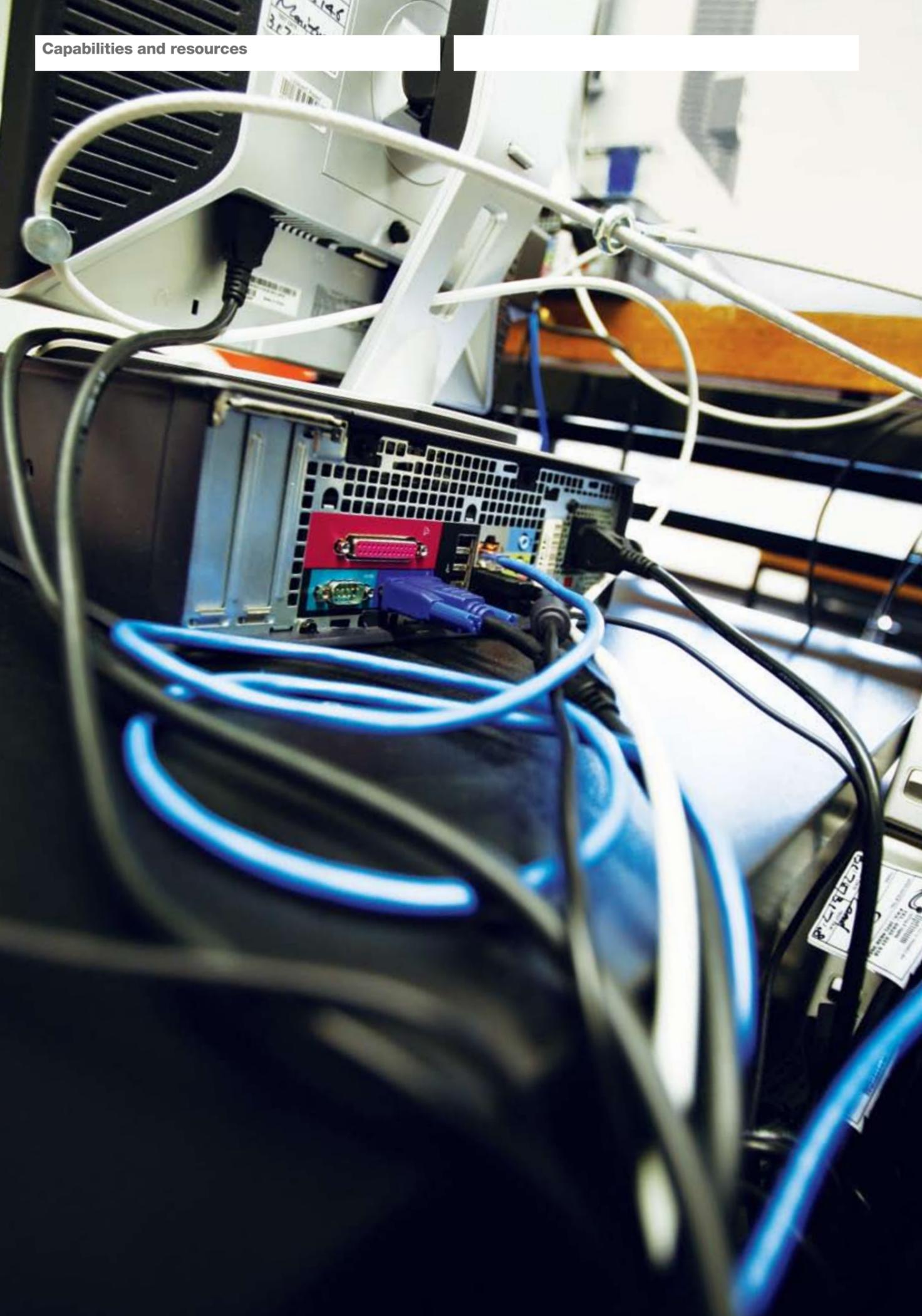
UNSW is host to the Australia Ensemble, widely recognised as this country's finest chamber music ensemble. The ensemble runs a free concert and workshop series as well as its subscription season. College of Fine Arts and the School of English Media and Performing Arts are other active performers and exhibitors.

## YouTube

In November UNSW became the first university in Australia to launch an official channel on YouTube. *UNSW on YouTube* is a vehicle for communicating research and selected teaching material, broadening public access to some of Australia's top teachers and researchers and is part of an overall strategy of publishing content where people can most easily access it. The channel runs student-generated content so that students can communicate with each other, articulating their ideas and experiences.

The YouTube initiative is the precursor to a high-resolution online channel for the University called UNSWTV. It will offer academics, staff and students a complete solution to the management of digital material. To view the channel go to [www.youtube.com/unsww](http://www.youtube.com/unsww).

**You Tube**  
Broadcast Yourself™



## Capabilities and resources

2007 saw milestones achieved in the University's operations and finance portfolios.

The University embedded key enterprise agreements, business plans and programs to boost staff development and academic performance and promotion.

We also continued a major campus redevelopment effort incorporating extensive capital works and green initiatives to boost the University's environmental sustainability.

KEY OUTCOMES

**\$1b+**

total operating revenue for the first time.

**\$387m** **3,200**

in Federal Government financial assistance.

trees planted on Landcare properties by students and staff.

**\$63m**

in investment income during 2007 up from \$56.9 million in 2006.

**53k Gj** **1,300**

estimated total energy savings over the next four years under the University's Energy Saving Action Plan.

new beds for undergraduate and postgraduate students.

**1st**

stage of the UNSW Green Trail launched.

Revenue

YEAR	TOTAL REVENUE
2007	\$387m
2006	\$370m

Employee benefits

YEAR	TOTAL EMPLOYEE BENEFITS
2007	\$556m
2006	\$553m

Investment income

YEAR	TOTAL INVESTMENT INCOME
2007	\$63m
2006	\$57m

Expenditure

YEAR	TOTAL EXPENDITURE
2007	\$970m
2006	\$925m

No. of staff by type and gender

STAFF TYPE	NO. OF STAFF BY GENDER	Total
Academic staff		<b>2,398</b> Female: 887 Male: 1,512
General staff		<b>2,665</b> Female: 1,522 Male: 1,143
Total staff		<b>5,063</b> Female: 2,408 Male: 2,655



CAMPUS DEVELOPMENT: Work began in October on the Lowy Cancer Research Centre.

UNIVERSITY STAFF

Human resources

The HR portfolio was extended in 2007 to encompass management of the University Health Service under the new directorship of Dr Jacinta Crimmins following the retirement of Dr Geoff Hansen after 30 years of service. In 2007 HR supported the achievement of UNSW's strategic aspirations through the implementation of an overarching performance management framework for academic staff; facilitation of a range of strategic academic appointments; leadership programs for heads of school, academic women and senior managers; and also embedding the UNSW values identified in B2B into HR policies, practices and processes.

STAFF DEVELOPMENT

Key programs for 2007 included:

- Orientation for new staff
- Strategic thinking and innovation
- Leading and managing change
- Mediation and negotiation
- Managing self and teams
- Project management
- Operational planning
- Customer service.

Leadership development was provided for two high priority academic groups – heads of school and level C-E academic women.

Courses to meet legal, governance and compliance responsibilities included an online EEO course, legal HR training, and safety, emergency and first-aid training.

Academic performance, management and promotion

The University designed an enterprise-wide performance framework and policy to recognise business and disciplinary differences. This was aimed at bringing performance closer in line with the University's strategic intent.

The UNSW Academic Promotion Policy was also modified in 2007 to recognise the different values of academic performance across teaching, research and service.

Nine academic promotion information and skill development workshops were delivered in advance of each academic promotion round. The number of applications for academic promotion was high in 2007, with female applications at the highest rate for the past 10 years, particularly at the senior lecturer and professor levels. Importantly, the female success rate at the professor level was 100 percent.

Employee relations

UNSW was granted \$10 million in additional funding under the Commonwealth Grants Scheme for meeting industrial relations reform in 2007.

Other highlights included a reorganisation of language teaching staff under one organisational roof at UNSW Global, a new management and operations model for the Informational Services Department within the UNSW Library, an amalgamation of the Educational Development and Technology Centre and the Learning and Teaching Unit and a new sports and recreation department.

Worker safety

UNSW was successful in passing its three-year cyclical WorkCover NSW audit of its OHS Management System and as a result retained its workers' compensation self-insurer licence for a further three years. 2007 marked the launch of a revised OHS Management

## Green Trail

The UNSW bushtucker walk, the first step in the creation of the Green Trail – an integrated network of interpretive eco-tours located within our Kensington Campus – was opened by the Vice-Chancellor in March. The walk showcases the University's initiatives to promote and practise environmental sustainability, starting with our extensive native gardens. Stage 2 of the Green Trail, to be implemented in 2008, will concentrate on buildings and technologies. At the Green Trail launch was then Opposition Environment Spokesman, Peter Garrett (below).



## Super buses

New 'Super Metro' style buses carrying up to 115 people – twice the number of a standard bus – will be trialled on routes between UNSW and the city centre. The trials are aimed at reducing congestion by taking cars off the road.



System at the University with full implementation planned for the end of 2008. There was a continued focus on OHS training in 2007 with some 1,500 people trained in a diverse range of OHS topics. One hundred and forty-seven workers' compensation claims were managed in 2007, a similar number to 2006. UNSW set a target for a 10 percent reduction in the frequency of lost-time injuries compared to 2006 and successfully surpassed the target of eight lost-time injuries per million hours worked and achieved a rate of six lost-time injuries per million hours worked.

### Workplace diversity

UNSW staff and students represent 126 language and cultural groups. The University runs a Workplace English Program for the 24 percent of academic staff and 23 percent of general staff who indicated in a survey that English was not their first language.

The Equal Opportunity for Women in the Workplace Agency (EOWA) awarded UNSW with the Employer of Choice for Women Citation for the third year running.

As required annually, a report to the Director of Equal Employment in Public Employment at the Office of Employment, Equity and Diversity was submitted. The University submitted a compliance report to EOWA.

### Childcare

UNSW expanded the number of childcare places at its four centres. In 2007 the University was awarded a Workplace Productivity Program Grant of \$400,000 to conduct research and implement a Centralised Childcare Model.

## SUSTAINABILITY

### Green initiatives

The reduction of greenhouse gas emissions from landfill has been a major driver for the staged implementation of the University's Towards Zero Waste program, which saw UNSW surpass the NSW Government's 2014 targets for waste reduction and resource recovery. Combined collection of recyclable containers with residual waste for post-collection separation has resulted in a huge increase in recycling, and a similarly huge decrease in greenhouse gas emissions from waste disposal. Re-establishment of on-site food-waste composting in 2008, to include full carbon accounting, will provide a resource for teaching and research as well as a professional operational facility.

Reducing the University's carbon footprint was also a key focus for the UNSW Landcare program in 2007. More than a hundred students and staff planted over 3,200 trees on Landcare properties in the Capertee Valley, offsetting the equivalent of the emissions from 200 cars. Plans for "greening" the University's external properties in 2008 are well underway.

Initiation last year of a Green Laboratory training and induction package for laboratory staff, to be rolled out in 2008, will support faculties and schools to reduce the risk of environmental incidents on campus, and to comply with legal obligations.

### Energy and water

UNSW is committed to reducing energy and water use but faces significant challenges with the completion of the North Mall Development Zone in 2008, the Lowy Cancer Research Centre in 2009, and two student housing projects by 2010. To address this challenge, the University will seek Green Building Council 5-star ratings for all future buildings and major refurbishments.



LAUNCHED: The Australian School of Business was opened in September in state-of-the-art facilities.

The University's Energy Saving Action Plan (ESAP) identifies a range of new projects to be progressively implemented over the next four years, enabling an estimated total energy savings of 53,000 gigajoules (Gj) per annum, resulting in reduced greenhouse gas emissions equivalent to 31,600 tonnes per annum of CO<sub>2</sub>. The cost to implement these actions is estimated at approximately \$3 million, and the annual dollar savings are estimated to be just over \$1 million in perpetuity.

Gains in energy efficiency have been achieved by improvement of building-services control systems, the introduction of more energy-responsive preventative maintenance protocols and campus-wide upgrades to airconditioning plants and lighting.

Airconditioning accounts for approximately one-third of the University's energy usage. This year a Thermal Comfort Policy was adopted. Lighting is also a major energy user, and as well as more efficient lamps, the University is installing sensors to ensure lights are turned off when rooms and corridors are empty. Continued installation of water-efficient fittings and fixtures, waterless urinals, leak detection and other improved maintenance, follows adoption of the University's Water Saving Action Plan. The commissioning of the Village Green aquifer recharge project ensures that more than three-quarters of the University's stormwater run-off is directed back to the Botany Sands aquifer – in effect providing UNSW with a giant rainwater tank. A bore water treatment plant will be completed in 2008.

### CAMPUS DEVELOPMENT

The University continues to focus its planning and development efforts on further improving the University's research capabilities, student accommodation and campus life in general. These include the construction of new buildings as well as the extensive refurbishment of existing facilities.

### Australian School of Business

The Australian School of Business was opened in early 2007, housed in a state-of-the-art building on the Kensington campus.

### North Mall re-development

The North Mall Development Zone (NMDZ) is nearing completion with the new Law building and a new state-of-the-art Analytical Centre opened in 2006/2007. Existing buildings within the NMDZ have been modernised and the area has been extensively landscaped.

### Lowy Cancer Research Centre

Construction began in October on the Lowy Cancer Research Centre.

### High Street Housing Project

The University will receive a significant boost to its student housing facilities following approval by the University Council of the High Street Housing Project. The facility, which will be provided by a private sector partner, will be located on the High Street housing site near Gate 2. The site, targeted for completion in 2010, will offer 1,000 students apartment-style living.

### New College Postgraduate Village

Construction is also underway on a 300-bed New College Postgraduate Village to be completed by early 2009. The postgraduate housing development will be located on Day Ave and Anzac Parade, opposite New College.

### In the project planning phase

- New research facilities for Virology and Neurosciences, both off campus.
- College of Fine Arts (COFA) redevelopment/upgrade.



**MAKEOVER:** Major renovation and landscaping rejuvenated the North Mall corridor, including the University's new Law Building.



**UNDER CONSTRUCTION:** Apartment-style living for 1,300 students including the 300-bed New College Postgraduate Village.

**Master planning**

- Library Building
- Faculty of Engineering – campus-wide facilities
- Biological Sciences Building
- Wallace Wurth Building
- Childcare facilities

**Feasibility studies**

- Relocation of sports fields from Little Bay to Heffron Park in Maroubra
- Gate 2 multi-storey car park
- Blockhouse refurbishment

We are also undertaking a campus-wide space utilisation study and an on-line transport survey.

**STATUTORY REPORTING**

**Privacy**

UNSW maintains a policy of openness regarding the information it holds subject to the Freedom of Information Act 1989 (NSW), and the privacy rights of individuals set out in the Privacy and Personal Information Protection Act 1998 (NSW), the Health Records and Information Privacy Act 2002 (NSW) and the Privacy Act 1988 (Cth). Where applicable, the privacy principles embodied in the legislation are being incorporated into policy, guidelines, procedural documents and practices at the University. The University's Privacy Management Plan is under review. During 2007, there were no internal reviews completed under Part 5 of the NSW legislation. One external review was finalised.

**Freedom of Information (FOI)**

At six-monthly intervals a Summary of Affairs identifying policy documents and the contact details for requesting access to the University's documents is published in the Government Gazette. The public has a legally enforceable right to access these documents and to ensure that personal records held by the University are not incomplete, incorrect, out of date or misleading. Information regarding FOI is included in relevant University publications and documents, and can also be found on the University website, [www.unsw.edu.au](http://www.unsw.edu.au).

In 2007 the University continued to receive an unprecedented number of applications for access to documents. Thirty-six new applications were received and three applications were brought forward from 2006. Fifteen internal reviews were conducted and six external reviews were finalised. Additional resources continued to be directed towards the management of FOI applications. Half of the FOI applications and more than two-thirds of the internal reviews were generated by a single applicant. All of the external reviews were generated by this same applicant. For further information see the "FOI Statistical Summary 2007" (appendix p48).

**Documents**

Documents held by the University include the following: student and staff records; files on administrative matters; records of bodies with a role in University governance; archived records or papers of University academic units, members of the University, student organisations, sports clubs and other organisations associated with the University; policy documents; administrative and procedural manuals; University calendars and handbooks; strategic plans; reports including Annual Reports, statistical reports and financial reports; course materials prepared for sale to students; prospectuses, brochures and guides for students; internal and external newsletters and magazines.

Material freely available from the University's website includes non-confidential agendas and minutes of governance bodies, policy documents and online student handbooks. Prospectuses, brochures and guides for students are normally available free of charge. The University calendar is available for purchase at the University Bookshop.

The University will meet reasonable requests for access to information without the need for an application under the Freedom of Information Act. There will be no charge for information given outside the provisions of the Act, except for documents which are available for sale to the public and for photocopying charges at 20 cents per page. Staff and students may inspect their personal records at the University by arrangement. Other documents may also be inspected at the University by arrangement.

An application under the Act must be made in writing and accompanied by the application fee of \$30 (the FOI Officer can advise on the 50 percent rebate that applies in some cases). A processing charge of \$30 per hour (after the first 20 hours in the case of personal records) is payable. The applicant will be advised as soon as possible of the outcome, and given reasons if access is denied or deferred. Applications by staff and students to amend their personal records, if they believe them to be incomplete, incorrect, out of date or misleading, may be made.

An applicant may apply to the University for an internal review of a decision about access to information or about amendment of personal records. A fee of \$40 applies, but this may be refunded if the result is significantly different from the original determination. Applicants who are dissatisfied with an internal review have the right to complain to the Ombudsman or appeal to the Administrative Decisions Tribunal.

Any person wishing to inquire about access to documents, or apply for access to information under the Freedom of Information Act 1989 (NSW) should first contact the FOI Officer.

**Contact details for information or advice**

**Postal address** FOI Officer, Policy Management Unit  
University of New South Wales  
Sydney NSW 2052

**Telephone** (02) 9385 2860

**Email** [foi@unsw.edu.au](mailto:foi@unsw.edu.au)

**Website** [www.policy.unsw.edu.au/pmu/foi.htm](http://www.policy.unsw.edu.au/pmu/foi.htm)

**Statement of Affairs**

The University's Statement of Affairs is incorporated in this Annual Report for the first time. The relevant sections can be found throughout this report:

- the structure and functions of the University (pages 10 and 11)
- how the University's functions affect members of the public (throughout)
- how the public may participate in the University's policy development (pages 12 and 13)
- the kinds of documents the University holds (page 46)
- how members of the public may access and amend the University's documents (pages 46 and 47).

## Appendix FOI Statistical Summary 2007

### SECTION A – NEW FOI APPLICATIONS

How many FOI applications were received, discontinued or completed?	Number of FOI applications					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
A1 New	10	6	10	30	20	36
A2 Brought Forward	0	1	2	2	2	3
<b>A3 Total to be processed</b>	<b>10</b>	<b>7</b>	<b>2</b>	<b>32</b>	<b>22</b>	<b>39</b>
A4 Completed	9	7	7	26	16	33
A5 Discontinued	0	0	4	2	4	2
<b>A6 Total processed</b>	<b>9</b>	<b>7</b>	<b>11</b>	<b>28</b>	<b>20</b>	<b>35</b>
A7 Unfinished (carried forward)	1	0	1	3	2	3

### SECTION B – DISCONTINUED APPLICATIONS

Why were FOI applications discontinued?	Number of discontinued applications					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
B1 Request transferred out to another agency (s. 20)	0	0	0	0	0	0
B2 Applicant withdrew request	0	0	0	1	0	1
B3 Applicant failed to pay advance deposit (s. 22)	0	0	3	1	3	1
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s. 25(1)(a1))	0	0	1	0	1	0
<b>B5 Total discontinued</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>

### SECTION C – COMPLETED APPLICATIONS

What happened to completed FOI applications?	Number of completed FOI applications					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
C1 Granted or otherwise available in full	1	0	0	4	1	4
C2 Granted or otherwise available in part	5	6	5	6	10	12
C3 Refused	1	1	2	13	3	14
C4 No documents held	2	0	0	3	2	3
<b>C5 Total completed</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>26</b>	<b>16</b>	<b>33</b>

### SECTION D – APPLICATIONS GRANTED OR OTHERWISE AVAILABLE IN FULL

How were the documents made available to the applicant?	Number of FOI applications (Granted or otherwise available in full)					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
D1 Provided to the applicant	1	0	0	3	1	3
D2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	1	0	1
D7 Available by a combination of any of the reasons listed in D1–D6 above	0	0	0	0	0	0
<b>D8 Total granted or otherwise available in full</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>4</b>

**SECTION E – APPLICATIONS GRANTED OR OTHERWISE AVAILABLE IN PART**

How were the documents made available to the applicant?	Number of FOI applications (Granted or otherwise available in part)					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
E1 Provided to the applicant	5	6	4	6	9	12
E2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	1	0	1	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library Material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1–E6 above	0	0	0	0	0	0
<b>E8 Total granted or otherwise available in part</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>10</b>	<b>12</b>

**SECTION F – REFUSED FOI APPLICATIONS**

Why was access to the documents refused?	Number of refused FOI applications					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
F1 Exempt	0	1	0	7	0	8
F2 Deemed refused	1	0	2	6	3	6
<b>F3 Total refused</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>13</b>	<b>3</b>	<b>14</b>

**SECTION G – EXEMPT DOCUMENTS**

Why were the documents classified as exempt? (identify one reason only)	Number of FOI applications (Refused or access granted or otherwise available in part only)					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
<b>Restricted documents:</b>						
G1 Cabinet documents (Clause 1)	0	0	0	0	0	0
G2 Executive Council documents (Clause 2)	0	0	0	0	0	0
G3 Documents affecting law enforcement and public safety (Clause 4)	0	0	0	0	0	0
G4 Documents affecting counter-terrorism measures (Clause 4A)	0	0	0	0	0	0
<b>Documents requiring consultation:</b>						
G5 Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (Clause 6)	3	6	1	1	4	7
G7 Documents affecting business affairs (Clause 7)	1	0	1	4	2	4
G8 Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
<b>Documents otherwise exempt:</b>						
G9 Schedule 2 exempt agency	0	0	0	0	0	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (Clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (Clause 11)	0	0	0	0	0	0
G16 Documents subject to contempt (Clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
G18 Exempt documents under interstate FOI legislation (Clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (Clause 10)	0	0	2	6	2	6
G20 Documents containing confidential material (Clause 13)	0	0	0	2	0	2
G21 Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0
G22 Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
G24 Documents concerning operations of agencies (Clause 16)	1	0	1	0	2	0
G25 Internal working documents (Clause 9)	0	0	0	0	0	0
G26 Other exemptions (e.g. Clauses 20, 22A and 26)	0	1	0	0	0	1
<b>G27 Total applications including exempt documents</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>13</b>	<b>10</b>	<b>20</b>

**SECTION H – MINISTERIAL CERTIFICATES (s. 59)**

How many ministerial certificates were issued?	Number	
	TOTAL	
	2006	2007
H1 Ministerial certificates issued	0	0

**SECTION I – FORMAL CONSULTATIONS**

How many formal consultations were conducted?	Number	
	TOTAL	
	2006	2007
I1 Number of applications requiring formal consultation	3	2
I2 Number of personal formally consulted	3	2

**SECTION J – AMENDMENT OF PERSONAL RECORDS**

How many applications for amendment of personal records were agreed or refused?	Number	
	TOTAL	
	2006	2007
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	1
<b>J4 Total</b>	<b>0</b>	<b>1</b>

**SECTION K – NOTATION OF PERSONAL RECORDS**

How many applications for notation of personal records were made (s. 46)?	Number	
	TOTAL	
	2006	2007
K1 Applications for notation	0	1

**SECTION L – FEES AND COSTS**

What fees were assessed and received for FOI applications processed (excluding applications transferred out)?	Assessed costs		Fees received	
	TOTAL		TOTAL	
	2006	2007	2006	2007
L1 All completed applications	9,615	10,080	375	870

**SECTION M – FEE DISCOUNTS**

How many fee waivers or discounts were allowed and why?	Number of FOI applications (where fees were waived or discounted)					
	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
M1 Processing fees waived in full	2	1	6	9	8	10
M2 Public interest discounts	0	0	0	0	0	0
M3 Financial hardship discounts – pensioner or child	1	0	0	0	1	0
M4 Financial hardship discounts – non-profit organisation	0	0	0	0	0	0
<b>M5 Total</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>9</b>	<b>9</b>	<b>10</b>

**SECTION N – FEE REFUNDS**

How many fee refunds were granted as a result of significant correction of personal records?	Number of refunds	
	TOTAL	
	2006	2007
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

**SECTION O – DAYS TAKEN TO COMPLETE REQUEST**

**How long did it take to process completed applications?**  
(Note: calendar days)

**Number of completed FOI applications**

	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
	O1 0–21 days – statutory determination period	5	4	1	8	6
O2 22–35 days – extended statutory determination period for consultation or retrieval of archived records (s. 59B)	0	0	2	1	2	1
O3 Over 21 days – deemed refusal where no extended determination period applies	3	0	4	16	7	16
O4 Over 35 days – deemed refusal where extended determination period applies	1	3	0	1	1	4
<b>O5 Total</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>26</b>	<b>16</b>	<b>33</b>

**SECTION P – DAYS TAKEN TO COMPLETE REQUEST**

**How long did it take to process completed applications?**

**Number of completed FOI applications**

	PERSONAL		OTHER		TOTAL	
	2006	2007	2006	2007	2006	2007
	P1 0–10 hours	6	5	2	20	8
P2 11–20 hours	2	0	4	6	6	6
P3 21–40 hours	1	1	4	0	5	1
P4 Over 40 hours	0	1	1	0	1	1
<b>P5 Total</b>	<b>9</b>	<b>7</b>	<b>11</b>	<b>26</b>	<b>20</b>	<b>33</b>

**SECTION Q – NUMBER OF REVIEWS**

**How many reviews were finalised?**

**Number of completed reviews**

	TOTAL	
	2006	2007
	Q1 Internal reviews	7
Q2 Ombudsman reviews	0	1
Q3 ADT reviews	5	5

**SECTION R – RESULTS OF INTERNAL REVIEWS**

**Grounds on which the internal review was requested**

**Number of internal reviews**

	PERSONAL		OTHER		TOTAL	
	ORIGINAL AGENCY DECISION UPHELD	ORIGINAL AGENCY DECISION VARIED	ORIGINAL AGENCY DECISION UPHELD	ORIGINAL AGENCY DECISION VARIED	ORIGINAL AGENCY DECISION UPHELD	ORIGINAL AGENCY DECISION VARIED
	R1 Access refused	0	0	11	3	11
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	0	0	0	0	0
R4 Unreasonable charges	0	0	1	0	1	0
R5 Failure to consult with third parties	0	0	0	0	0	0
R6 Third parties' views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	0	0	0	0	0
<b>R8 Total</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>3</b>	<b>12</b>	<b>3</b>