

Annual Report 2007
The Year in Review



Hawkesbury

Campbelltown

Parramatta

Blacktown

Penrith

Bankstown



Letter of Submission

23 April 2008

Dear Minister

The Board of Trustees of the University of Western Sydney has pleasure submitting the Annual Report of the proceedings of the University of Western Sydney and its audited financial statements for the year ended 31 December 2007, for your presentation to the New South Wales Parliament. The report is submitted in accordance with the Annual Reports (Statutory Bodies) Act 1984.

The Annual Report and Financial Statements have been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely,

John Phillips, AO

Professor Janice Reid, AM

Chancellor

Vice-Chancellor

Annual Report 2007

The University of Western Sydney Annual Report 2007 has been produced in a two volume set: volume 1, "The Year in Review", contains statutory reports while volume 2, "Financial Statements", contains the financial statements of the University and related entities.

The cost of production of the Annual Report 2007 is \$17,000.

UWS Annual Reports are also available via the Internet and can be found on the UWS website: <http://www.uws.edu.au>

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Chancellor's Message

2007 was a good year for the University of Western Sydney, with progress on many fronts. The new Medical School launched successfully and admitted its first intake of highly committed students. Despite the heavy costs arising from the previous Government's policy on voluntary student unionism, the University managed to finish the year "in the black". This puts us in a good position to undertake the heavy investment programs in new buildings, in research and in student amenities, which face us over the next few years.

We are proud of the high class research being undertaken by the University which permits us to now claim to be a force, particularly in applied research, in a number of fields. Our investment and recruitment in that area are producing very worthwhile outcomes.

The year ahead has many challenges. We have a new Federal Government which has promised an education revolution, the nature of which, in the higher education sector, is yet to be defined. Hopefully, things will become clearer once the Higher Education Review Expert Panel chaired by Emeritus Professor Denise Bradley AC and the Review of the National Innovation System chaired by Dr Terry Cutler finalise their deliberations.

The basis for funding universities is an issue which must be faced. The pressures resulting from declining government support, in real terms are a major problem for all universities but particularly for those which, like UWS, are relatively young and have elected not to boost income by offering domestic fee paying places in core undergraduate courses. Our Board of Trustees decided it was not in the interests of the people we serve to go down that path. This was a policy fully in sympathy with the expressed ideals of the new Federal Government.

Now the Government intends to prohibit domestic fee paying for core undergraduate courses and to consider how it should 'compensate' universities for this. It would be most unfortunate if that compensation was directed to institutions which, contrary to the present Government's stated principles, chose the fee paying option, leaving those who had adhered to those principles in a continuing disadvantaged position. One hopes that decisions will be taken to achieve reasonable equity for all universities.

There are many people I would like to thank for their efforts in support of the University over 2007. The members of the Board of Trustees have given generously of their time and experience. As usual, there were some changes in Board membership during the year. We lost the services of Ms Linda Burney, Mr Luke Fomiatti, Ms Tanya Rubin

and Ms Elfriede Sangkuhl. All made very valuable contributions during their tenure, for which the University community should be grateful. In their places, I would like to welcome, as new members, Ms Vivienne James, Ms Saba Ambreen and Mr Gang Zheng.

My thanks go also to those members of the community, corporate and individual, who have assisted the University as members of committees and councils, as partners in our schemes to provide students with broader practical experience as part of their courses, or as donors, supporting research projects, providing scholarships or underwriting particular aspects of the University's activities. Scholarships are especially important when so many students need to undertake full-time or part-time employment to support themselves during their studies.

I would like to make special acknowledgement of the generous donation from Bradcorp, which allowed us to establish the Peter Brennan Chair in General Practice within the new Medical School.

Finally, on behalf of the Board of Trustees, I would like to thank the staff of the University, under the direction of the Vice-Chancellor, for their continuing dedication to the needs of our students and to the quality of our teaching and our research.

John Phillips
Chancellor

Vice-Chancellor's Review

2007 has been a year of growing stability and focus, optimism and energy at UWS. The successes of 2006, an excellent audit report from the Australian Universities Quality Agency and accreditation for the Medical School all contributed to an enhanced sense of confidence and pride. The hard work of restructuring is now behind us and we can look forward to the prospect of no major structural change for the next five years. We have moved on to developing and strengthening the University, guided by our integrated strategy for action – Making the Difference – which frames all our activities around four themes: creating a superior learning experience, targeted world-class engaged research, developing mutually beneficial partnerships with the community and building financial sustainability and self-reliance.

We know who we are, and who we serve. All the programs and initiatives described in this annual report go towards building our proud reputation as a university of the people. Times of high employment can be paradoxically lean for universities, as potential students attracted by high wages skip study and take their chances in the job market instead. Despite decreasing demand across the sector, we have met the University's challenging student load targets. There have been continuing and growing improvements in demand, retention and student satisfaction. This year's strategic planning around enhancing the University's relationship with the schools sector in Greater Western Sydney augurs well for the continuation of those welcome trends.

The University is also enjoying an improved financial position. We have been successful in securing Commonwealth grants for special projects totalling almost \$20 million, and won a dramatic 118 per cent increase in the quantum of ARC research funding for the 2007-08 round, with a success rate well above the sector average. Our discipline in cost cutting has paid dividends. Naturally, clearer focus demands some tough decisions, such as our decision to cease teaching at Blacktown campus. The improvement in our financial position, though, creates capacity for further investment in core areas.

We have new Heads of School in 13 schools, two new Executive Deans, a new Deputy Vice-Chancellor, three new Pro Vice-Chancellors and several new leading professors. The competition for these positions confirmed the University's growing reputation and ability to attract highly accomplished new senior staff, their faith in our vision boosted by our greater positive presence in the media and an array of awards and external recognition of existing UWS staff. Our outstanding AUQA report has been another catalyst for growing institutional confidence and recognition of UWS's achievements by its community, the education sector and government.

To the many new senior staff who have joined the University in the past year, we extend a warm welcome and say – you could not have come at a more exciting time.

Below I detail some of our progress and achievements around our four areas of focus in Making the Difference:

Superior Learning Experience

Demand and meeting load targets

Student choices to pursue a university education and preferences for institutions have been variable over the period 2002-2007 both for UWS and the sector. In times of high employment, demand for university places often decreases. UWS has successfully managed its Commonwealth funded load over the past years even with the addition of the second largest number of new places in the sector allocated to UWS from 2005 (571 places in 2005 pipelining to over 1500 in 2008).

An additional factor for UWS was the complete overhaul of its academic program and the impact of the restructure on the University's load management and modelling.

Retention

Retention is a critical component of institutional development and effective management. Retention improved by 3.9% between 2004-5 and 2006-7 for first year undergraduate students and by 3.5% between 2004-5 and 2006-7 for all undergraduate students.

Student Satisfaction

Measures of student satisfaction are important indicators of the quality of the student experience. These measures have improved for UWS. In terms of overall satisfaction, the CEQ results show that 65% of recent graduates (2007) are satisfied with their course compared to the national average of 70%. This represents an overall increase of 10.2% from 2004 to 2007. The Postgraduate Research Experience Questionnaire (PREQ) results also show an increase in overall satisfaction from 71.8% in 2004 to 83.8% in 2006.

Targeted world-class engaged research

After implementing the Research Investment Strategy in 2006, the University conducted two external reviews of research. As a result, the University's research agenda will now focus on selected areas of excellence and demonstrable performance in current and proposed research centres and emerging research groups. Through the investment strategy supporting this approach we have identified research areas and prospective staff members to drive improvements in the University's research performance.

The building blocks are in place to significantly increase the University's external research funding. This is demonstrated in the results for the ARC funding round in 2007 which saw a total of \$5,267,416 awarded to UWS researchers, a 118% increase in funding, or a 133% increase when industry partner funding is included. Of this funding, 71% was won by the University research centres and 36% was awarded to professors appointed in the last year.

These results place UWS 16th of 40 universities in the sector for external research funding – an improvement of 12 places on the 2006 results.

Mutually beneficial partnerships with the community

UWS takes very seriously its responsibility to engage actively with the community which supports it, so it was very pleasing to see our engagement activities recognised with an AUQA commendation. The appointment of a Pro Vice-Chancellor (Engagement) was a significant advance in 2007. The need for building a systematic approach to coordinating and managing various engagement activities has led to each College developing its own distinctive plan and priorities.

The structure for the Office of University Engagement was settled in 2007. Investment funding to develop all-of-institution projects is now the cornerstone of the engagement strategy. The groundwork has been laid for the development and implementation of substantial teaching and research projects to enhance our engagement with our communities in 2008.

Financial Sustainability and Self Reliance, 2001-2008

The strategy development process and the University's response to the deficit of 2004 identified building financial stability with a focus on three areas as a key priority. The three areas are:

- » cost containment;
- » income generation and developing a proactive revenue management strategy;
- » securing campus asset income streams from the campus development project.

The University has focused on improving its operating result and on generating a level of surpluses to support the ongoing development of both core activities and infrastructure. The surplus in 2006 was built on significant cost containment with only a modest increase in revenue. This has turned around in 2007 with additional income contributing \$12.7m to the \$14.6m surplus.

Acknowledgments

2007 was a year of building external relationships and outreach and I would like to thank the University's many friends in the Greater West and beyond whose continued support and willingness to share knowledge and expertise have contributed so much to the University's development.

I would also like to thank the Chancellor, Mr John Phillips, the members of the University's Board of Trustees and our key committees who continue to generously provide their time, guidance and direction with enthusiasm and commitment.

We would not have achieved so much without the commitment, hard work, resourcefulness and inspiration of our general and academic staff. This is evident throughout the University's services and programs.

We will continue to build in 2008 through our strategy for Making the Difference. The support, goodwill and hard work of our staff underpin its ongoing success.

Thank you all.

Janice Reid
Vice-Chancellor

Five Years – Key Statistics

Category	2003	2004	2005	2006	2007	% Change 2006–07	▼ ▲
Number of Students							
Total	38,307	36,419	35,347	35,061	35,340	0.8%	▲
Female	55.3%	56.0%	55.8%	56.7%	57.4%		▲
Commencing	15,508	13,450	15,090	14,054	14,188	1.0%	▲
Female	55.6%	56.1%	55.9%	56.8%	58.5%		▲
Student Load							
Total	25,965	24,042	24,040	23,951	24,025	0.3%	▲
Undergraduate	21,621	20,146	20,612	20,711	20,246	-2.2%	▼
Postgraduate	3,990	3,543	3,048	2,865	3,418	19.3%	▲
Other*	354	353	379	375	362	-3.6%	▼
* Other includes enabling, cross institutional and non award							
Student Load by Funding Source							
Commonwealth Supported Places	18,655	17,901	18,808	19,290	19,749	2.4%	▲
Commonwealth Research Training Scheme	372	396	363	337	299	-11.1%	▼
Domestic fee-paying (award and non award)	1,524	1,519	1,492	1,394	1,400	0.4%	▲
International fee-paying	5,284	4,164	3,363	2,884	2,539	-11.9%	▼
Other Sources	130	62	14	46	38	-19.0%	▼
Award Completions							
Total	9,248	8,938	8,661	8,033	n.a	-7.3%	▼
Undergraduate	6,570	6,377	6,176	5,783	n.a	-6.4%	▼
Postgraduate	2,678	2,561	2,485	2,250	n.a	-9.5%	▼
Staff (full-time equivalent)							
Total	2,585	2,697	2,543	2,449	2,401	-2.0%	▼
Academic	1,254	1,316	1,230	1,188	1,177	-0.9%	▼
Teaching Only	371	409	346	334	330	-1.2%	▼
Teaching and Research	769	758	709	699	699	0.0%	-
Research only	30	30	42	46	34	-25.2%	▼
Other	84	120	134	109	114	4.5%	▲
General	1,331	1,381	1,313	1,261	1,223	-3.0%	▼
Research only	12	9	19	17	19	12.1%	▲
Other	1,319	1,371	1,294	1,244	1,205	-3.2%	▼
2007 includes estimated casual based on 2006							
ARC Linkage Grants - Engaged Research							
UWS Success Rate	52%	55%	63%	45%			
Sector Success Rate	47%	51%	47%	36%			
Total Operating Revenue (\$'000)							
	334,011	317,456	363,200	405,936	381,500	-6.0%	▼
Total Net Assets (\$'000)							
	607,950	666,445	677,660	729,282	860,700	18.0%	▲

The Organisation

Charter

The University of Western Sydney is established under the University of Western Sydney Act 1997. The Act constitutes the University, and prescribes its functions and the authority of its governing body, the Board of Trustees. The Act defines the core object of the University as follows:

“The object of the University is the promotion, within the limits of the University’s resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.” [s. 8(1)]

The Act also requires the University to have particular regard to the needs of Greater Western Sydney in the fulfilment of this object.

Board of Trustees

The Board of Trustees is the governing authority of the University and acts for and on behalf of the University. Its key functions are to develop broad policies and strategic plans with respect to the University, manage the University’s resources and monitor the University’s performance. The members – official, appointed and elected – meet approximately six times each year including a planning day. The Board is supported in its work by a number of specialist standing committees and the University also has two important advisory councils, the Indigenous Advisory Council and the Regional Council.

Among the varied and important issues to come before the Board this year were the impact of the Government’s decision about voluntary student unions on services for students and on student organisations, planning and capital development, the UWS Making the Difference Strategy, the future of the Blacktown Campus, environmental sustainability and management and UWS involvement with the community television broadcaster TVS.

Academic Senate

The Academic Senate is a standing committee of the Board of Trustees. It is the peak forum of the University for academic debate and discourse, charged under the University Rules with deciding academic policy, monitoring academic standards and values, advising on the development of, and performance against, the Strategic Plan, monitoring and fostering academic collaborations and partnerships within and outside the University and approving academic course developments.

In 2007, the Senate conducted preliminary work with Griffith University to develop systematic benchmarking and information sharing on best practice. It contributed to the Australian Universities Quality Agency (AUQA) Round One Progress Report on university initiatives and projects to be submitted in July 2008. Round Two of the AUQA audit will focus on internationalisation and a University selected theme based on an institutional risk assessment.

Highlights of 2007 included unanimous Senate support for the proposed Indigenous Education Strategy Policy and related governance structure and a successful trial of the text-matching software "Turnitin®". The software identifies student and staff training needs, support requirements, technical and policy issues. Senate identified its potential use in a wider university strategy to promote ethical scholarship. We approved the Bachelor of Business and Commerce program for introduction in 2008 and likewise, the consolidated Honours Policy.

We made revisions to PhD examination and principal supervisor requirements, and eight successful forums were organised as part of the ongoing education of research supervisors.

Development of the Online Course Approvals System (OCAS) was delayed due to information technology architecture problems. Following a review of the system, the project was transferred to the Office of the Academic Registrar for further development in 2008 with Senate input to the project team.

Quality and Consumer Response

Quality Management and Assurance

In 2007 the UWS Pro Vice-Chancellor Quality, Professor Geoff Scott, was the recipient of the Australian Higher Education Quality award.

Quality management is a day by day, hour by hour, minute by minute activity at UWS. It is integral to everything we do. It is embedded in our ongoing strategic and operational planning, accreditation, reporting and review processes. Through systematic processes, we seek to ensure our Guarantee of Service is a reality for students and staff. We respond to feedback from students and staff on ways to improve services and courses and we keep the University community informed of those responses. We also seek to improve our processes through active involvement in Australian and international higher education institutions and systems and targeted partnerships.

We use a thorough system to track performance and provide feedback, and we work with key stakeholders to review and improve the results. We seek to ensure the quality of the student's total experience of the University, both their learning experience and broader campus experience. We also seek to ensure our core activities of learning, research and engagement are working productively to achieve the University's strategic mission and directions with the direct support of enabling services including the Library, information technology, financial management, student services and administration.

Quality Audit Actions

The Australian Universities Quality Agency (AUQA) undertook an audit of UWS in October 2006. In its report published in 2007, AUQA commended UWS for strong leadership and effective management in developing and implementing innovative and coherent strategies, structures and processes that provide a sound foundation for the future. As a result of the audit, AUQA asked UWS to provide several contributions to the AUQA "Good Practice" database, describing its tracking and improvement system, complaints handling, Head of Program Network and Library.

The report contained eight areas for commendation, nine affirmations and eight recommendations. These audit outcomes have been incorporated into the University's consolidated strategic action plan 'Making the Difference'.

The audit experience gave the University an opportunity to review thoroughly its quality management processes and performance across all its activities. During 2007, UWS has undertaken a series of projects to address each of the UWS AUQA audit affirmations and recommendations. The Office of Planning and Quality is monitoring their implementation and outcomes to ensure that they are effective. A number of these projects were completed during 2007, with more due for completion during 2008 and 2009. These 88 projects are linked to each of the University's four broad strategic priorities as laid out in 'Making the Difference'.

Benchmarking and Institutional Research

During 2007, UWS developed or consolidated alliances with several Australian and overseas universities for benchmarking quality processes and performance. For example, benchmarking was undertaken with

20 Canadian universities – members of the Canadian Quality Network – with a focus on Indigenous education, tracking and improvement systems for learning and teaching, leadership development and succession strategies and building the "green" university.

UWS organised and hosted the successful Annual Conference of the Australasian Association for Institutional Research in November 2007. Institutional research in the Office of Planning and Quality during 2007 resulted in three refereed journal articles accepted for publication and 11 refereed conference publications.

A draft report was also completed on a national two-year project for the Carrick Institute for Learning and Teaching in Higher Education, focused on identifying and developing academic leadership capabilities. 500 leaders from twenty universities participated in this project, undertaken by UWS in partnership with the Australian Council for Educational Research (ACER). A series of national and international workshops were conducted with senior university leaders to disseminate and provide feedback on the results of the project. Follow-up projects have been initiated that use the findings to develop tools for leadership development in higher education.

Tracking and Improving Quality

The University's system for tracking and improving learning and teaching (TILT), has been commended by AUQA as one of the most highly developed in Australia. The system has been the subject of interest internationally and several countries have sought assistance on implementing TILT in their higher education systems – most recently Oman. The system integrates feedback from student and staff surveys and other data on courses and units to provide targeted, timely, benchmarked, time-series performance information to Colleges and Schools. This assists them in diagnosing areas for improvement and setting evidence-based priorities for action.

For example, the UWS Office of Planning and Quality produces annual course reports on current data each November for Colleges and Schools. These bring together and report a range of performance data for every course, including benchmarked trends in demand, student load, student satisfaction, graduate destinations and measures of retention and progress. These reports have proven extremely useful in informing evaluation and improvement processes in the Schools and Colleges.

The University has put in place a range of incentives to ensure that the key improvement messages in these tracking reports are acted upon promptly and wisely. These include funding rewards for performance excellence and improvement, a range of university awards, the use of posters to inform students about the actions being taken and direct links to the key strategic directions and priority development projects in the following year.

In one example of quality management in action, during 2007 the Office of Planning and Quality initiated a series of College workshops using integrated TILT data to present a consolidated picture of how each College, School, course, and unit is performing. These workshops

provided an opportunity to explain the system to staff. They gave staff a reliable, factually-based picture of what retains and engages students in productive learning and identified the 'best aspects' (BA) and areas most 'needing improvement' (NI) at the University, College, School and Unit level. Comparisons were made with equivalent areas in the sector and this analysis helped identify improvement priorities.

Surveys Undertaken in 2007

Survey	Number of surveys
Australian Graduate Survey Course Experience Questionnaire (CEQ) Graduate Destination Survey (GDS) Postgraduate Research Experience Questionnaire (PREQ)	9,557
Student Feedback on Units (SFU)	187,755
Student Feedback on Teaching (SFT)	75,827
Research Student Satisfaction Survey (RSSS)	700
Employer Survey	500
Exit Survey	1600
Commencing International Student Survey	1097
Total	277,036

Improving Student Outcomes

The UWS First Year Retention Survey indicated that just over 52% of UWS students are the first in their family to attend university and almost 70% are from Greater Western Sydney. Many UWS students enter university after completing TAFE studies. While entry scores to many UWS courses are varied, graduate employment rates are strong, suggesting that the University is fulfilling its mission of enhancing participation rates in university education by local residents, and ensuring that the quality of the education provided is high.

UWS student satisfaction as measured on the national Course Experience Questionnaire (CEQ) continues to improve significantly (65.6% in 2007 compared with 55.4% in 2004), as does the retention of first-year students (79% in 2006-7 up from 73% in 2004-5).

Marketing

The Office of Marketing was busier than ever in 2007 with scores of events, promotions, publications and advertising programs. These are aimed at keeping the public and the University's communities in the Greater West and beyond fully up to date with its burgeoning activities and even better, getting them involved. Our web page (<http://www.uws.edu.au>), is a one-stop shop for all the news and events.

Among the highlights in 2007 were our inaugural UWS Days for Year 11 students. These were held at the Campbelltown and Penrith campuses, attracting over 2700 students from 90 high schools. Also for prospective students, we had Decision Day in January, Open Day in August and a Courses & Careers Day for Indigenous Australian High School Students, as well as hosting well-attended Parent Information Evenings. We visited 200 high schools in and beyond the Greater Western Sydney region. The fact that UWS has continued to meet its student load targets and improved its retention rate despite a downturn of demand across the university sector may be an indication of the success of these activities.

We held a series of high-profile and highly successful corporate events such as the UWS Awards ceremony, the International Women's Day Event, incorporating the Women of the West and the Young Women of the West Awards, and launch events for the Bachelor of Business and Commerce and the Master of Applied Services Management.

We produced a suite of brochures and leaflets to give students clear and concise information on which to base their decisions, including 14 Area of Study brochures, an Emerging Careers brochure and a Scholarship brochure, as well as Undergraduate and Postgraduate prospectuses and a Guide to University for Parents. We launched a website for future students (yourfuture.uws.edu.au) and a campaign to promote UWS research (www.wereworkingonit.uws.edu.au). A memorable 16-page brand feature in the Daily Telegraph newspaper was another highlight in a busy year for getting the good word out about UWS.

Complaints Management

2007 saw the first full year of operation of the University's complaints handling framework. A total of 218 complaints were logged on the Complaints Handling System (CHS), an increase of 94 on the previous year.

As with previous years, the majority of student complaints related to assessment and alleged breaches in related processes. Where complaints were sustained, staff of the Complaints Resolution Unit worked collaboratively with the relevant area of the University, to discuss where improvements could be made to prevent similar complaints arising in future. It is of note that the small number of complaints referred to the NSW Ombudsman for review were all subsequently dismissed on the basis that they had been properly responded to at the UWS level.

During 2006, the online Complaints Handling System received a commendation from AUQA. A number of Australian universities have since assessed the system and in December 2007, negotiations were finalised for the sale of CHS to the University of Western Australia. Staff of the Complaints Resolution Unit also visited UWA and Curtin University to talk about broader issues relating to complaints management and to advise senior staff of UWS's approach.

Protected Disclosures

The University did not receive any protected disclosures during the course of 2007.

Learning and Teaching

College of Arts

This has been a year of growth and development for the College of the Arts. We launched the Islamic Studies major in the Bachelor of Arts in 2008, as part of the College's role in the National Centre of Excellence for Islamic Studies, a joint venture with the University of Melbourne and Griffith University. We were delighted that Professor Bryan Turner, former Professor of Sociology at the University of Cambridge, and who now holds a Chair at the Asia Institute at the National University of Singapore, accepted a part-time position as Professor of Social and Political Theory attached to the National Centre of Excellence in Islamic Studies.

In terms of new programs, 2008 has also seen the launch of the Master of Conference Interpreting, the Master of Convergent Media, as well as the Graduate Certificate in Television Technical Operations (offered in partnership with Global Television). The College has invested in a television studio in the School of Communication Arts, together with related equipment, which has enhanced the already excellent infrastructure available to students and staff.

The College has continued to attract high demand for programs in arts, communication, design, psychology, early childhood and teaching. It also continues to attract an increasing number of international students into graduate programs in interpreting and translation.

Building on its achievements in previous years, the College has continued its success in Australian Research Council grants, winning six Discovery grants, three Discovery Indigenous Research grants, and three Linkage grants. On the basis of its most recent grant successes, the College's performance for its fields of study ranks within the top 10 nationally. Income from Australian Research Council grants announced in October 2007 exceeded \$3m (an increase of 60% on 2006).

Following organisational change processes in the School of Humanities and Languages and the School of Social Sciences, the College began a process of staff renewal with a large number of appointments, both senior and early career academics. New professors were appointed in sociology, criminology, policing, and human geography and urban studies. New professors are being appointed in Islamic studies, history and politics, comparative literature, and visual cultures.

Two professors were appointed to the new Whittlam Institute Centre for Citizenship and Public Policy: Foundation Director Professor Anna Yeatman, and Professor Tim Rowse.

New appointments were made to the Writing and Society Research Group, including Professor Nicholas Jose (since awarded a nine-month secondment to the Australian Studies Chair at Harvard), Professor Gail Jones (whose recent novel has been shortlisted for the world's richest prize for a single work of fiction—the Dublin IMPAC), and Alexis Wright (Indigenous author whose novel *Carpentaria* won the Miles Franklin award and four other literary prizes).

Strong progress has been made in the quality of research higher degree supervision, with student satisfaction ratings in the College now at 93%, which is 10% above the sector average.

The College of Arts has continued its work in developing learning and literacy alliances, which support literacy development in communities such as the Indigenous, Sudanese, and Pacific Islander communities in Western Sydney.

College of Business

The College of Business emerged from the 2006 realignment of UWS Colleges and Schools with renewed focus and determination to produce the best business graduates for a rapidly changing world.

Our new flagship degree, the Bachelor of Business and Commerce (BBC) degree was given a fitting launch at Deloitte's city office in August 2007 by former Woolworths CEO Mr Roger Corbett. It is the culmination of 18 months of research into industry needs and student requirements, and replaces all of the College undergraduate degrees except Financial Advising, Economics and Law. Students have been attracted to its flexibility, the choice of 19 specialty key programs, the opportunity for engagement with industry and its focus on business skills. An Advanced Business Leadership stream which caters for students in the 90+ UAI range offers additional knowledge in entrepreneurship and business leadership.

During 2007, the College of Business appointed a number of senior staff. Professor Bobby Banerjee joined the College as Associate Dean, Research, Professor John Lodewijks as Head of School, Economics and Finance and Professor Michael Adams as Head of School, Law. A number of appointments were also made at associate lecturer and lecturer level. These appointments, predominantly in the Schools of Marketing and Law, have brought fresh, new ideas and energy to the Schools. In late 2007, the College undertook a very successful sessional staff recruitment campaign, receiving approximately 300 applications leading to many new appointments for first semester 2008. Employing business professionals as lecturers to teach alongside our academic staff, the college provides its students with current relevant information ensuring our graduates are 'business ready'.

SMEExcellence is the College's flagship engagement project. It is an online 'one stop shop' for small and medium enterprises which provides them with a free interactive education service. The vision is for 'a cashflow statement on every desk' through the provision of online learning encompassing everything from starting to exiting a business, catering to a range of businesses from plumbers and hairdressers to wholesalers and cafes. SMEExcellence is guided by a stellar steering committee of distinguished figures from the world of business chaired by our Chancellor, Mr John Phillips. To date SMEExcellence has involved approximately 500 students in market research, content development, platform and website development from across all three Colleges. In addition, the project has been supported by local Chambers of Commerce, who have partnered with us to increase the reach of our market research. Industry associations are assisting in the quality assurance of the content.

In December 2007, the College hosted the annual ANZAM Conference, the Australian and New Zealand Academy of Management conference. Well over 500 research submissions were received (including refereed and non-refereed papers, posters and workshops). With 425 registered delegates, the conference was close to the largest ever convened under the ANZAM banner. The delegates included PVCs, Deans, Associate Deans and Heads of School from key universities in Australia and New Zealand plus researchers and doctoral students from most Australasian universities and universities from a further 24 countries.

Extremely positive feedback was received from many delegates who said it was the best conference they had experienced in recent years. An industry/academia panel discussion, introduced for the first time, was so successful that delegates asked that it be retained for future ANZAM conferences. UWS was proud to be awarded overall Best Paper of the conference.

There was a surge in media mentions of the College of Business. Our research and expert commentary are proving particularly popular with journalists, who appreciate that our academics are ready to respond to media requests for expert commentary on breaking news.

Eight CoB staff were acknowledged by the PVC (Research) as being in the top 40 researchers at UWS. Additionally, the College has approved three research nodes for 2007-8. Funding has been provided for research assistance with the aim of developing external grant applications.

College of Health and Science

Since Professor Beryl Hesketh took up the position of Executive Dean in the College at the beginning of 2007, the College has conducted strategic reviews of the Science programs, Health Sciences and Agriculture, Horticulture and related areas (Natural Sciences). New undergraduate degree structures were approved for commencement in 2009 and 2010. A new suite of postgraduate programs in health, engineering and Information and Communications Technology is also under development.

The College has developed a transition and retention program for all students, which aims to facilitate the transition to university studies. To maximise the quality of our student learning experience, the College also communicates clearly to staff expected performance levels, planned and reasonable student workloads and the requirement that all are responsible for supporting and assisting students.

The College is currently engaged in strategic planning for the future alignment of Centres, Schools and Research Groups. This includes positioning the College for the development of new research themes in sustainable health and well-being, science and medicine, engineering and natural science.

Four new Heads of School were appointed in Natural Sciences, Computing and Mathematics, Engineering and Biomedical and Health Sciences. They, together with existing Heads of School and Associate Deans, have helped achieve a major change in culture, including renewal of curriculum and increase in research emphasis.

Several distinguished professorial appointments have been made, as have outstanding new appointments at the Senior Lecturer level in the Schools of Natural Sciences, Nursing, and Biomedical and Health Sciences.

The School of Nursing was granted \$3.5m from the Australian Government's Capital Development Pool to establish Nursing Development Hubs at the Campbelltown and Parramatta campuses. The grant will enable the School to create contemporary clinical learning environments.

The College partnered with the Australian Museum to offer Science in the Suburbs at Hawkesbury Campus. Over 1200 students from primary and high schools attended a series of Science workshops, lectures and EXPO.

The College is working with the Office of University Engagement and the NSW Department of Education and Training to improve Mathematics, Science and Technology in Schools. A teachers' breakfast was held on Campbelltown and Hawkesbury campuses to enhance lines of communication between academic staff and local high school mathematics, science and technology teachers.

The College developed a capabilities brochure to highlight the facilities available for industry and research. It includes the Confocal Bio-Imaging Facility, a new state of the art research facility at the Hawkesbury campus, which was officially opened in September 2007. The facility provides researchers with the resources to view inorganic materials, plants and animal cells in incredible detail and in real time.

The Centre for Urban Research joined the College in 2007 and is engaged in research relating to Sydney's urban growth and related issues. In 2007 it held a successful symposium 'Liquid Cities' that focused on creating a vibrant 21st century city while managing economic and environmental challenges.

In one of our more visually spectacular pieces of research, the Centre for Plant and Food Science is studying the impact of rising atmospheric carbon dioxide levels on Australian native trees' ability to act as a carbon sink. The researchers are using twelve unique five metre high climate chambers, each housing one tree, in conditions which replicate higher concentrations of atmospheric carbon dioxide and changes in rainfall. A further 4000 trees are planted around the chambers in current atmospheric conditions but under different rainfall and nutrient regimes. The research, known as the Hawkesbury Forest Experiment, has attracted high levels of interest both locally and internationally.

The Centre for Complementary Medicine (NICM) made international news with a lead article in *The Lancet* on the value of calcium supplements to reduce bone fractures in the elderly. Research undertaken by a PhD candidate that indicates Chinese herbs may provide relief for women suffering period pain also received high profile coverage around the world.

The National Institute for Complementary Medicine was announced by the Federal government. The Institute, currently housed on Campbelltown Campus, received \$4.5M funding from Commonwealth and State governments and has run three very successful national stakeholder meetings with researchers, industry and practitioners.

School of Medicine

The first Bachelor of Medicine, Bachelor of Surgery students began studying at UWS in 2007. They were welcomed by Professor Neville Yeomans, Foundation Dean on 26 February. They were soon absorbed in lectures, tutorials and practical sessions, exploring the clinical skills and issues involved in broad health practice both at the UWS School of Medicine facility in the Liverpool TAFE campus and at clinical schools based at Campbelltown and Blacktown/Mt Druitt hospitals.

Clinical Schools

Students attend the clinical schools one day a week from the first week of the course. Towards the end of the program, students are based in hospitals or community settings. We were honoured to have the Premier, the Hon Morris Iemma to open the Macarthur Clinical School at Campbelltown Hospital while the NSW Health Minister, the Hon Reba Meagher did the honours at the Blacktown/Mt Druitt Clinical School launch.

Research Activity

The School of Medicine's research profile began to evolve with the appointment of staff across the pre-clinical sciences, clinical sciences and population health. The School provided early career research grants for five conjoint members of staff. All are full-time medical practitioners. These grants will enable them to further the development of clinical research in the hospitals where the School of Medicine has its strongest presence in Greater Western Sydney. The first research-only staff were also appointed following the awarding of NHMRC and other grants to School of Medicine researchers.

An engaged future

The School of Medicine is an engaged part of the College of Health and Science and of UWS. During the year, its students were the proud winners of the Vampire Cup, an award of the Australian Medical Students' Association to the medical school which donates the most blood per student. The School also received positive feedback about its students who interviewed members of the community about their health and experiences of the health system. The appointment of a Community Participation Manager within the School signals its ongoing commitment to the community in producing tomorrow's doctors.

New facilities

Construction of the new School of Medicine facility at the Campbelltown Campus was completed in December 2007. Teaching in the new Anatomy Lab commenced in August. There are plans for two lecture theatres to be added on to the building, a 200 seat and 350 seat theatre to be available for the entire campus.

Strategic and policy issues

During 2007, UWS consolidated the gains in Learning and Teaching arising from the successful 2006 AUQA audit. Professor Stuart Campbell was appointed to the newly created position of Pro Vice-Chancellor (Learning and Teaching), overseeing the Student Learning Unit, Teaching Development Unit and Badanami Centre for Indigenous Education. For the first time at UWS there was a critical mass of expertise in Learning and Teaching within a single portfolio. This created an opportunity to raise the profile of Learning and Teaching across the University.

The Learning and Action Plan, backed by \$2m of special funding, was the principal means of driving improvements in Learning and Teaching. The Plan funded a grants scheme, the employment of Teaching Fellows, and the Relationships Manager (Vocational Education and Training).

Under the Learning and Teaching Action Plan, the Assessment Policy was reviewed, to make it fairer and more effective. TAFE pathways into UWS courses were thoroughly reviewed, leading to the creation of more than a hundred new and streamlined pathways, as well as a web-based system for checking and applying for academic credit. Improvements in e-learning continued. The quality and reach of the Campus Edition system was enhanced and it was officially launched under the new name of vUWS (virtual UWS).

Enrolment targets were met in 2007. There were improvements (based on the CEQ survey) in key indicators such as Overall Satisfaction (up 3.9%), Good Teaching (up 0.2%), Generic Skills (up 1.5%) and Commencing Retention (2.1%). Meanwhile the proportion of students employed full and part time (as measured by the GDS) rose by 9.3%.

Supporting learning

The Student Learning Unit and Teaching Development Unit have complementary roles, with SLU focusing on students and TDU on staff. SLU continued to strengthen its capacity to support academic writing and mathematics. Specific initiatives included working with the School of Computing and Mathematics in preparing Maths Toolbox (a special subject aimed at improving the maths skills of first year students), and trialling Peer Assisted Study Sessions in all three Colleges. TDU launched mandatory training for new academics through its Foundations of Learning and Teaching program.

UWS was awarded six Carrick Institute Citations for Outstanding Contributions to Student Learning – a 100% success rate – and Professor Geoff Scott (PVC Quality) was honoured with the Australian Education Quality Award 2007.

E-learning

In 2007 the Teaching Development Unit (TDU) in partnership with the Information Technology Directorate embarked on a large and comprehensive upgrade of the WebCT e-learning system to implement Campus Edition (CE) version 6. As well as a different user interface, CE introduced new features in e-learning such as blogs, peer review discussion postings, instant messaging, voice tools and system technical enhancements. With over 2300 sites to upgrade to CE, a staged approach was taken after extensive benchmarking with other universities who had already upgraded to CE.

A pilot of 15 sites, 25 designers and over 3000 students was held in Autumn semester 2007 to introduce CE and test the functionality and performance of the new system under controlled conditions. The pilot group provided useful feedback on system performance, features and support activities for the upgrade.

The TDU developed a comprehensive and flexible array of support services critical to the upgrade for academics and students. This included information sessions on all campuses, staff development workshops on e-learning and CE, Face-to-Face Service Desk sessions at all campuses and CE mentors at all Schools and campuses.

Coinciding with the go-live of CE in Spring semester 2007, a competition was held for staff and students to nominate a new name for the e-learning system. Over 1400 suggestions were received. Virtual UWS, or vUWS (pronounced 'views') was selected by the Vice-Chancellor.

By spring 2007 over 800 sites had been moved to CE. The remaining sites will be upgraded to CE for autumn 2008 at which time the WebCT environment will be decommissioned at UWS.

Library

Clients continue to express satisfaction with the library. The independently administered survey conducted by tertiary libraries across Australia and New Zealand saw UWS library performing well within the top quartile of participating libraries, with an average satisfaction score of 79.4%. Results are well above the sector median across all areas, with "Virtual Library" and "Library Staff" representing the highest performing categories.

The expertise of our staff and their innovative use of technologies was again acknowledged during 2007 through presentations at major professional conferences. The UWS library was approached by major publisher Reed Elsevier to join its ScienceDirect Development Partner program. The library also received invitations to serve on the advisory boards of two major eResource providers.

The Australian Universities Quality Agency (AUQA) further acknowledged the library's exemplary use of benchmarking for monitoring the quality of its service by inviting the library to prepare a submission for the AUQA Good Practice Database.

During the year several improvements have been made to facilitate seamless access to resources and services. The library website was redesigned to improve navigation and enhanced library catalogue search features were implemented.

A Research Services Librarian was appointed in 2007 to provide high quality scholarly information resources and services that support the University's research endeavours. In preparation for the Research Quality Framework, the UWS Research repository was developed and currently holds 1512 research outputs.

Programs have been developed to address under-utilisation among the academic community of the library's collections and services following a review of usage of the library's electronic resources in teaching across all Schools and of the use of scholarly information sources in the University's Learning Management System.

Over 1.9 million individual visits to the libraries were recorded in 2007, along with exponential growth in virtual access to library services and facilities. During semester (Mar-May and Aug-Oct) there were on average over 15 million successful hits per month to the library website.

A total of 640,304 items (including renewals) were lent during the year. Use of the intercampus loan service declined somewhat, after 170,000 items were relocated in accordance with changed teaching and research across campuses.

Collections

During 2007, 43,468 new print monograph volumes and 23,947 electronic books were added to the collections. Of the total materials vote of \$9.5 million, 58.4% was expended on electronic materials,

reflecting the library's ongoing commitment to provide 'anywhere, anytime' access to scholarly materials wherever possible.

Notable acquisitions included ScienceDirect eBooks, (a collection of 3000+ eBooks covering a wide range of scientific disciplines), Knovel (over 1100 reference eBooks in science and engineering), Emerald Journal backfiles (50,000 articles from 200 business management and LIS journals dating back to 1899) and Taylor and Francis Journal backfiles.

To free up much needed space for new resources, some 28,000 volumes of low use material were transferred to the new Library Depot on Hawkesbury campus.

At the end of 2007 the library's monograph collection totals 902,545 volumes (including 32,269 eBooks) with over 57,000 unique serial titles (print and electronic).

Infrastructure

It was a year of refurbishment and expansion. The Campbelltown library refurbishment, in part to accommodate the new medical collection and support the Medical School, provided 40 additional PCs, 13 additional group study rooms, a larger training room, extra lounge seating and an increase in open study table seating from 8 to 186.

The Ward Library collection was completely re-arranged to make it much easier to locate material. Initial planning began on a new Penrith Library to bring coherence and consolidation to collections and services previously dispersed between Penrith Werrington (Ward Library) and Penrith Kingswood (Allen Library).

A major refurbishment is planned for Parramatta library during 2009. To alleviate chronic over-crowding in the short term a minor refurbishment provided 182 new study spaces, expanded group study facilities and added to individual seating and computers.

Additional space provided at Bankstown library allowed for 30 additional study seats and 9 additional computers.

The demand for computers continues to exceed supply. To alleviate the shortfall the Library acquired 80 laptops at the end of 2007. A "laptops for loan scheme" will be trialled at Bankstown, Campbelltown and Penrith (Ward) library commencing in autumn semester 2008.

UWS International

In August 2006, the Board of Trustees approved the UWS International Strategic Plan. International linkages were reassessed and culled and new relationships were formed in line with the Strategic Plan. The Deputy Vice-Chancellor (Academic and Services) also initiated an analysis of the international aspects of current curriculum.

A number of key international relationships were formed during 2007. The most significant of these has been with Muhammadiyah, Indonesia. It is one of the two large moderate Islamic religious and social organisations in Indonesia which currently operates a large number of schools, universities, clinics, hospitals and other social welfare services nationwide. Following Professor Ingleson's initial visit to Jakarta in July 2007, and a delegation from Muhammadiyah University and Ramsay Health Care on September 2007, a UWS mission was undertaken in November 2007 to further identify opportunities for UWS in Indonesia. During this visit Academic Cooperation Agreements were signed between UWS and Muhammadiyah University Jakarta (UMJ), Muhammadiyah University Yogyakarta (UMY) and Muhammadiyah University Prof Dr Hamka (UHAMKA). The areas of focus are Nursing, Public Health, Islamic Studies and building capacity in English language.

Significant relationships have also been established with UIN – the state Islamic University of Indonesia and Affinity Health Indonesia (Ramsay Health Care). Other Academic Cooperation Agreements have been made with Northwest Agricultural and Forestry University, China; Beijing Foreign Studies University; Shanghai University, China; The University of International Business & Economics (UIBE), China; Institut d'etudes politiques de Grenoble (IEP Grenoble), France; Kansai Gaidai University, Japan; Linkoping University, Sweden; University of Hertfordshire, UK; University of Kassel, Germany; Lingnan University, Hong Kong.

To ensure alignment with the International Strategic Plan, UWS International produced its second Business Plan. A highlight of this plan was the definition of primary markets in which UWS would focus its marketing and recruitment activities. UWS International also implemented a strategy of providing scholarships from its funds for outgoing UWS Exchange students.

Compared with 2006, total onshore international student numbers remained constant due in part to an improved retention rate for continuing students. Offshore student numbers decreased substantially in line with the commitment to close a number of offshore programs.

By the end of 2007 only three offshore programs were operating, with a small number in teach-out mode. For onshore total enrolments, China, India, Bangladesh and Canada remain our top source countries. There was a significant increase in enrolled students from India and Bangladesh. Although the total numbers are much smaller, there were also increases in enrolled students from Pakistan, the Philippines, Vietnam and Nepal.

Indigenous Students

As a matter of Indigenous cultural protocol and out of recognition that its campuses occupy their traditional lands, the University of Western Sydney acknowledges the Darug, Gandangarra and Tharawal peoples and thanks them for their support of its work in Greater Western Sydney.

UWS is acutely aware that being located within Greater Western Sydney, it serves the largest single Indigenous community within Australia. One of the major areas of development in 2007 was Badanami Centre for Indigenous Education. Badanami is a specialist unit of the University under the leadership of the Dean, Indigenous Education. Within the University, Badanami plays a pivotal role not only in liaising with the Indigenous community and delivering services to Indigenous students but in partnering with Colleges, Schools, Units and Centres across the University to meet Indigenous education objectives and targets.

Access and support

In 2007 the University reviewed its Indigenous Alternative Entry Program. In anticipation of increased enrolments Badanami also significantly increased its capacity to support Indigenous students. Badanami employed two new Indigenous Student Service Officers located on the Bankstown and Penrith campuses as well as two Indigenous learning support staff. In addition Badanami established a support network of over 17 academics from a range of Schools as Indigenous Student Advisors.

UWS continues to offer particular support to students from rural and remote areas through the two Aboriginal Rural Education Programs. (AREP), one in teacher education and the other in community welfare. In 2007, 69 students were enrolled in education while 44 were enrolled in welfare. The total number of Indigenous students enrolled at UWS increased in 2007 from 257 to 273 with encouraging growth in postgraduate programs including doctoral programs.

Indigenous Marketing and Outreach

In late 2007 a new Manager for Indigenous Outreach commenced within the Office of Marketing. This position is responsible for the development of the University's Indigenous student recruitment as well as the Indigenous community communication strategy. This involves working with stakeholders including high schools, vocational providers, non-government organisations and government agencies to raise the level of tertiary education awareness among Indigenous people, particularly within Greater Western Sydney. Among a number of initiatives in 2007 was the hosting of the UWS Indigenous Career and Tertiary Education Expo. This was attended by several hundred Indigenous students and was well received by schools within the area.

Scholarships

Through the Office of Marketing, 2007 also saw an expansion in financial support available to Indigenous students. A Badanami Start-up Grant, a \$2,000 one-off payment for each commencing Indigenous student was introduced, along with a range of Indigenous Achievement Scholarships of \$5,000 per annum for up to 5 years.

Equity and Diversity

General

The Equity and Diversity Unit at UWS promotes and supports a "Fair Go" culture across the University by developing and implementing equity and diversity policies and practices and by providing advice, education and training.

Women

In 2007, UWS received the prestigious Employer of Choice for Women Award from the Federal Government. UWS has received this citation every year since 2001 when the Awards were first instituted.

The awards are in recognition of the University's record as a leading female-friendly employer with policies, programs and services that support women. These include flexible work practices, an inclusive organisational culture and widely accessible educational and training opportunities.

Each year the Vice-Chancellor hosts an International Women's Day reception for staff and community representatives to come together, celebrate their achievements and inspire women to achieve their full potential. The winner of the annual UWS Women of the West Awards is also announced. The 2007 recipient was Juliana Nkrumah, Assistant Manager of the Refugee and Network Support Team with Centrelink. Juliana, born and raised in Ghana, is a well-known advocate for the rights of women from culturally and linguistically diverse backgrounds.

In 2007 the Vice-Chancellor launched the UWS Women's Network Seminar Series. The Network was established to provide female staff, both academic and general, with training, information and development opportunities for informal networking and mentoring. Following the popular seminar on "Overcoming Barriers", a program of seminars is being developed for 2008.

People with Disabilities

Throughout 2007 a comprehensive review was undertaken of disability policies, procedures and services at UWS. A Report of the Review was officially released on the International Day of Disabled Persons, 3 December 2007.

The International Day of Disabled Persons was also the launch date for a new accessible website for people with disabilities called "Going to Uni". This website was a project of the Regional Disability Liaison Officer Program hosted by UWS.

UWS was granted \$1.3 million by the new Federal Department of Education, Employment and Workplace Relations to establish and run the National Disability Coordination Officer (NDCO) Program in Western Sydney, for three and half years. The University was one of two organisations to be granted funding for three service regions. The national program will have a total of 31 officers nationwide whose mission will be to enhance education, training and employment opportunities for people with disabilities. UWS will employ a National Disability Coordination Officer in

three service regions across Western Sydney to provide transition support for people with disabilities entering tertiary education and employment.

Indigenous People

UWS is committed to improving access to higher education for Indigenous people as both students and employees. Our work to enhance Indigenous student access is outlined in the previous section of this report. In addition, a new position of Director, Indigenous Employment Strategy was established and filled in 2007. The Director is currently developing a UWS Indigenous Employment Strategy that will aim to improve the participation and employment of Indigenous people at UWS.

Ethnic Affairs Priority Plan and Statement

UWS has a core commitment of valuing diversity. The University is actively working towards creating a diverse staff and student community that is representative of the Greater Western Sydney region.

The UWS Ethnic Affairs Priority Plan and Statement 2005-2007 documents the strategies being implemented to ensure that equity and diversity are integrated into all University activities. There are a wide range of strategies from community engagement to leadership and planning, staff and student services.

Highlights of the UWS 2007 diversity program

The very successful inaugural Muslim Students at Australian Universities Conference hosted by UWS attracted over 170 participants including representatives from Australian and Indonesian universities, Commonwealth and State Government departments, the Muslim community, TAFE and secondary schools. Discussion at the conference focused on issues facing Muslim students at university and the ways in which universities could better assist these students.

In 2007 two pilot cross-cultural training courses were held for staff, namely, Teaching and Supervision Across Cultures for Academic Staff and Customer Service Across Cultures for General Staff. Positive feedback from these courses has resulted in their inclusion in the 2008 Professional Development Training Program.

The University also published a UWS Diversity Calendar which includes cultural and religious days of significance.

Sexual Diversity

The Vice-Chancellor launched the UWS Ally Network in September 2007 to promote a more diverse and inclusive culture at UWS and provide better support for Gay, Lesbian, Bisexual, Transgender, Intersex and Queer (GLBTIQ) staff and students.

The Ally program is a formal volunteer network drawn from staff and students across the University. Volunteers who are called Allies undergo a short training program and display an official Ally sign in their work area.

The highly visible Ally signs, stickers and posters are meant to send the message that UWS is a supportive environment for all staff and students.

Student Support Services

In 2007, the University's Student Support Services continued to be involved in University-wide initiatives and partnerships. These play an integral role in creating a positive learning environment and promoting student access and engagement.

Student Support Services is responsible for the provision of counselling services, disability services, welfare services, student equity and chaplaincy, transition and orientation programs and representation of student issues. Our services also play a leading role in University initiatives focusing on the student experience.

Achievements and Key Activities

2007 was a major period of transition and adaptation following the Federal government's legislation to end the levying of compulsory student union fees at universities. The major foci were the transition of staff and services, building staff morale, reviewing processes and procedures and recruiting and training new staff.

The transfer of responsibility for Welfare Services from the UWS Student Association to Student Support Services, post Voluntary Student Unionism, will occur in 2008.

The undergraduate orientation/transition program was thoroughly reviewed, leading to a number of changes for 2008.

Phase one of the "Students at Risk" project, co-sponsored by the Pro Vice-Chancellor (Learning and Teaching) and the Director Student Support, was completed. This has identified characteristics of students most at risk of early withdrawal, poor progress or poor performance. A report outlining recommendations will be presented to the Reference Group and other stakeholders for consideration.

Development continues of flexible and online delivery modes such as an online booking system and centralised telephone system in counselling and disability services.

We have received positive responses to our *Fast Forward* outreach program, undertaken with 11 schools within the Greater West, including the following: *...there has been a clear concentration of focus..by cohort toward tertiary education with increased rates of school attendance, assessment task completion, homework centre attendance... this cohort positively impacted upon their peers (Belmore and Punchbowl Boys High Schools).*

Student Equity

UWS is committed to pursuing equity, fairness and inclusiveness for our students. In addition to the initiatives and programs for student equity dealt with in the Indigenous Students, Equity and Diversity and Student Support Services sections of this report, UWS has a range of activities focusing on equity groups in Greater Western Sydney reflecting our strong commitment to community engagement. These include From Cradle to Campus, a program of material and workshops aimed specifically at parents of students who are first in family to attend university and Refugee Action Support, a professional experience elective available to Master of Teaching students aimed at promoting and developing the literacy needs of year 7-11 African refugees.

Alternative pathways which enhance access for students to the University include TAFE articulation agreements, the Regional Entry Test, and the Education Assistance Scheme and Bonus Points schemes.

Outcomes of the Inaugural Student Equity Forum held in November 2006 were all implemented or underway in 2007. These include a new UWS Access and Equity Policy, extension Peer Assisted Study Scheme and the development of academic skills units at course level.

A University-wide Schools Strategic Plan and supporting Action Plan has been developed, and work is underway in the Scholarships Office regarding the equality of access to UWS Scholarships. An analysis of compound disadvantage has been undertaken to be combined with the UWS Students at Risk study.

Student Equity Performance

The number of students with a disability has remained relatively stable between 2006 and 2007 with 1246 enrolments. Enrolments of mature-age students, those from low socio-economic status and non-English speaking backgrounds have all increased over the same period.

Both access and participation rates have increased over the year from 2006 to 2007 for students from low Socio-Economic Status (SES) and non-English speaking backgrounds (NESB).

The UWS access and participation rates for NESB are significantly higher than the Federal Department of Education Employment and Workplace Relations average participation rates for NSW and the nation.

Likewise the rates for low SES are either approximately the same or higher than the DEEWR published NSW and national rates. Retention rates for students in all equity groups have increased with the exception of students with a disability where there has been a slight downward movement across all indicators.

Research

Research Strategy

In 2007, UWS continued significant investment in research and strategic consolidation of its research development goals.

The central principle for research development at UWS is focused support for development in specific areas of research strength, rather than across all fields and activities. As the UWS *Making the Difference* strategy articulates, the University wishes to focus research where UWS can be world class. Four research themes have been identified: Water, Culture and Community, Children's Futures and Urban and Community Development.

2007 was also the second year of a ten-year research investment program endorsed by the Board of Trustees in 2005. The *Research Investment Fund (RIF)* has supported the development of two major new initiatives.

One is the UWS Urban Research Centre, a University-wide research program on our theme of urban and community development that fosters multi-disciplinary research, policy analysis and professional education and training in urban issues. This initiative has begun to harness existing strength in the social dimensions of urban settlement and urban living. It has also created a new strength in the urban development and design, infrastructure, and governance dimensions of urban management, particularly in collaboration with a range of public and private sector agencies. In 2007, the centre secured its full complement of research and research support staff.

The RIF has also supported the development of biomedical research excellence linked to the UWS Medical School, particularly through the recruitment of outstanding professors from Australia and overseas, covering three chairs: in Molecular Biology, Physiology, and Pharmacology. The RIF has provided additional large-scale infrastructure supports to ensure our researchers have state of the art laboratories to underpin their research excellence.

UWS has also funded the international recruitment of new professors to existing University Research Centres, to consolidate achievement in Complementary Medicine, Cultural Research, Climate Change and Plant Science.

Throughout 2007, UWS continued to compete strategically and with great success in the national innovation system. This has been achieved through its University Research Centres and University Research Groups securing strong growth in external income, significantly above the increased targets set for 2007.

In 2007, our flagship research centres continued their strong growth, particularly with Australian Competitive Grant (ACG) income. They generate 60% of the University's external research income while accounting for 10% of academic staffing.

University Research Centres in 2007 were the Centre for Cultural Research, Centre for Educational Research, Centre for Innovation and Industry Studies, CompleMED, MARCS Auditory Laboratories, Plant and Food Science, Social Justice Social Change and the Urban Research Centre.

Research Quality Framework

In late 2007, the Commonwealth Government abandoned the Research Quality Framework (RQF), which was to have commenced its submission and review processes in 2008. Before this announcement, UWS had spent considerable energy developing research groupings and a range of documentary evidence to support their research quality and impact claims. The aim of this work was to ensure UWS would submit a high quality portfolio covering approximately 200 researchers across 23 groupings.

UWS awaits the development of the Excellence in Research Australia (ERA) review process. This will focus on national and international benchmarking of researchers and will be supported through the competitive grants schemes of the Australian Research Council and National Health and Medical Research Council in combination with publication metrics across the broad disciplines.

NICM

In 2007 UWS secured Commonwealth and State government funding to establish the National Institute of Complementary Medicine (NICM). The Institute's mission is to build the capacity of complementary medicine research across Australia. This will connect complementary medicine researchers and professionals with the broader research community, industry and other stakeholders, to provide strategic focus and foster excellence in research.

The Institute will focus on securing benefits to the health of Australians through evidence-based research in complementary medicine and integrated healthcare delivery.

Research strengths

Much of the 2007 external research income was linked to projects that cluster around the research themes. Themes included the development of urban regions and building the social welfare, health and education services and environmental sustainability so vital to Greater Western Sydney. Our income from research also demonstrates the effectiveness of UWS's commitment to collaborating with industry, government and communities. In pursuing applied research relevant to professional application, the University is strengthening the alignment between its research and its teaching strengths. This fits the *Making the Difference strategy of building strong links between research and teaching*.

Competitive funding – major grants

National and International ARC Discovery and Linkage

In late 2007 UWS secured a dramatic increase in the quantum of Australian Research Council (ARC) funding as well as significantly exceeding the sector average success with an overall success rate of 28% against a sector average of 21%. Funding rose from \$2.42 million in the previous annual round to \$5.27 million. University Research Centres (URC) secured 71% of these funds. New professors appointed in 2007 were responsible for gaining 37% of these monies.

Some of the large projects approved are detailed below:

Tree Architecture and Climate Change

Professor David Ellsworth from the Centre for Plant and Food Science (PAFS) in collaboration with Dr Belinda Medlyn from Macquarie University, Professor Gabriel Katul from Duke University, USA, and Professor Reinhart Ceulemans from the University of Antwerpen, Belgium was successful in obtaining funding to explore how leaf and canopy growth in eucalypts will adapt to increasing carbon dioxide (CO₂) levels and drought through a three-year ARC Discovery Project. Funding awarded \$360,000

Music to the Ear

Professor Roger Dean from the MARCS Auditory Laboratories is working on a project exploring the effects of who leads and who follows, and when, on music improvisation and creativity through a three year ARC Discovery project. Funding awarded \$198,000

History of Australian Literary Publishing

Professor Ivor Indyk from the Writing and Society Research Group together with distinguished publishing industry consultants and researchers from Monash, Melbourne and Queensland Universities are collaborating to explore the recent history of literary publishing in Australia. This ARC Discovery project will consider how historical perspectives can assist in understanding contemporary problems in the publication of Australian literature. Funding awarded \$635,150 over three years

The Science of Better Beer

Dr Vincent Higgins from the School of Biomedical and Health Sciences, Professor Ian Dawes from the University of NSW, and partner investigator Professor Peter Rogers from brewing company Fosters Australia Ltd are exploring the science of yeast fermentation to improve beer stability through an Australian Research Council (ARC) Linkage Project. Funding awarded \$315,000 from ARC and \$434,500 from Fosters Australia Ltd.

International Collaboration

Tracks of my Tears

Associate Professor Thomas Millar and Professor John Bartlett from the School of Natural Sciences are collaborating with Partner Investigator Dr Howard Ketelson of Alcon Research Ltd to explore the biochemical composition of human tears through a three year ARC Linkage Project. Eye care is critical to the elderly, with over 50% suffering from a condition called 'Dry-eye Syndrome', where tears are absent or not produced in adequate amounts to protect and lubricate the eye. Funding awarded \$530,000 (ARC) and \$496,014 (Alcon Research Ltd).

UWS Distinguished Professor Ien Ang and a multi-disciplinary team of researchers from the Centre for Cultural Research are coming together with academics from Mumbai and Singapore to explore the development of a Cultural Diversity Digital Atlas through funding from the United Nations Educational, Scientific and Cultural Organisation (UNESCO). Funding awarded \$18,150 for Global Digital Atlas for Cultural Diversity, Pluralism and Intercultural Dialogue in Asia

The Centre for Plant and Food Science and School of Natural Sciences is exploring strategies to ensure continued food production through the management of crops that are at increased risk of disease due to climate change. Associate Professor Samsul Huda and colleagues, Robert Spooner-Hart and Christopher Derry have been awarded \$101,897 from the Japan-based Asia Pacific Network for Global Change Research to carry out the study, Climate and Crop Disease Risk Management: An International Initiative in the Asia-Pacific Region.

Regional Collaboration

UWS continued its effective research engagement with a range of collaborators in the Greater Western Sydney region, in particular through the ARC Linkage and the UWS Research Partnerships programs which have funded the development of several exciting projects with a range of partners across the private and public sectors.

Projects connected to the Children's Futures research theme figure prominently in these collaborations:

Tapping the Pulse of Youth

Carol Reid from the School of Education and Professor Jock Collins, University of Technology Sydney, are exploring the attitudes and aspirations of the youth of South Western Sydney through collaboration with the Australian Department of Immigration and Citizenship. Project Funding awarded \$33,000

Youth Tobacco Uptake

Associate Professor Natalie Bolzan and Mr Neil Hall, Social Justice Social Change Research (SJSC) Centre, together with Sydney West Area Health Service are developing new strategies to reduce the take up of smoking among young people and help others to quit with funding under the UWS Research Partnership Program. Funding awarded \$19,091

Supporting Local Communities

Dr Janette Perz, Dr Danuta Chessor, Dr Emilee Gilbert and Professor Jane Ussher from the School of Psychology are collaborating with local schools in the Penrith area to explore the impact of school community support projects on quality of life and mental wellbeing through a grant from Penrith Panthers community development foundation Panthers on the Prowl. Funding awarded \$19,800

Residential Aged Care

Professor Rhonda Griffiths and Dr Liz Halcomb, N-FORCE Research Group, together with Carrington Centennial Care Ltd, Macarthur Division of General Practice, Queen Victoria Memorial Home, Sydney South West Area Health Service and Australian Institute of Workplace Learning have been awarded a UWS Research Partnership Program grant. The project is to develop a multidisciplinary case conference approach to health care delivery promoting best practice and proactive planning for the future health needs of people in aged care. Funding awarded \$24,949

Research Training

UWS has sought to develop stronger links between its research and teaching programs. In late 2007, we set about encouraging the flow of students from undergraduate to the Honours programs and on to higher degree research with 50 undergraduate honours scholarships each offering a \$5,000 stipend to selected students.

UWS has continued to focus on systematic funding support to attract prospective HDR students and ensure timely completion. In 2007 UWS increased the number of HDR stipend scholarships for excellent candidates wishing to study full time at UWS to 40 funded awards for domestic students (up from 25 in the previous selection round) and 10 fee and stipend scholarships for international candidates (up from five in the previous selection round).

Throughout 2007 UWS has continued to build on its program of HDR development activities, for both candidates and supervisors with 25 workshops held on a range of topics, with an emphasis on beginning and end phases of candidature.

The most recent national benchmarking on support for HDR students, the national Postgraduate Research Experience Questionnaire, highlighted significant improvement within UWS on the resourcing of HDR students, both physical and intellectual. Across 2004-2006, UWS has secured measurable improvement in its PREQ outcomes, particularly in relation to key areas of previous underperformance: Intellectual Climate and Infrastructure.

	UWS%		SECTOR %	
	2004	2006	2004	2006
Overall Satisfaction	71.8	83.8	83.7	84.7
Intellectual Climate	49.4	59.4	57.6	63.0
Infrastructure	55.7	66.2	68.5	72.7
Supervision	67.1	74.5	72.8	76.1

Rising from a lower base than the sector, UWS change on key measures has been at a much-needed accelerated rate.

	UWS	Sector
	04-06 Change	04-06 Change
Overall Satisfaction	12.00%	1.00%
Intellectual Climate	10.00%	5.40%
Infrastructure	10.50%	4.20%
Supervision	7.40%	3.30%

In 2007 UWS awarded two Yarramundi higher research degree scholarships to encourage Indigenous applicants to pursue a research degree at UWS.

Some notable HDR achievements include:

- » Alexis Wright, Writing and Society Research Group, was awarded the Miles Franklin Award for her novel "Carpentaria"
- » Iris-Corinna Schwarz, MARCS, is working as a Postdoctoral fellow at Stockholm University, continuing to research young children's language development, after being ranked first in the assessment group in her application to the Swedish Research Council
- » Samantha Sharpe from the Urban Research Centre gained a Postdoctoral Fellowship at Cambridge University.

Highlights

Promoting and Maintaining Good Health

Professor Catherine Best and Dr Christine Kitamura from MARCS Auditory Laboratories, along with eminent overseas researchers from the University of Newcastle upon Tyne and University of Pennsylvania, have been awarded an ARC Discovery Grant to explore how infants and toddlers learn to recognise words in their native language, using unfamiliar dialects of English. Project Title: How Strict is the Mother Tongue? Using dialects to probe early speech perception and word recognition. Funding awarded \$511,000

Frontier Technologies for Building and Transforming Australian Industries: May the force be with you

Professor Brian Uy from the School of Engineering is exploring the behaviour and design of composite steel-concrete beams in large scale construction projects through a three year ARC Discovery Grant. Composite steel-concrete beams are the most widely used method of construction for steel framed structures such as bridges, stadia, and buildings. This project aims to develop a unified theory of the behaviour of steel-concrete building materials which would greatly expand the possibilities for design and construction of large structures. Funding awarded \$300,413

Appointments

We secured some notable senior researchers during 2007.

Professor Beryl Hesketh was appointed as Executive Dean to the College of Health and Science. She has extensive research expertise in areas such as selection for adaptive performance, training for transfer and adaptability, career choice decision-making and Person-Environment Fit research.

Professor Jens Coorsen was appointed as Professor of Molecular Biology in the School of Medicine. Professor Coorsen comes to UWS from the University of Calgary where he was Alberta Heritage Foundation for Medical Research Scholar and Heart & Stroke Foundation of Canada Scholar.

Professor Louisa Jorm was appointed as Professor of Population Health in the School of Medicine. Prior to UWS Professor Jorm held positions with the Sax Institute and the NSW Department of Health. Her areas of expertise include health surveillance, public health information systems, health survey methods, and promoting the use of research to support health policy and practice.

Professor Phillipa Hay was appointed as Professor of Mental Health in the School of Medicine. Professor Hay's main area of clinical research expertise is in eating disorders. In 1999, she was awarded the Australian Federation of Medical Women Medical Research Triennial Prize for work in the area of Eating Disorders, and she is Vice-President of the Executive of the Australian and New Zealand Academy for Eating Disorders.

Professor John Bartlett was appointed Head of School of Natural Sciences and came to UWS from the Australian Nuclear Science and Technology Organisation where he held the position of Chief Scientist.

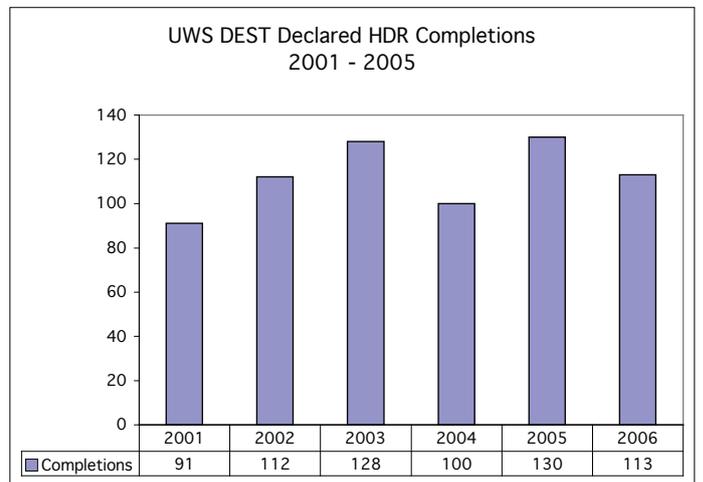
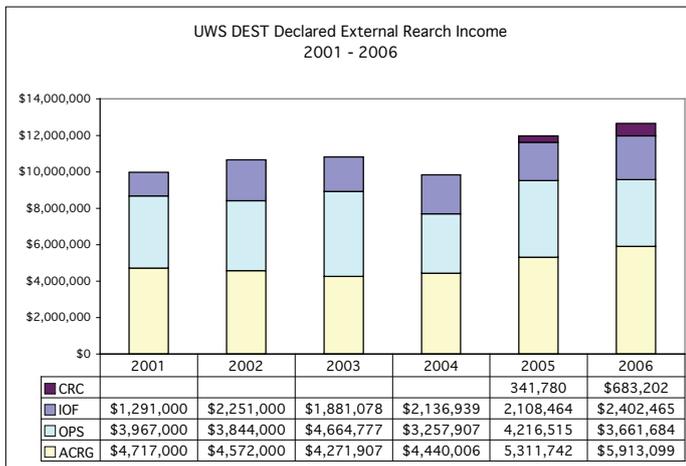
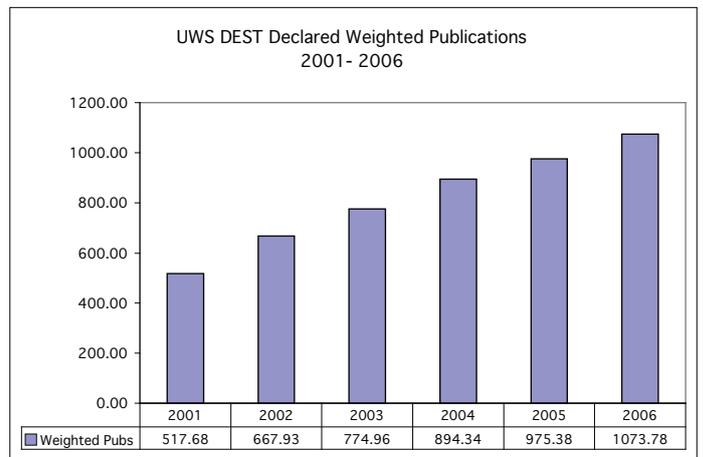
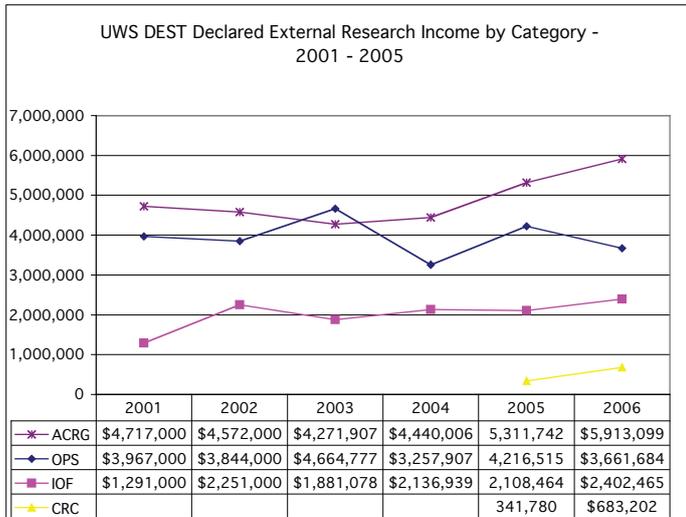
Professor Brian Uy was appointed Head of School of Engineering. He has published extensively in the area of structural engineering and is on the Australian Research Council College of Experts.

Professor John Lodewijks was appointed Head of School of Economics and Finance. His research interests are in the history of economics and developing economies.

Professor Roger Dean was appointed as a Professor of Sonic Communication with the MARCS Auditory Laboratories. As composer, improviser, and performer, he appears in both the Grove Dictionary of Music and that of Jazz, and others. He has worked in Europe, Asia, Australasia and the US.

Professor Hazel Smith was appointed as a Research Professor to the Writing and Society Research Group.

Research data



Engagement

Office of University Engagement

Dr Barbara Holland was appointed full-time Pro Vice-Chancellor for Engagement in May 2007. She immediately set to work developing a "whole-of-University" engagement strategy with the University Engagement Committee which was approved by the Executive in September 2007.

The Office of University Engagement (OUE) is involved in diverse activities and programs to build strong relationships with the community.

The 2007 Partnership Awards attracted almost double the previous year's nominations for outstanding partnerships supporting the University's commitment to community engagement. Indigenous Education Strategies for 2008 were designed in partnership with Professor Michael McDaniel, Dean, Indigenous Education and Ms Maree Graham, Manager Indigenous Outreach. We launched the prototype of the Freedom Wheelchair developed with nanomaterials by Lu Papi, UWS Regional Councillor, in collaboration with UWS industrial design graduate Steve Smith.

Community engagement is also being incorporated into the work of our students. Students in Marketing Research (School of Marketing), working with chambers of commerce and local councils undertook the analysis of over 7000 surveys sent to small to medium enterprises in Greater Western Sydney requesting feedback on their financial information needs. The College of Arts hosted the Sudanese Learning and Literacy Alliance's preview of the Sudanese Youth in Transition DVD. It was developed by students enrolled in the unit Learning through Community Service.

The College of Health and Science has supported 15 events and projects and established the engagement agenda as an 'integrated strategy' with strong links to engaged teaching and learning and research. The focus of activity within CHS for 2007 included schools engagement in Science, Mathematics and Technology (SMT), interactions with the Health system and with SME and industry in Greater Western Sydney.

Careers & Cooperative Education

A number of employer presentations were arranged in March 2008 for large organisations wishing to recruit for their graduate programs. The Edfest was held for Education students on March 14; the Business Expo was scheduled for April and the Engineering Expo for May. The employer presentations and Expos are highly useful to students seeking information on graduate opportunities.

The online jobs noticeboard, Career Hub, has close to 25,000 students registered this year. Career Hub is an important vehicle for communicating with students about professional opportunities and events and providing them with access to career resources.

Approximately 180 students participated in placement programs in 2007 including six students who undertook overseas placements in India and SE Asia. Feedback from student placements continues to be positive with industry partners expressing high levels of satisfaction with their students, and students indicating that their experience has been invaluable.

University Art Collection

UWS participated in the Western Front 2007, a regional biennial exhibition in which all regional galleries within western Sydney showcase the work of artists who live and work in the region. UWS hosted two exhibitions at two venues on Penrith campus, *Cloaked, Caught and Carefree* in June and *Wunderkammer* in July to September.

In June, entries were called for the UWS Sculpture Award and Exhibition 2008. There will be two \$20,000 prizes, one awarded from UWS and the other from Landcom. In September the curatorial panel, Michael Le Grand (sculptor and Head of Sculpture at ANU), Monica McMahon (UWS Art Curator) and John Sorby, (Development Manager, Landcom) selected 24 finalists for the 2008 exhibition.

An exhibition of previously unseen history of the University of Western Sydney's Hawkesbury Campus opened to the public in October. The exhibition, a collaborative project involving staff from the School of Communication Arts, the University Art Collection and Records and Archives Management Service, depicted the lives and activities of students during the early days at the Hawkesbury Agricultural College.

Four major donations were made to the University art collection in 2007. They are the sculpture: *Echo II* by Frederic Bergot; the sculpture, *Amity* by Benita, Bruce and Lee Tunks (located outside the School of Medicine Building at Campbelltown Campus); a painting, *Road to Hill End* by Ray Croke and a painting by various notable Chinese artists in honour of the Honorable Helen Sham Ho, the first Chinese politician to be elected to an Australian parliament (in 1988).

Whitlam Institute

The Whitlam Institute was established within the University of Western Sydney in 2000. The Institute commemorates the life and work of Gough Whitlam and pursues the causes he championed. The Whitlam Institute is a 'living ideas' centre focused on studying the factors which shape the social, economic, political and cultural environments of urban regions. The Institute has a particular emphasis on social justice and human services and its activities concentrate on:

- » health, social welfare and education
- » urban and regional development, its governance and economic growth
- » urban and civic ecology
- » population and immigration
- » the rights of Indigenous Australians
- » contributing to research, public policy and project development in these areas.

In 2007 the Whitlam Institute entered a new phase with the appointment of its third Director, Eric Sidoti in June. Following a review of the Institute's activities it will now concentrate its development through a public education and events program, through the Prime Ministerial Collection managed by the University Library, and through a Whitlam Institute Centre for Social Research.

New public policy projects funded and underway include "Young People Imagining a New Democracy"; developing contract principles and heads of agreement in the light of the impact of government contracts on non-government organisations; and putting in place arrangements for a five-part lecture series on energy security (commencing 13 May 2008).

The What Matters? 2007 essay writing competition for NSW and ACT students in years 5-12 was a great success, attracting widespread media coverage.

Office of Development

50 in 5

The 50 in 5 campaign strategy to raise \$50 million in the next five years was approved by the Board of Trustees this year. The staffing budget and strategy to implement has proceeded and will be fully implemented over the following 24 months. Most staff appointments and position changes will be complete by the end of 2007.

Relationship and monetary audit

Over the past 12 months all relationships currently stored in the database have been audited and action taken or planned for better results or growth. All monies attached to these relationships are being audited. As of October 2007 there were 155 relationships recorded, a 75 per cent increase on the previous year.

Financial Revenue

Oct 2007	\$499,124 Actual YTD
	\$120,000 Guaranteed agreed pledges over 3-5 years
	\$1,541,000 Pledges over 3-5 years and agreement signed
	Total actual and pledged 2007 \$2,160,124

An initial formatting process has been developed to track relationships and their estimated prospect value to date.

Medical School campaign

The Medical School campaign will be launched officially at a fundraising dinner in May 2008. 49 new relationships have already been formed in the past eight months within the business community of the Macarthur region.

Foundation

The University of Western Sydney Foundation Limited, the charitable entity of UWS, endeavours to connect our students, teachers and researchers with the resources required to achieve excellence. In partnership with the local community and the business world, the UWS Foundation delivers educational opportunities by fundraising for scholarships, prizes, research, academic programs, teaching facilities and other special projects.

The Foundation's objective is to raise funds in support of the University and the effective management control of all Trust funds held within the Foundation Trust account. The company's primary activity throughout 2007 was to manage the UWS Foundation Trust and act as the Trustee of the Trust. The UWS Foundation through the work done in Development, is well on the way to achieving the first stage of its goals.

Alumni Relations, UWS Office of Development

Since the departure of the Alumni Manager, in October 2007, the Alumni Relations Office, under the supervision of Director of the Office of Development, continued limited operations pending the appointment of the new Alumni Relations Manager in 2008.

Among this year's activities were the UWS Law Alumni Association Annual Dinner and Occasional Address, delivered by the Honourable Justice Ian Harrison in November, and a reunion style supper and presentations for the UWS Interpreting and Translation Network to mark its 20th anniversary of Interpreting and Translation (I&T) Education at UWS and officially launch the UWS Interpreting and Translation Alumni Network. GradLife Magazine continues to be our main way of keeping in touch with alumni.

For 2008 the Alumni staff is working with UWS Education Network (EKN) representatives to promote their associated Network meetings and accredited Professional Development activities for 2008 and also with Hawkesbury Alumni Chapter representatives on the upcoming Hawkesbury Travelling Field Days. Alumni Relations will be facilitating the upcoming 2008 Golden Key Membership drive, and assisting in the preparations for the associated Awards Ceremony, and a schedule of activities has been confirmed with the UWS Cooperative Alumni Network.

Management and Resources

Office of the Academic Registrar

Student Administration

In 2007, the Office enrolled over 8000 new students and re-enrolled a further 21,000. There were 75,000 fee invoices issued and receipted and 130,000 exam sittings organised across six campuses. More than 8000 students graduated in 30 ceremonies.

2007 was the first full year of online student self-services for many administration services. Students can now accept their offer of a place at UWS, activate their IT and email accounts, enrol in units and change units, view the fees and charges for their units, update their contact details, view their timetable and select their tutorials.

In addition to the convenience they offer, the online processes have enhanced efficiency in enrolment administration by allowing students to better track their current enrolment and fees, resulting in a reduction in queries. The provision of course and unit rules within the student IT system has also helped students make the appropriate choice of units and unit sequences to meet their graduation requirements.

Use of email alerts and SMS text for urgent matters concerning a student's individual enrolment resulted in many students avoiding the cancellation of their enrolment.

Timetabling

The timetabling of teaching activities is extremely complex for most campuses. This is due to the growth in student numbers, pressures on teaching space availability and the flexibility of course structure causing clashes. Timetabling staff continue to model different space-use scenarios to determine the most effective use of space and to provide early identification of problems.

Student Systems

Major software and technical upgrades were made to the Callista Student Management System in May and November to enhance its capabilities. Training sessions for the changes were conducted for systems users across UWS.

An interface to the UWS International Application Management System was developed and implemented allowing for fast upload of applicant data.

Reviews

Following reviews in 2006, new organisational structures, teams and locations were implemented during 2007. Academic Secretariat was refocused towards academic governance support and policy development, new team structures were created for the Admissions Unit, and a new Courses and Timetabling Unit focuses on the linked requirements around courses and timetabling as well as a career structure.

The Student Systems unit was reviewed in mid-2007 using an external consultant. A major review of Student Centres was undertaken in the third quarter of 2007, also using external consultants, with student and staff focus groups and working groups to help create a vision of a student-centric, university-wide approach to student centres.

Our Staff

During 2007 there were 2,002 full-time equivalent staff in ongoing and fixed term positions.

Ongoing and fixed term staff (does not include casuals)

	2005	2006	2007
Academic	925	870	879
General	1184	1062	1040
Senior	73	85	84

Human Resource Systems

Enhancements continue to be applied to Human Resource (HR) systems to deliver high quality services. The use of automated email reminders to staff continues to streamline HR processes. 2007 also saw UWS become the lead site for Alesco systems development of the Occupational Health and Safety module. Work continues on this development with significant benefits soon to be realised through the introduction of online incident notification forms.

Occupational Health and Safety

The UWS OHS management system has benchmarked extremely well against other Australian universities and in many areas can demonstrate best practice. The focus for Occupational Health and Safety (OHS) during 2007 has been to strive to embed OHS best practice into all of UWS's daily work. This approach has proven successful with a continued focus of accountability and responsibility. The purchase of 24 automatic external defibrillators to be distributed across all campuses will provide increased emergency health care. OHS online training continued to add to the level of knowledge and awareness of OHS-related issues in 2007.

The injury management portfolio has achieved significant progress in terms of rehabilitation for injured workers, staff care arrangements and cost. Improved consultation between managers, employees and OHS representatives has helped UWS meet its legislative responsibility to provide timely responses to urgent OHS issues. The distribution of laboratory and radiation safety guidelines has increased compliance with operational procedures throughout high risk areas. There were no prosecutions of UWS for breaches under OHS legislation during 2007.

The following statistical data provide an overview of accident injury performance during 2007 against previous years.

Comparative Incidents/Accidents and Claims at UWS

	2004	2005	2006	2007
Incidents/Accidents	349	364	212	347
Claims	78	72	53	60

Academic Promotions

The 2007 round of academic promotions attracted 37 applications. The applications were considered by the Academic Promotions Committees established under the provisions of the Academic Promotions Policies with a total of 20 applicants gaining promotion.

Level	Applications			Successful		
	Total	Male	Female	Total	Male	Female
B	6	2	4	4	2	2
C	10	5	5	4	2	2
D	15	9	6	9	7	2
E	6	2	4	3	1	2
Total	37	18	19	20	12	8

Higher Education Workplace Relations Requirements

The University was successful in attaining full compliance with the third (final) round of the Higher Education Workplace Relations Requirements (HEWRRs), resulting in an additional 7.5% Commonwealth Grant Scheme funding for both 2007 and 2008.

The HEWRRs required significant adjustments to the University's collective agreements, workplace relations management practices and workplace policies and procedures. The HEWRR Project Team successfully facilitated the research, development, negotiation and implementation of a range of adjustments during the previous two years, as well as the preparation and distribution of approximately 4000 offers of Australian Workplace Agreements to all staff throughout the University.

Financial Resources and Budget Outcomes

The University ended 2007 with a consolidated operating surplus of \$29.8 million compared to \$42.8 million in 2006. The result was \$5.6 million or 23% better than budgeted.

Total revenue from continuing operations (excluding deferred items) increased by \$15.7 million (3.9%) to \$422.2 million in 2007. The major component was an increase in Australian Government financial assistance of \$20.1 million (7.2%) to \$298.9 million. The cessation of student service fees in 2007 which generated income of \$8.9 million in the previous year brought about an overall fall of \$7.1 million in fees and charges despite student tuition fee income increasing by \$2.2 million. Better than budgeted revenues were achieved in a number of areas. The most significant of these were government grant income, international onshore student tuition fees and investment returns.

Operating expenditure (excluding deferred items) rose from \$363.1 million in 2006 to \$392.8 million, an increase of \$29.7 million or 8.2%. Employee related expenses, principally salaries, which constitute two thirds of this figure, increased by a similar amount (\$30 million or 13.4%). This increase is the result of under expenditure in 2006, collective agreement increases, one-off redundancy payments and the general growth in operations.

The University's financial position has improved during 2007. Net Assets (assets less liabilities) have increased by \$137.6 million to \$866.8 million. The revaluation of assets, principally land holdings, accounted for \$103.7 million of the increase. The current ratio which is a measure of financial liquidity has improved from 1.25 at the end of 2006 to 1.46. The ratio would further improve to 1.82 with the inclusion of long term "available for sale" investments (\$33.6 million), which can easily be converted to cash at short notice.

UWS continues to operate in a tight financial environment. Commonwealth operating grant indexation is expected to remain insufficient to cover salary and other costs arising from the continuing demand for more high quality teaching and research outcomes. We face the constant financial challenge of operating on six campuses supporting the Greater Western Sydney region and its growing population. It is therefore imperative to contain costs as much as possible and that self generated income sources be further developed to supplement government funding.

UWS Entities

uwsconnect Ltd

uwsconnect is responsible for providing food and beverage, retail, sporting and campus life facilities and services across the six UWS campuses. The facilities and services are utilised by the UWS community, including students, staff and alumni, and by residents of Greater Western Sydney. Implementation of Voluntary Student Unionism (VSU) during 2006 has resulted in some restructuring because the student amenity fee was the primary source of uwsconnect funding. As a key provider of student services uwsconnect receives some ongoing financial support from the University.

CADRE Design Pty Ltd and CADRE Design Unit Trust

The principal objectives of CADRE are to design and develop online interactive educational content and software for university, college and school markets and to develop eLearning content and tools for the corporate and government sectors.

The principal activities of the company during the period were the development of online and CD-ROM products for major US education publishers and the development of educational multimedia for the Le@rning Federation used in schools in Australia and New Zealand. Other activities include eLearning development for commercial clients in Australia, including Konica Minolta and The Australian Stock Exchange.

UWSCollege Pty Ltd (formerly Linkwest Limited)

UWSCollege Pty Ltd's principal activities are the provision of high quality pathways programs for international and domestic students and Foundation Studies and English language programs for international students as well as Adult Migrant English programs (AMEP) for the local community. The company has also offered nationally accredited courses as well as customised courses based on industry training packages.

Sydney West International College Ltd

The principal activities of the College were taken over by UWSCollege Pty Ltd during 2007 and this entity will cease operating during 2008.

UWS Conference and Residential Colleges Limited

The main objective of UWS Conference and Residential Colleges Ltd is to ensure the efficient and effective operation of the residential facilities on all UWS campuses in a manner conducive to the academic and social development of residential students. It also manages conference, motel and venue hire facilities.

The company's principal activities during the year were providing residential student accommodation in support of UWS, covering Bankstown, Blacktown, Campbelltown, Hawkesbury and Penrith campuses as well as conference and venue management across all campuses.

Whitlam Institute

Details of the Whitlam Institute's activities are provided in the "Engagement" section of this report.

The University of Western Sydney Foundation Ltd and Trust

Further details of the UWS Foundation and Trust's activities are provided in the "Engagement" section of this report. The objective of the Foundation is to raise funds in support of the University and the effective management control of all Trust funds held within the Foundation Trust account. The company's primary activity throughout 2007 was to manage the UWS Foundation Trust and act as the Trustee of the Trust. The Company did not trade in its own right throughout 2007.

Education and Training Community Television Ltd (ETC TV Ltd) and Television Sydney Ltd (TVS Ltd)

In October 2007, a change in the University's ownership interest from 50 to 75 per cent in ETC TV Ltd resulted in control by virtue of accounting standard AASB 127 'Consolidated and Separate Financial Statements'. As ETC TV Ltd is the sole member of TVS Ltd, the University also assumed control of this entity.

TVS Ltd is a not-for-profit company launched in February 2006 and is licensed to broadcast under the provisions of the Broadcasting Services Act 1992 which govern community television. TVS receives no government funding. However it accepts commercial sponsorships and is allowed to run up to seven minutes per hour of paid sponsorship airtime.

The channel transmits on UHF channel 31 via a powerful 20kW transmitter and Broadcast Australia has confirmed that TVS's coverage of the greater Sydney viewing area is "broadly comparable" with the other five free-to-air channels.

TVS operates twenty-four hours a day, seven days a week from a fully automated broadcast operations centre on the Werrington South (Penrith) Campus of the University of Western Sydney.

Campus Development and Capital Works Program

In 2007, the Board of Trustees endorsed a strategic plan to build a network of campuses, sites and centres. This will help realise the University's vision for learning, research and community engagement in Greater Western Sydney. The strategy involves a two-pronged approach to development of the campus network:

1. To locate and organise academic programs and research activities across the campus network. This will assure the quality of the student experience and the engagement and impact of research. It will also respond to student demand and the changing demography of the Region in the most effective and cost-efficient way;
2. To develop campus land assets to provide resources for the strategic development of the University. The income generated will be directed towards its strategic investment plans and capital development priorities.

Campus Development

Significant progress has been achieved in planning for several large development projects including:

1. Preparing a concept site plan and development control plan for a vibrant integrated development at the Campbelltown Campus, incorporating the academic footprint, related commercial enterprise, a residential community as well as an open space network for passive and active recreation;
2. Securing a preferred proponent for the redevelopment of the University's Westmead site to create a new town centre for the Precinct; and
3. Undertaking necessary planning studies for the re-zoning of one Penrith campus section for future development as a mixed-use urban village.

Masterplans for Campbelltown, Parramatta and Penrith campuses have been finalised and approved by the Board of Trustees. Masterplanning for Bankstown and Hawkesbury campuses will commence in 2008.

Land Disposal

A parcel of land, 2.21 hectares in size, at the Campbelltown campus, was sold to Landcom for \$1.3 million.

Capital Works

The Capital Works program for new and refurbishment building projects increased significantly in 2007.

School of Medicine Building – Campbelltown Campus

Construction of the first stage of a new purpose-built facility for the School of Medicine progressed throughout 2007 and an important milestone was achieved in July when the Anatomy Laboratories came into use. The latter half of the first building stage i.e. teaching, administration and research areas, will be completed by the first semester in 2008. The building is considered a landmark for the University with its unique open-plan design.

In addition to the first stage delivery, planning commenced for the stage two component which includes two large lecture theatres with a combined seating capacity of 550. The theatres will provide a significant campus teaching resource. The second stage is expected to be completed in early 2009.

Library Upgrade – Campbelltown Campus

The Campbelltown library re-opened its doors to students in 2007 following completion of a building refurbishment project. The project involved improvement works to the internal space configuration and the external environs including landscaping and installation of rain water harvesting tanks.

Education Precinct, new Multi-purpose Building – Parramatta Campus

Planning was initiated to identify design and development parameters for a new student precinct. This will link the teaching areas on campus with the library by creating a series of formal and informal learning spaces and places for social gathering that have access to a range of services.

With significant growth planned for the Parramatta Campus, an additional purpose-built teaching facility is required. The new facility will include state of the art common teaching areas, teaching and support areas for the Sydney Graduate School of Management and a world class nursing hub with six clinical practice units.

The design process for the new facility progressed over the course of 2007 with the development application submitted in November. The new facility is scheduled to be completed by mid 2009.

Educational Precinct – Penrith campus

Planning for a new student precinct at Penrith campus commenced with the initiation of a preliminary concept design process. Taking the same concept envisaged for the Parramatta campus, the aim of the precinct is to provide a vibrant campus heart linking teaching areas with informal learning and gathering spaces, student support and commercial services.

Safety and Equitable Access

Capital Works and Facilities continued programs in 2007 aimed at providing a safe physical environment through the "Slip and Trip" program. This specifically addresses the safety of paved surfaces. Significant progress was also made in the replacement of existing glazing with safety glass and the installation of handrails and balustrades. A program of installing ramps and accessible toilets is continuing across all campuses to provide equitable access and amenities for people with disabilities.

Security

In 2007, Capital Works and Facilities undertook strategic security planning resulting in an enhanced comprehensive security program focused on safety for all staff, students and visitors as well as the integrity of all fixed University assets.

A new centrally managed access control program permits University security staff to manage access to all University buildings electronically. This initiative will further benefit from a centralised security control room being established at Richmond Campus.

The University has completed a high-level review of requirements for a comprehensive closed circuit television (CCTV) system servicing all campuses.

A review of emergency and crisis management procedures provided recommendations for consideration by the Executive on the management of incidents relevant to the safety and security of staff, students and visitors.

Environment and sustainability

UWS is developing a broad range of initiatives to contribute to sustainability in Western Sydney. Within an overarching UWS Sustainability Strategy, we are developing a Greening UWS Initiative. A supporting UWS Environmental Management Policy and System developed in 2007 provides a clear basis for due diligence in relation to environmental practice. Underpinning the EMS and Greening UWS are a UWS Environmental Management Plan and an Interim Greening UWS Action Plan which outline targets, actions and timeframes.

A consistent approach to landscape management is being identified through Landscape Master Plans. As well as operational guidance consistent with the character of each campus, these will establish principles of water sensitive urban design which can be implemented at each campus. We are working to enhance the natural, heritage, and amenity values of natural areas on UWS campuses. An example is Werrington Creek on Kingswood Campus where an integrated approach is planned to complement development both within the campus and in neighbouring areas.

A range of green design innovations are being incorporated into building design and refurbishment including those relating to passive solar design. State of the art on-site waste water systems are being used to phase out septic tanks.

Energy conservation

Photovoltaic arrays contributing to the local electrical grids have been established at Kingswood Campus, with a new installation planned soon for Bankstown. Solar powered irrigation pumps and a suite of energy management options are being tested as part of the Greening UWS demonstration site at South Werrington. Energy management systems and energy efficient technologies such as LEDs and sensor controls are also being trialled and monitored and further options for air-conditioning and indoor environments are being identified. These build upon past initiatives including a proportion of energy supplies from renewable sources, improvements in power demand management and design guidelines for energy saving initiatives.

Water conservation

Water Saving Action Plans have been implemented at Penrith campus and are underway for Hawkesbury campus encompassing a range of water efficient taps, showers and bathroom fittings. In-ground tanks for rainwater harvesting for garden irrigation and toilet flushing are being established as part of the Werrington South demonstration site. Also, improvements and expansion of infrastructure within the Hawkesbury Water Recycling Scheme will promote the utilisation of reclaimed water and stormwater. Funding from the NSW Water Savings Fund and the NSW Climate Change Fund have sought to extend this scheme, along with the establishment of hybrid cooling towers in the Parramatta Campus Multi-purpose Teaching Building and rainwater harvesting for the School of Medicine Building at Campbelltown campus.

Waste management and recycling

UWS continues to expand upon waste management and recycling initiatives. Established programs for recycling paper, printer cartridges and mobile phones are being expanded to include fluorescent tubes and recycling of bottles and cans near all food outlets.

Risk Management

The University maintains an enterprise-wide strategic risk management program based on the methodology contained in the Australian/ New Zealand Risk Management Standard AS/NZS 4360:2004.

The UWS Risk Register and Risk Profile are updated on a cyclical basis. Risks are identified via surveys and risk workshops are conducted with senior executive and managerial staff across the University and its related entities.

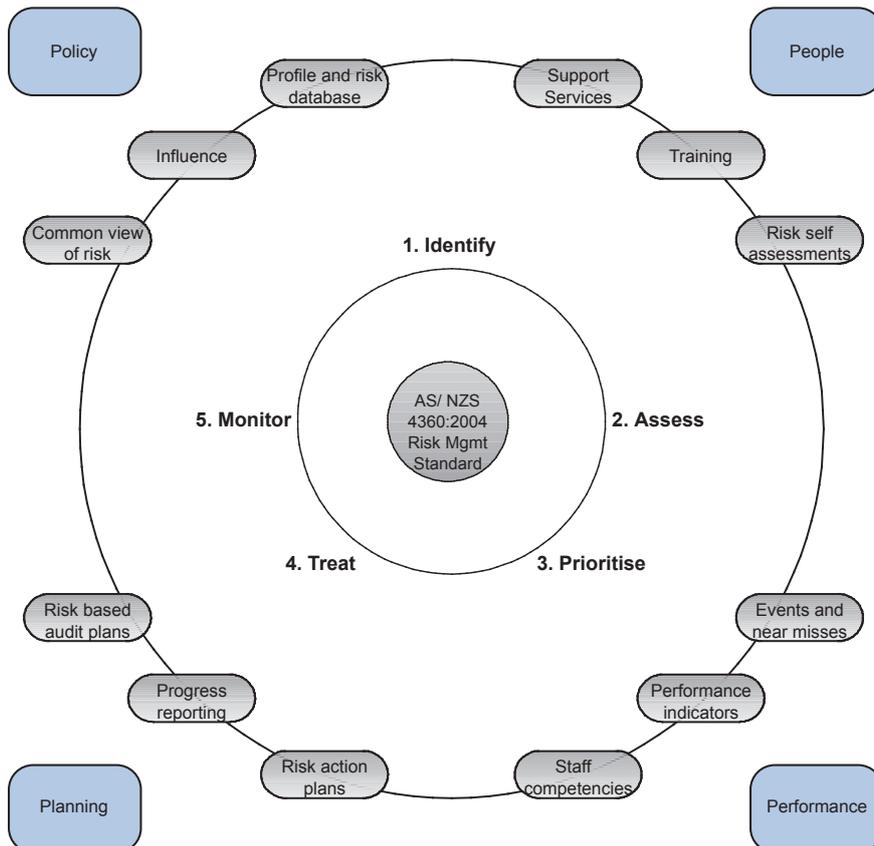
The Risk Register is used to consolidate the identified risks and record the ways in which these risks will be addressed based on a) their probability of occurrence (likelihood) and b) magnitude of impact (consequence). The Register also helps to ensure that efforts to address risk are not duplicated and that responses to risk are integrated and focused where most needed.

In addition to the identification and remediation of specific high risks the University is co-ordinating the progressive integration of risk management methodologies and thinking across all areas of the University's business and operations, including its related entities and commercial activities. This work is being undertaken according to a structured framework, the elements of which are summarised in the UWS Risk Management Framework diagram. The successful implementation of each component of the framework involves cultural change and is an ongoing exercise.

The Audit and Risk Management Committee provides the Board with advice and information on high risk activities or events that do not necessarily form part of the formal risk assessment program, such as new or emerging risk issues.

The risk management program is subject to an independent peer review on at least a five yearly basis as part of the Audit and Risk Assessment Unit quality improvement program.

UWS Risk Management Framework



Changes in Acts or subordinate legislation/significant judicial decisions

There were no significant changes in legislation or judicial decisions affecting the operations of the University in 2007.

NSW universities made representations to the State government concerning the application to the university sector of amendments to the Freedom of Information Act 1989 relating to the disclosure of contracts entered into by public authorities.

The Board of Trustees approved proposals to amend the University's By-law to provide for internet-based voting for elections for positions on the Board. As at year's end the amendments were being drafted by the NSW Parliamentary Counsel.

Privacy

The Privacy Officer provided advice on a range of privacy matters during the year but the University received no privacy complaints via the Internal Review application process.

An "Understanding Privacy" training seminar was held during which staff had a comprehensive and expert briefing on privacy matters. These seminars receive consistently positive feedback from participants. In addition, in an effort to raise privacy awareness generally, all staff were sent a "Privacy and You" postcard summarising the key rules staff need to be aware of and providing links to privacy information on the University's website.

Code of Conduct

UWS is committed to maintaining high standards of personal and professional conduct in all of its activities. These standards are outlined in the University's Code of Conduct. The Code establishes the ethical framework within which the University operates, and is a guide to students, visitors and contractors of the ethical standards we expect they will uphold in their engagement with the University. It outlines what is required of members of the University community and recognises that the University and its policies operate in the context of State and Federal laws. The UWS Code of Conduct can be accessed through the internet at the following address: <http://policies.uws.edu.au/view.current.php?id=00072>

All of the University's Policies are published via an online database available at:
<http://policies.uws.edu.au>

Freedom of Information – Statement & Summary of Affairs

Report in accordance with the regulations: provision is made for the relevant records to be kept.

Name of Agency:

University of Western Sydney

Agency Reference Number:

2280

Cost of Service

\$30 per application

Reporting Period: Year ended December 2007

FOI Cases 2007	Full Release	Partial Refusal	Full Refusal
16	11	3	1
Internal Reviews 2007	Full Release	Partial Refusal	Full Refusal
0	0	0	0

16 formal applications for access to information under the NSW Freedom of Information Act (FOI) 1989 were received in 2007. 15 applications were determined with access to documents granted in full to 11 applicants and in part to three applicants with one refusal.

There were no Internal Reviews for 2007.

Applications for access to documents can be obtained by contacting:

The F.O.I. Officer
Locked Bag 1797
Penrith South DC
NSW 1797
Australia
E-mail – FOI@uws.edu.au
www.uws.edu.au
Phone (02) 9678 7832

Our Students

Enrolments by Level		
	2006	2007
Doctorate	651	596
Masters by Research	100	78
Masters by Coursework	3,415	3,900
Postgraduate Diploma	1,173	1,443
Postgraduate Certificate	336	326
Bachelor	27,515	27,231
Diploma/Associate Diploma	9	3
Other (non award, enabling, cross institutional, etc)	1,862	1,763
Total	35,061	35,340

International Enrolments		
International enrolments representing over 110 countries comprised 11.4% of student enrolments in 2007, however, off shore enrolments dropped by 56%		
	2006	2007
International On Shore	3,684	3,601
International Off Shore	983	435
Total	4,667	4,036

International Enrolments by Level		
	2006	2007
Doctorate	58	55
Masters by Research	10	10
Masters by Coursework	1,703	1,554
Postgraduate Diploma	322	260
Postgraduate Certificate	40	29
Bachelor	2,332	2,030
Other (non award, enabling, cross institutional, etc)	202	98
Total	4,667	4,036

UWS Completions by Level		
	2005	2006
Doctorate	95	94
Masters by Research	35	19
Masters by Coursework	1,686	1,374
Postgraduate Diploma	549	604
Postgraduate Certificate	120	159
Bachelor's Honours	116	99
Bachelor	6,019	5,669
Diploma/Associate Diploma	41	15
Total	8,661	8,033

Appendices

Appendix 1: Board of Trustees Members

3 Official Members

Mr John Phillips AO, Chancellor
Professor Janice Reid AM, Vice-Chancellor
Professor Anne Cusick, Chair Academic Senate

6 Appointed Members (Ministerial)

Ms Vivienne James (from 21 February 2007)
Ms Jan Burnswoods
Mr Roy Medich OAM
Mr Glen Sanford
Mr Ian Stone
Hon Kim Yeadon

4 Appointed Members (Board)

Ms Linda Burney MP (until 31 May 2007)
Ms Mary Foley (Deputy Chancellor from 4 April 2007)
Ms Gabrielle Kibble AO (Deputy Chancellor)
Vacancy

5 Elected Members

Ms Jennifer Brown, Graduate
Ms Genevieve Kelly, Academic Staff
Ms Tanya Rubin, General Staff
Mr Luke Fomiatti, Undergraduate Student (until 25 July 2007)
Ms Saba Ambreen, Undergraduate Student (from 18 October 2007)
Ms Elfriede Sangkuhl, Postgraduate Student (until 30 June 2007)
Mr Gang Zheng Postgraduate Student (from 1 July 2007)

Of the 18 members of the Board of Trustees, 12 (including the Chancellor and the graduate member) are external members providing the Board with extensive and diverse professional experience and knowledge. The Board's Remuneration and Nominations Committee reviews the balance and expertise of the Board in the context of recommending Board appointments. The backgrounds of all members are published on the University's website (<http://www.uws.edu.au/about/university/governance/boardoftrustees>). The broad range of professional expertise and experience available to the Board from among its members cover: finance; auditing and accounting; education; commercial and business; regional development; statutory corporate governance; public sector and government; administration; and social and community.

The collective expertise of the Board is supplemented by regular Board assessment and professional development opportunities for Board members. A number of current Board members have completed formal company director programs and the University is a member of the University Governance Professional Development Program.

Appendix 2: Board of Trustees Meetings

A = number of meetings attended B = number of meetings held during the time the member held office or was a member of the committee during the year			Board of Trustees		Standing Committees of the Board									
					Audit & Risk Management		Strategy & Resources		Remuneration & Nominations		Board Standing		Campus Development	
			A	B	A	B	A	B	A	B	A	B	A	B
Ms	Saba	Ambreen	1	1										
Ms	Jennifer	Brown	4	5										
Ms	Linda	Burney	2	2										
Ms	Jan	Burnswoods	5	5										
Professor	Anne	Cusick	5	5										
Ms	Mary	Foley	4	5			6	6	4	4	4	4		
Mr	Luke	Fomiatti	3	3										
Ms	Vivienne	James	5	5										
Ms	Genevieve	Kelly, AM	5	5										
Ms	Gabrielle	Kibble, AO	4	5					4	4	4	4	5	5
Mr	Roy	Medich OAM	4	5									4	5
Mr	John	Phillips AO	5	5					4	4	4	4		
Professor	Janice	Reid AM	5	5			5	6	4	4	4	4	5	5
Ms	Tanya	Rubin	5	5			6	6						
Mr	Glen	Sanford	5	5	5	6			3	4	3	4		
Ms	Elfriede	Sanguhl	2	2			3	3						
Mr	Ian	Stone	3	5										
The Hon	Kim	Yeadon	5	5									5	5
Mr	Gang	Zheng	3	3										
Dr	Anne	Benjamin			2	3								
Ms	Gillian	Shadwick			3	3								
Ms	Margaret	Smylie			4	6								
Mr	Paul	Tosi			2	4								
Ms	Karen	Waldman			6	6								
Ms	Genevieve	Gregor					4	5						
Mr	Mick	Reid					1	1						
Ms	Emma	Stein					6	6						
Mr	Alan	Zammit					6	6						
Mr	Lee	Pinder											2	4
Mr	Sean	Wareing											0	1

Appendix 3: Committees and other bodies established by the Board of Trustees

Board of Trustees Standing Committees	Chair
Audit and Risk Management	Mr Glen Sanford
Strategy and Resources	Ms Mary Foley
Board Standing Committee	Mr John Phillips AO
Remuneration and Nominations	Mr John Phillips AO
Campus Development	Ms Gabrielle Kibble AO
Academic Senate	Professor Anne Cusick

University Bodies	Chair
UWS Regional Council	Professor Janice Reid AM
Indigenous Advisory Council	Professor Michael McDaniel
UWS IT Strategy Committee	Hon Kim Yeadon MP

Appendix 4: Academic Senate Membership

NAME	POSITION	CATEGORY
Professor Anne Cusick	Chair, Academic Senate	Elected
Dr Alan McPhail	Deputy Chair, Academic Senate	Elected
Dr Sara Knox	1 of 4 academic staff – College of Arts	Elected
Dr Peter Dallow	1 of 4 academic staff – College of Arts	Elected
Associate Professor Meg Smith	1 of 4 academic staff – College of Arts	Elected
VACANT	1 of 4 academic staff – College of Arts	Elected
Associate Professor Rakesh Agrawal	1 of 4 academic staff – College of Business	Elected
Dr Roger Ham	1 of 4 academic staff – College of Business	Elected
Professor Raja Junankar	1 of 4 academic staff – College of Business	Elected
Ms Joan Kelly	1 of 4 academic staff – College of Business	Elected
Dr Andrew Francis	1 of 4 academic staff – College of Health and Science	Elected
Ms Robyn Moroney	1 of 4 academic staff – College of Health and Science	Elected
Ms Maxine Veale	1 of 4 academic staff – College of Health and Science	Elected
Associate Professor Steve Hansen	1 of 4 academic staff – College of Health and Science	Elected
VACANT	Undergraduate Student	Elected
Ms Elfriede Sangkuhl	Postgraduate Student	Elected
Professor Janice Reid	Vice-Chancellor	Official
Professor John Loxton	Deputy Vice-Chancellor, Academic and Services Division	Official
Ms Rhonda Hawkins	Deputy Vice-Chancellor, Corporate Services Division	Official
Professor John Ingleson	Deputy Vice-Chancellor, Development and International	Official
Professor Stuart Campbell	Pro Vice-Chancellor, Academic	Official
Professor Geoff Scott	Pro Vice-Chancellor, Planning and Quality	Official
Professor Andrew Cheetham	Pro Vice-Chancellor, Research	Official
Professor Lesley Wilkes	Dean – Research Studies	Official
Professor Robyn McGuiggan	Executive Dean – College of Business	Official
Professor Wayne McKenna	Executive Dean – College of Arts	Official
Professor Beryl Hesketh	Executive Dean – College of Health and Science	Official
Associate Professor Peter Hutchings	Chair – College of Arts Board of Studies	Official
Mrs Debra Moodie-Bains	A/Chair – College of Health and Science Board of Studies	Official
Professor Garry Tibbits	Chair – College of Business Board of Studies	Official
Professor Michael Atherton	Associate Dean, Research, College of Arts	Official
Professor Bobby Bannerjee	Associate Dean, Research, College of Business	Official
Associate Professor Shelley Burgin	Associate Dean, Research, College of Health and Science	Official
Ass Prof Peter Hutchings	Associate Dean, Academic, College of Arts	Official
Professor Garry Tibbits	Associate Dean, Academic, College of Business	Official
Dr Betty Gill	Associate Dean, Academic, College of Health and Science	Official
Ms Liz Curach	University Librarian	Official
Ms Thea Seabrook	Academic Registrar	Official
Professor Michael McDaniel	Dean, Indigenous Education	Official
Mr Phil Rigg	President – Undergraduate Students' Association	Official
Mr Nirav Thakker	President – Postgraduate Students' Association	Official
Associate Professor Yang Xiang	Vice-Chancellor appointee	Appointed
Dr Janette Perz	Vice-Chancellor appointee	Appointed

Appendix 5: Principal Officers of the University

Chancellor

Mr M. John Phillips, AO, KGCSG
BEc Syd, FCPA, SF Fin FAICD

Vice-Chancellor

Professor Janice Reid, AM
BSc Adel, MA Hawaii, MA PhD Stan

Chair, Academic Senate

Professor Anne Cusick
BAppSc Cumb, Grad Cert Bus Admin CSU
Grad Dip App Beh Sc Cumb, MA (Psych) USyd,
MA Interdisc stud – UNSW, PhD UNSW

Deputy Vice-Chancellor (Academic and Services)

Professor John Loxton
BSc(Hons), MSc Melbourne, PhD Cambridge

Deputy Vice-Chancellor (Corporate Services)

Ms Rhonda Hawkins
BSc Syd, MPP Syd, FAICD, AFAIM

Deputy Vice-Chancellor (International and Development)

Professor John Ingleson
BAMA, UWA, PhD Monash

Chief Financial Officer

Mr Greg Holland
BBus CPA AIMM

Executive Dean, College of Arts

Professor Wayne McKenna
BA(Hons) PhD Leeds

Executive Dean, College of Business

Associate Professor Robyn McGuiggan
BSc(Hons) MComm PhD

Executive Dean, College of Health and Science

Professor Beryl Hesketh
BSocSc, BA (Hons) Cape Town, MA Victoria Uni of Wellington, PhD Massey

Pro Vice-Chancellor (Learning and Teaching)

Professor Stuart Campbell
BA CentLondPoly, DiplLing Lond, DipEd SydTC, MA ANU, PhD Syd

Pro Vice-Chancellor (Campus Development)

Professor Kevin Sproats
BTP(Hons) UNSW, GradDip HNP UNSW, PhD UNE

Pro Vice-Chancellor (Quality and Planning)

Professor Geoff Scott
BA, Dip.Ed Syd, M.Ed, Ed.D Toronto
FACE

Pro Vice-Chancellor (Research)

Professor Andrew Cheetham
BSc, PhD Flinders

Pro Vice-Chancellor (Engagement)

Professor Barbara Holland
PhD Maryland

Academic Registrar

Ms Thea Seabrook
BA UNSW, MA Syd, MEdAdmin (Hons) UNSW

University Librarian

Ms Liz Curach
Dip Teach Wgtn NZ, BA KCAE,
MA Syd, GDipER UTS, AALIA

Appendix 6: Consultancies

Consultancies commissioned in 2007 amounting to \$30,000 or more included:

Consultant	Cost \$	Title/Nature of consultancy
Finance Accounting/Tax		
BDO Kendalls	73,500	Internal Controls Audit
PricewaterhouseCoopers	67,852	Shared Services Feasibility Study
Subtotal	141,352	
Management Services		
Conybeare Morrison International Pty Ltd	89,646	Masterplanning – Parramatta and Penrith Campus
Cox Richardson	47,960	Campbelltown Campus Development
Fitzwalter	43,925	Property Development South Werrington
GHD Pty Ltd	41,200	Pedestrian Connection Westmead
Landcom	211,613	Campbelltown Campus Development
M A Gallagher Holdings Pty Ltd	81,136	Westmead Strategy Phase
Michael Collins & Associates	120,662	Property Consultancy Westmead
Patterson Britton and Partners Pty Ltd	32,413	South Werrington Sub-precinct Masterplan
PricewaterhouseCoopers	52,580	Land Development Advice
The Spencer Partnership	50,700	Change Programme Project
Subtotal	771,835	
Information Technology		
Dimension Data Australia Pty Ltd	82,635	Directory Services Review
ICAD Consultants Pty Ltd	70,180	ARCHIBUS Project Implementation
Subtotal	152,815	
Organisational Review		
Maximise Pty Ltd	33,919	Internal Wayfinding Signage Systems
SAHA International Ltd	49,028	Design & Development Multi-Campus Parking Strategy
Subtotal	82,947	
Total Consultancies equal to or more than \$30,000	1,148,949	
During 2007 other consultancies were engaged in the following areas:		
	\$	
Finance and Accounting/Tax	71,888	
Management Services	135,938	
Environmental	7,697	
Information Technology	25,790	
Total Consultancies less than \$30,000	241,313	
Total Consultancies	1,390,262	

Appendix 7: UWS Board of Trustees Report

Members

The members of the Board of Trustees of the University are detailed in Appendix 1 on page 38 of this annual report.

Meetings of Members

Meetings of Members of the Board of Trustees of the University are detailed in Appendix 2 on page 39 of this report.

Principal Activities

The principal activities of the University are the provision of university level education and research through a wide range of undergraduate and postgraduate courses and research programs with a particular reference to the Greater Western Sydney region. The University's functions and the authorities of the Board of Trustees are prescribed by the University of Western Sydney Act 1997.

The University also has a number of controlled entities that undertake specific activities aligned with the mission of the University. Details of the entities are contained in page 32 of this annual report.

Review of Operations

The operations and outcomes of the University are outlined in detail in the full Annual Report and in particular in the sections Learning and Teaching, Research, Engagement, and Management and Resources.

Significant Changes in State of Affairs

There were no significant changes in the state of affairs of the University during the year other than that the University acquired a controlling interest in the television station TVS. Previously the University had been a partner.

Matters Subsequent to the End of the Financial Year

Other than the developments described in this report the members are of the opinion that no other matter or circumstance will significantly affect the operations or outcomes of the University.

Likely Developments and Expected Results of Operations

With the change in Federal government, it was announced that the new Government would review the voluntary student union requirements and this commenced in 2008. With the abolition of the student services fee there has been a marked decline in the amount and range of services offered by the student organisations and the University. Subject to the determination of new policy directions in 2008, additional funding may be forthcoming to support much needed student services and representation.

The Federal Government's Higher Education Endowment Fund will provide an opportunity in 2008 for the University to make a submission for funding of capital and infrastructure projects. It is also anticipated that UWS will receive additional funding for planned capital works through this fund.

The Federal Government has also initiated a broad review of Australian Higher Education in 2008 which is likely to have broad and long term policy implications for all universities.

Environmental Regulation

The University is subject to various Commonwealth, State and local government statutes and requirements related to environmental matters. The University has not incurred any significant environmental liabilities under any environmental legislation. Details of the University's general activities related to environmental issues are detailed on page 34 of this annual report.

Insurance of Officers

Clause 5 of Schedule 1 of the University of Western Sydney Act 1997 provides a degree of personal liability protection for Board members and officers of the University for acts done under direction and in good faith. The University also has Director and Officer Liability Protection insurance with Unimutual.

Proceedings on Behalf of the University

The University finalised a number of legal matters during the year and there were no significant proceedings on behalf of the University outstanding at the end of 2007, except for an outstanding international academic arrangement with DET/TAFE which is anticipated to settle for \$50,000.

This report is made in accordance with a resolution of the Board of Trustees on 9 April 2008.

John Phillips AO
Chancellor

Dated: 9 April 2008 at Penrith, NSW

Equity Statistics

Table A.1 Trends in the Representation of EEO Groups – Academic staff

EEO Groups: Academic staff	Benchmark or target	2002	2003	2004	2005	2006	2007
Women	50%	44%	45%	46%	45%	46%	47%
Aboriginal and Torres Strait Islander people	2%	1%	0%	0%	0%	1%	1%
People whose language first spoken as a child was not English	19%	19%	23%	24%	25%	25%	24%
People with a disability	12%	7%	6%	6%	6%	7%	7%
People with a disability requiring adjustment at work	7%	2%	2%	2%	2%	2%	3%

Table A.2 Trends in the Representation of EEO Groups – General staff

EEO Groups: General staff	Benchmark or target	2002	2003	2004	2005	2006	2007
Women	50%	68%	66%	66%	66%	66%	67%
Aboriginal and Torres Strait Islander people	2%	1%	1%	1%	1%	1%	1%
People whose language first spoken as a child was not English	19%	14%	14%	15%	15%	15%	15%
People with a disability	12%	8%	8%	8%	8%	9%	8%
People with a disability requiring adjustment at work	7%	2%	2%	2%	3%	3%	2%

Table B.1. Trends in the Distribution of EEO Groups – Academic staff

Distribution index

EEO Groups: Academic staff	Benchmark or target	2002	2003	2004	2005	2006	2007
Women	100%	88	87	86	87	86	88
Aboriginal and Torres Strait Islander people	100%	N/a	N/a	N/a	N/a	N/a	N/a
People whose language first spoken as a child was not English	100%	98	99	96	97	92	92
People with a disability	100%	110	104	101	102	95	98
People with a disability requiring adjustment at work	100%	113	N/a	N/a	N/a	96	98

Table B.2. Trends in the Distribution of EEO Groups – General staff

Distribution index

EEO Groups: General staff	Benchmark or target	2002	2003	2004	2005	2006	2007
Women	100%	91	93	92	92	91	89
Aboriginal and Torres Strait Islander people	100%	N/a	N/a	N/a	N/a	N/a	N/a
People whose language first spoken as a child was not English	100%	97	100	100	100	100	101
People with a disability	100%	101	101	100	101	99	97
People with a disability requiring adjustment at work	100%	104	103	103	104	108	103

Student Enrolment Data

	2003	2004	2005	2006	2007
On Shore	33,688	33,096	33,562	34,078	34,905
Offshore	4,619	3,323	1,785	983	435
Total	38,307	36,419	35,347	35,061	35,340

(Source: Annual DEEWR Submissions)

	2003	2004	2005	2006	2007
On Shore	13,447	12,520	14,335	14,006	14,124
Offshore	2,061	930	755	48	64
Total	15,508	13,450	15,090	14,054	14,188

(Source: Annual DEEWR Submissions)

	2003	2004	2005	2006	2007
Females	21,194	20,403	19,719	19,869	20,281
Males	17,113	16,016	15,628	15,192	15,059
Total	38,307	36,419	35,347	35,061	35,340

(Source: Annual DEEWR Submissions)

	2005	%	2006	%	2007	%
Undergraduate	27,603	78.1%	27,524	78.5%	27,234	77.1%
Higher Degree by Coursework	3,807	10.8%	3,415	9.7%	3,900	11.0%
Higher Degree by Research	820	2.3%	751	2.1%	674	1.9%
Other Postgraduate	1,477	4.2%	1,509	4.3%	1,769	5.0%
Other*	1,640	4.6%	1,862	5.3%	1,763	5.0%
Total	35,347	100.0%	35,061	100.0%	35,340	100.0%

*Other includes enabling, non award and cross institutional

(Source: Annual DEEWR Submissions)

Broad Field of Education	2005	%	2006	%	2007	%
Management And Commerce	10,653	30.1%	10,611	30.3%	10,624	30.1%
Society And Culture	7,163	20.3%	7,727	22.0%	8,275	23.4%
Health	4,313	12.2%	4,349	12.4%	4,693	13.3%
Education	2,592	7.3%	2,391	6.8%	2,568	7.3%
Natural And Physical Sciences	2,190	6.2%	2,179	6.2%	2,320	6.6%
Creative Arts	2,639	7.5%	2,508	7.2%	2,260	6.4%
Information Technology	1,963	5.6%	1,512	4.3%	1,164	3.3%
Engineering And Related Technologies	1,414	4.0%	1,190	3.4%	1,090	3.1%
Architecture And Building	504	1.4%	581	1.7%	650	1.8%
Agriculture, Environmental And Related Studies	720	2.0%	656	1.9%	552	1.6%
Other	1,196	3.4%	1,357	3.9%	1,144	3.2%
Total	35,347	100.0%	35,061	100.0%	35,340	100.0%

(Source: Annual DEEWR Submissions)

Campus	2005	%	2006	%	2007	%
BANKSTOWN	5,837	16.5%	6,418	18.3%	7,282	20.6%
BLACKTOWN	2,940	8.3%	3,083	8.8%	2,892	8.2%
CAMPBELLTOWN	4,816	13.6%	4,811	13.7%	4,830	13.7%
HAWKESBURY	2,520	7.1%	2,428	6.9%	2,303	6.5%
PARRAMATTA	8,157	23.1%	9,153	26.1%	9,293	26.3%
PENRITH	7,636	21.6%	7,637	21.8%	7,985	22.6%
Off campus, Off shore and Other	3,441	9.7%	1,531	4.4%	755	2.1%
Total	35,347	100.0%	35,061	100.0%	35,340	100.0%

(Source: Annual DEEWR Submissions)

Table 7: Student Load (EFTSL) by Funding Source, 2005 - 2007

Funding Source	2005	%	2006	%	2007	%
Commonwealth Grants Scheme	18,808	78.2%	19,290	80.5%	19,749	82.2%
Research Training Scheme	363	1.5%	337	1.4%	299	1.2%
Sub-Total Commonwealth Funded	19,171	79.7%	19,627	81.9%	20,048	83.4%
Domestic Fee-Paying Postgraduate	1,217	5.1%	1,125	4.7%	1,144	4.8%
International On-shore	2,440	10.2%	2,434	10.2%	2,416	10.1%
International Off-shore	923	3.8%	450	1.9%	124	0.5%
Non-Award	275	1.1%	269	1.1%	257	1.1%
Other	14	0.1%	46	0.2%	38	0.2%
Sub Total Fee Paying Load	4,868	20.3%	4,325	18.1%	3,979	16.6%
UWS Total	24,040	100.0%	23,951	100.0%	24,025	100.0%

EFTSL = Equivalent Full Time Student Load
(Source: Annual DEEWR Submissions)

Table 8: Graduate Destinations, 2005 - 2007 (Australian Residents with Undergraduate Degrees)

% of Graduates	2004		2005		2006		2007	
	UWS	Sector	UWS	Sector	UWS	Sector	UWS	Sector
Working Full-time	57.3%	54.8%	56.8%	56.8%	55.4%	54.7%	56.7%	n.a
Working Part-time	27.9%	23.1%	26.4%	23.0%	19.7%	16.4%	27.7%	n.a
Seeking Work	9.1%	7.6%	11.5%	7.1%	5.6%	4.2%	5.2%	n.a
Unavailable for Work or Unknown	5.7%	14.4%	5.3%	13.1%	19.4%	24.7%	10.4%	n.a
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	n.a
Further Full Time Study*	17.7%	24.3%	17.2%	22.5%	13.3%	20.3%	13.2%	n.a

*Please note that graduates in further full time study will also be counted in one of the above graduate destination categories.

Table 9: Explicit Graduate Satisfaction, 2004 - 2007

Year - % of Explicit Satisfaction	Overall Satisfaction		Good Teaching		Generic Skills	
	UWS	Sector	UWS	Sector	UWS	Sector
2004	55.4%	68.4%	41.7%	47.3%	54.5%	63.4%
2005	62.0%	69.7%	44.1%	49.1%	61.5%	64.3%
2006	61.7%	69.9%	45.4%	50.7%	62.0%	64.5%
2007	65.6%	n.a	45.6%	n.a	63.5%	n.a

(Source: 2003-2007 Course Experience Questionnaire)

Table 10: On Shore Student Staff Ratio, 2003 - 2007

Year	UWS	Sector
2003	20.9	19.8
2004	19.6	19.5
2005	22.1	19.2
2006 (p)	22.1	19.2
2007 (p)	23.2	n.a

(Source: Institutional Assessment Framework Report and UWS DEEWR Load and Staff Submissions)

Table 11: UWS Market Share of Eligible* Preferences, NSW/ACT, 2004 - 2007

UWS Market Share of Eligible Preferences	First Preferences				First to Third Preferences			
	2004	2005	2006	2007	2004	2005	2006	2007
Current School Leavers	10.9%	10.6%	8.9%	9.7%	12.9%	12.2%	10.4%	11.6%
Non Current School Leavers	16.7%	15.8%	13.8%	14.8%	18.3%	17.3%	15.1%	16.1%
Total	13.7%	13.1%	11.3%	12.1%	15.3%	14.4%	12.4%	13.5%

Number of Eligible Preferences to UWS	First Preferences				First to Third Preferences			
	2004	2005	2006	2007	2004	2005	2006	2007
Current School Leavers	3,509	3,439	2,810	3,036	12,038	11,482	9,453	10,544
Non Current School Leavers	5,156	4,734	3,973	4,210	13,650	12,533	10,069	10,553
Total	8,665	8,173	6,783	7,246	25,688	24,015	19,522	21,097

* Eligible refers to applicants who had a UAI/ER of greater than or equal to 60
(Source: UAC Main Round, 2004 - 2007)

Table 12: UWS Market Share of Greater Western Sydney (GWS) Eligible* Preferences, NSW/ACT, 2004 - 2007

UWS Market Share of Eligible Preferences from GWS	First Preferences				First to Third Preferences			
	2004	2005	2006	2007	2004	2005	2006	2007
Current School Leavers	31.2%	30.0%	25.2%	26.2%	34.2%	31.9%	27.0%	28.7%
Non Current School Leavers	45.8%	44.1%	39.8%	40.9%	46.3%	44.3%	39.0%	39.6%
Total	38.5%	36.9%	32.3%	33.3%	39.8%	37.5%	32.3%	33.4%

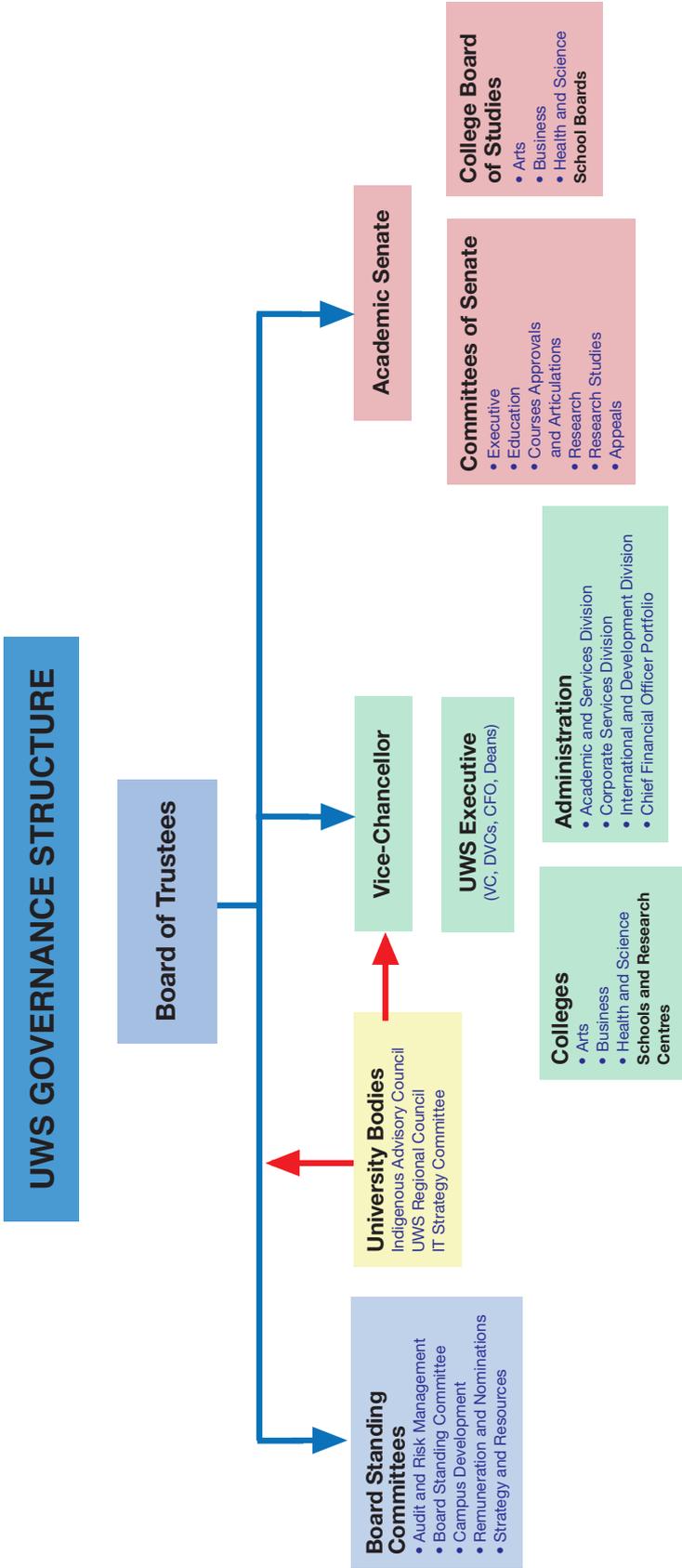
Number of Eligible Preferences from GWS to UWS	First Preferences				First to Third Preferences			
	2004	2005	2006	2007	2004	2005	2006	2007
Current School Leavers	2,443	2,421	1,951	2,055	7,968	7,654	6,162	6,630
Non Current School Leavers	3,609	3,403	2,901	3,010	9,315	8,739	6,980	7,057
Total	6,052	5,824	4,852	5,065	17,283	16,393	13,142	13,687

* Eligible refers to applicants who had a UAI/ER of greater than or equal to 60
(Source: UAC Main Round, 2004 - 2007)

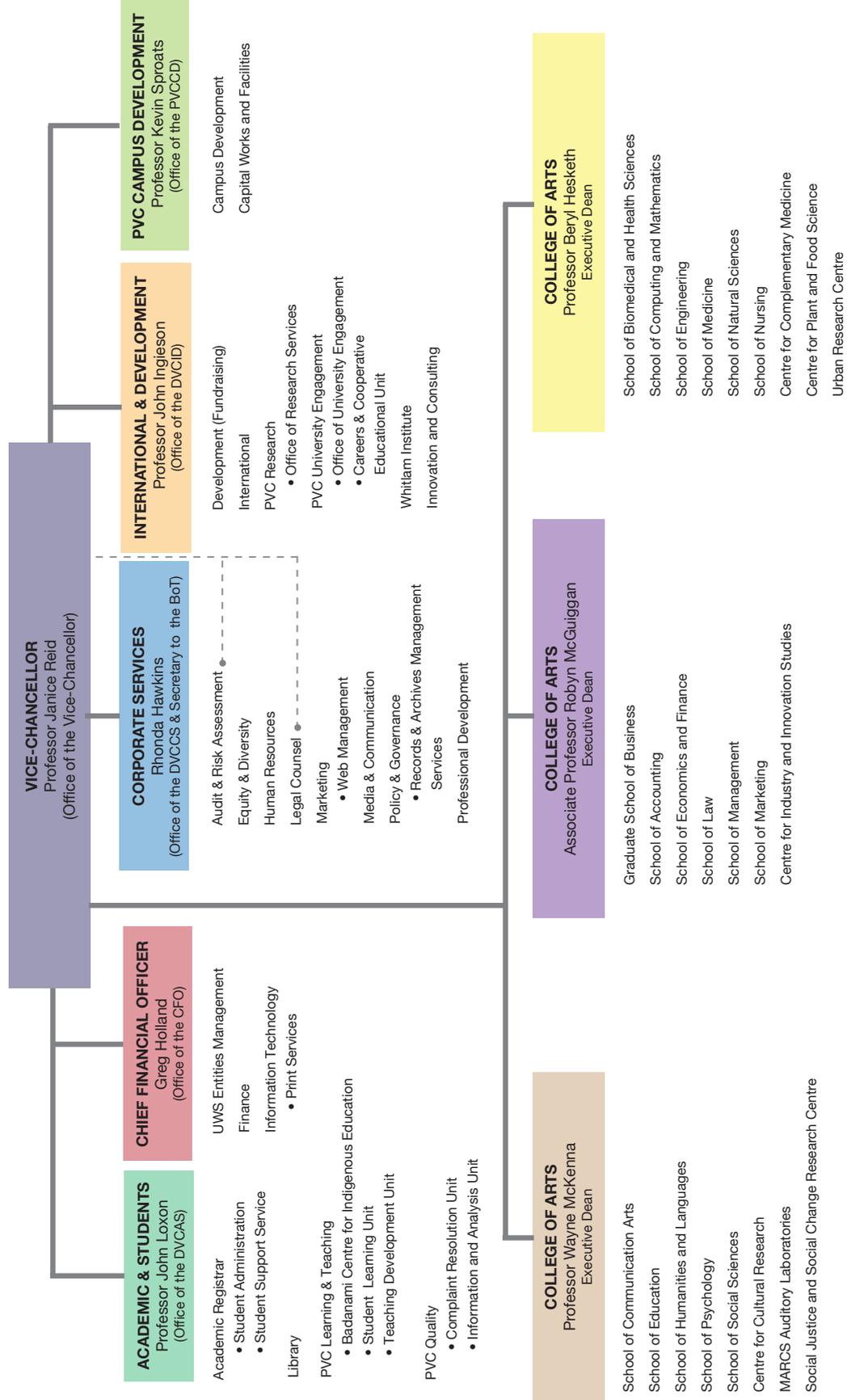
UWS Campuses	Enrolments	No of UG Courses	Type of Courses
BANKSTOWN	7,282	16	Arts, Education, Social Sciences, Nursing and Health Sciences
BLACKTOWN	2,892	1	Business and Commerce
CAMPBELLTOWN	4,830	14	Business, Law, Science, Medicine and Nursing
HAWKESBURY	2,303	13	Science, Agriculture & Environment, Nursing
PARRAMATTA	9,293	11	Business, Law, IT, Nursing
PENRITH	7,985	17	Creative Arts, Education, Engineering, IT, Arts and Health Sciences

Note: UG Courses are based on course offerings via UAC, please note that a course may be offered at multiple campuses

UWS Governance Structure



UWS Management Structure



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