


The  
University  
of Sydney  
Annual Report  
2007 Volume  
1 of 2



The  
University  
of Sydney



The University of Sydney  
NSW 2006  
April 2008

The Honourable John Della Bosca, MLC  
Minister for Education and Training  
Level 33, Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister,

The Senate of the University of Sydney has the honour of presenting to you, in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and its subsequent amendments, the report of the proceedings and financial statements of the University of Sydney for the year ended 31 December 2007.



Her Excellency Professor Marie Bashir AC CVO  
Chancellor



Professor Gavin Brown AO  
Vice-Chancellor and Principal



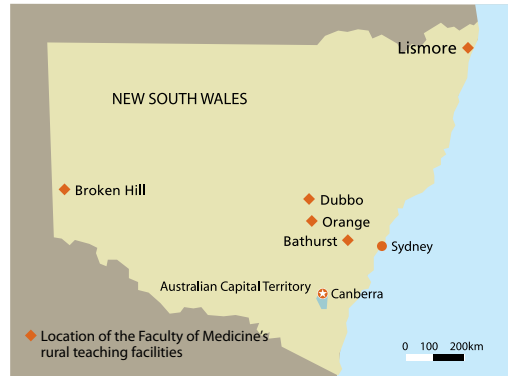
**The University of Sydney**  
[www.usyd.edu.au](http://www.usyd.edu.au)

# Campus locations



## Map Legend

- 1 Camperdown and Darlington Campuses
- 2 St James Campus – Law
- 3 Sydney Conservatorium of Music
- 4 Sydney College of the Arts Campus
- 5 Mallett Street Campus – Faculty of Nursing and Midwifery
- 6 Cumberland Campus – Health Sciences
- 7 Camden Campus – Agriculture, Food and Natural Resources and Veterinary Science
- 8 Surry Hills Campus – Dentistry
- 9 Taylors College
- 10 Burren Street Campus – Institute of Transport and Logistics Studies



# The University of Sydney Annual Report 2007 – Vol. 1



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Please refer to Volume 2 for the 2007 financial report and statements, plus student statistics and information relating to human resources and legal affairs.

# Ambition inspired by achievement

## Charter

The University of Sydney was incorporated by the Parliament of New South Wales on 1 October 1850, making it Australia's first university.

"The functions . . . of the University include the:

- a) provision of educational and research facilities at university standard
- b) promotion, advancement and transmission of knowledge and research
- c) commitment to the development and provision of cultural, professional, technical and vocational services to the community, and
- d) conferring of the degrees of Bachelor, Master and Doctor and the awarding of diplomas and other certificates."

– *University of Sydney Act, 1989 (as amended)*

## Our purpose

The core purpose of the University of Sydney is our fundamental moral commitment to intellectual discovery and development, responsible social commentary and the promotion of cultural and economic wellbeing.

To this end, we combine humane aspirations with a practical business sense to serve the needs of the community while preserving academic freedom. What we choose to research and teach is ultimately determined by that purpose.

## Our vision and values

The University of Sydney is currently well positioned, with our strength being our reputation as a comprehensive, diverse, high-quality teaching and research university providing many opportunities and choices to students and staff. Our reputation is led by our research intensity and outcomes.

To maintain our position, our high and improving reputation and our increasing competitive strength, we need to be clear about our future aspirations and ambition and how we will achieve them.

Our vision is to deliver the highest levels of achievement in everything we do at a national and international level. This vision is succinctly captured in our 1:5:40 aspiration.

## Our aspiration

- 1 Recognised as **number one** in Australia
- 5 Ranked in the **top five** universities in the Asia-Pacific region
- 40 Ranked in the **top 40** universities in the world.

## Our values

- Responsibility and service through leadership in the community
- Quality and sustainability in meeting the needs of our stakeholders
- Merit, equity and diversity in our student body
- Integrity, professionalism and collegiality in our staff
- Lifelong relationship and friendship with our alumni

## Our major objectives

We have identified five major objectives which will guide all our activities between now and 2010 to ensure we are all working together to achieve our vision while remaining true to our purpose.

### Our major objectives for 2010

1. Build our reputation as a leading international research university by increasing research intensity and performance.
2. Improve flexibility, choice, learning outcomes and the student experience by developing the distinctive Sydney 'choices' academic program.
3. Increase the proportion of high-performing staff.
4. Communicate with, engage and contribute to the cultural, social, economic and political fabric of our national and international community.
5. Develop a world-class campus environment by investing in physical and Information and Communications Technology (ICT) infrastructure and by implementing best-practice shared services and the University Economic Model, thereby ensuring long-term sustainability, reinvestment capacity and competitive advantage.

# Fast facts 2007

## Global University

**550** Number of students who participated in the Study Abroad program.

**9010** Number of international students studying at the University of Sydney in 2007.

**29** New Study Abroad and Student Exchange agreements established with international universities in 2007.

## Research and Innovation

**\$49 million** Funding secured by the University of Sydney for 118 new ARC projects with funding to start in 2007.

**\$31.4 million** Funding awarded to the University of Sydney in funding from the National Health and Medical Research Council (NHMRC) for 75 new project grants starting in 2007.

**10** Number of Sydney University academics elected as fellows of the learned academies.

**13** Number of University of Sydney researchers who received NSW/ACT Young Tall Poppy Science Awards.

**14** Number of NHMRC Fellowships awarded to University of Sydney academics.

**36** Number of Australian Research Council (ARC) Fellowships awarded to University of Sydney academics.

## Infrastructure and Services

**96%** Percentage of computer waste recycled after collection from University campuses in 2007.

**465,000m<sup>2</sup>** Area measurement of the University's property portfolio.

**38 million litres** Estimated amount of water to be saved per year on the Camperdown and Darlington campuses through a major Water Savings Action Plan completed in 2007.

## The Student Experience

**\$8 million** Funding provided by the University to student organisations.

**942** Number of students registered with Disability Services.

**61** Number of graduation ceremonies at which the Great Hall organ was played during 2007.

**1548** Number of students provided with bursaries and interest-free loans.

## Learning and Teaching

**31** Sydney University's rank in the list of top global universities published by the *Times Higher Education Supplement*.

**3647** Number of students enrolled in postgraduate research degrees at the University of Sydney in 2007.

**30,726** Number of total undergraduate enrolments in 2007.

**43%** Percentage of applicants with a UAI of 98 or above who were offered a place at Sydney University.

**6966** Number of offers made to new domestic undergraduate students in 2007.

**23.3%** Percentage of academic staff who hold the title of Senior Lecturer.

**30,960** Number of students who participated in the Library research skills program.

**1,023,492** Number of emails sent to students by the Student Centre.

**100,000** Number of questionnaires returned from students with their assessment of their learning experience.

# 2007 highlights

## Research and innovation

- In the 2007 round of ARC grants, Sydney researchers were awarded 118 grants, collectively valued at \$49 million over the next five years.
- A new \$30 million education and research facility on the grounds of Royal North Shore Hospital was just one of the successful collaborations between the University and the NSW state government in 2007. Others include the Brain and Mind Research Institute, which received \$16 million, and the introduction of a new Chair in Public Transport, valued at \$200,000 per year for five years.
- RioTinto, a global mining company, has committed \$21 million to establish the Centre for Mining Automation, within the Australian Centre for Field Robotics (ACFR), with the aim to develop and implement the vision of a fully autonomous, remotely operated mine.
- The \$41 million Australian Microscopy and Microanalysis Research Facility (AMMRF) will have its leading node at the University of Sydney. The facility was established with funding from the National Collaborative Research Infrastructure Strategy (NCRIS), state governments and participating universities. The AMMRF allows the characterisation of materials, employing electron and ion beams, scanned probes, x-rays, and light and laser optics.
- The Sydnovate Fund – a \$5 million University endowment – was created in 2007. It will assist researchers turn their inventions into commercially viable projects.
- Alan Dupont, director of the Centre for International Security Studies, announced the University's landmark research on biosecurity in August 2007. The project aims to improve our capacity to combat pandemics such as SARS and avian flu, the proliferation of biological weapons, and bioterrorism.
- The United States Studies Centre (USSC) hosted the inaugural National Summit on 21st Century America: Reflections, Aspirations and Challenges. The Summit explored emerging trends in American foreign policy, politics, business and society. The 150 participants included academics, postgraduate students, and representatives from government, consular offices, the media and business. The USSC also conducted the most comprehensive survey ever completed on Australia and the United States.

## International achievements

- Sydney has improved its position in the *Times Higher Education Supplement* Rankings. In 2007 the University was ranked at 31, up from 35 in 2006.
- Professor John Hearn announced that the University will host a Confucius Institute. There are currently 150 Confucius Institutes in 52 countries, aimed at promoting modern Chinese language and culture worldwide.
- NSW Premier Morris Iemma announced the creation of a new research centre which will study and develop traditional Chinese medicines. The centre is a joint collaboration between the University of Sydney and Sun Yat-sen University in Guangzhou, China.
- The University's engineering technology and computer sciences disciplines were named the best in Australia by the Shanghai Jiao Tong University's World Rankings in 2007.
- The University's International Project Development Fund announced additional funding to encourage global research collaborations with leading universities such as Stanford, University of California, Berkeley, Peking University and the National University of Singapore.
- The GerMANY Innovations festival brought 24 German companies to the campus in October, forging a cluster of potential new partnerships.
- Three Sydney University academics accompanied Premier Morris Iemma to New Delhi and Mumbai last November. The tour aimed to strengthen research partnerships between Sydney and various Indian universities.



## Our students

- For the second year in a row, the University of Sydney was named number one in the National Union of Students' Rankings for Australia, which measure the quality of the student experience.
- Law student Anna Rose represented Australian youth at the United Nations summit on climate change in September. She is the founder of the Australian Youth Climate Coalition.
- Joanna Mascarenhas was selected as the NSW Rhodes Scholar for 2008. At the University of Sydney, she edited the student newspaper *Honi Soit*, played varsity hockey and was a keen debater.
- Julia Bowes and Anna Garsia became the first all-female team to win the World Debating Championships. Sydney's contingent also won the Jessup International Law Moot in March.
- Sydney University's rugby union team won its third consecutive NSW premiership.
- Arts/Law student Ghassan Kassisieh was the youngest person listed as one of Australia's 25 most influential gays and lesbians. He has worked alongside a number of organisations, including the Gay and Lesbian Rights Lobby, to ensure that same sex couples have equal rights and entitlements as well as formal recognition and equality before the law.
- Vlad da Cunha, a Master of Documentary Photography graduate, won the prestigious Luminaires digital art competition for his photo essay, *17.07.07: A Day in the Life of Sao Paulo*. The essay documented the fatal plane crash that took place in Brazil's capital last year.
- Sydney College of the Arts alumnus Shaun Gladwell was selected to exhibit at the 52nd International Art Exhibition at the Venice Biennale. Gladwell, a leading video artist, captures the dichotomy of Broken Hill's natural beauty and social upheaval.
- Six final-year Conservatorium of Music students have been offered contracts with leading orchestras. Greg Taylor, Tony Grimm and Frank Lo Surdo will perform with the Queensland Orchestra; Tim Brigden with the New Zealand Symphony Orchestra; Matthew Greco with the Australian Brandenburg Orchestra, and Hugh Jones will tour internationally with the Australian Chamber Orchestra.

## Our staff

- Emeritus Professor Noel Hush was presented with the 2007 Welch Award. Professor Hush is the first Australian to receive the award, which is widely recognised as being on par with the Nobel Prize for Chemistry. The Welch Foundation is one of the oldest and largest sources of private funding for basic research in chemistry. Professor Hush was presented with the \$300,000 award and gold medallion at a banquet in October.
- Sydney University staff members were named among Sydney's 100 most influential people by *the (sydney) magazine* in December. Architect and lecturer Col James was honoured for his lifelong advocacy of socially aware urban planning. Professor Bruce Armstrong was named for his cancer research, and Associate Professor Simon Willcock was recognised for raising awareness of the critical shortage of doctors in Australia. Professor Ben Eggleton was named for his work on optical networks, and pianist, composer and Sydney Conservatorium lecturer Judy Bailey was also honoured. Margaret Varady, Senate fellow and principle of Sydney Girls High School, was recognised for her leadership in education.
- Andrew Harris was named one of Australia's top 10 young scientists in the 2007 Cosmos Bright Sparks Awards for his work on sustainable technology.
- Peter Cochrane won the inaugural Prime Minister's Prize for Australian History and *The Age* Book of the Year for *Colonial Ambition: Foundations of Australian Democracy*.
- Conservatorium jazz lecturer Mike Nock took home an ARIA Fine Arts Award for Best Jazz Album.



## Learning and teaching

- In 2007 the University of Sydney was awarded \$6.2 million from the Federal Government Learning and Teaching Performance Fund. The funding was awarded in recognition of the University's commitment to quality learning and teaching, particularly in the areas of humanities, arts and education, economics and business, and law.
- Professor Peter Goodyear was awarded one of only five Carrick Professorial Fellowships, to develop new learning design theory and practice in the disciplines of Professional Learning and Geography and Environmental Science.
- Fourteen University of Sydney academics were presented with Carrick Awards for their contribution to student learning.
- The first ever joint appointment between the faculties of science and education was approved in 2007. Alexandra Hugman will take up the role of science education lecturer in 2008 in an effort to encourage more science students to take up teaching.

## Our community

- Fundraising activity brought in excess of \$51 million to the University, a 70 per cent increase over 2006 and the highest ever annual total.
- One of the University's major supporters was recognised in 2007 for his philanthropic contribution to higher education. Sir William Tyree OBE received the Business Higher Education Round Table Award for Outstanding Philanthropic Support of Higher Education for his \$1 million commitment to a new laboratory in power engineering.
- An initiative of the Faculty of Education and Social Work, the Glebe Community Development Program went from strength to strength in 2007. The program revamped its computer access project with 12 new computers and a \$20,000 renovation. The community body also hosted the Mitchell Street Fete in October.
- An ARC Linkage grant valued at \$665,000 will explore ways of regenerating public housing estates in Western Sydney and Dubbo.
- Sydney University Sport has teamed with the National Aboriginal Sports Corporation Australia (NASCA) to create the Sporting Chance Program. The program will encourage Indigenous students to play more sport, and it is hoped that this will engage students to become more active in the classroom.

- The University was one of 1000 bodies throughout Sydney to switch off its light for Earth Hour on 31 March.
- Sydney University Museums hosted the Parthenon Project, a series of public lectures and events on the restoration of the Parthenon and the building of the New Acropolis Museum, the intended home of the Parthenon Marbles. The event was co-hosted by the Faculty of Architecture, Design and Planning.
- Staff and students at the Conservatorium of Music joined forces with the Faculty of Science to present Music and the Cosmos, an evening of lectures and musical performances hosted by ABC Radio's Robyn Williams.
- There were 191,882 visitors to the Seymour Centre in 2007, a nine per cent increase over 2006.
- There were 61,494 visitors to our museums and galleries in 2007, an 18 per cent increase over 2006.
- Public participation in campus life and events in 2007 recorded an increase.

## Our campuses

- The Campus 2010 project is providing the University's flagship Camperdown campus with a makeover. The new Law School building is due for completion in 2009, as is Sydney Central. Located next to the existing Wentworth Building, Sydney Central will house the University's student services as well as retail and catering outlets.
- Former Federal Minister for Education, Julie Bishop, announced funding of \$3.5 million for a new dental-medical unit at Westmead Hospital.



## Young tall poppies

Three early career Sydney University researchers were awarded NSW/ACT Young Tall Poppy Science awards in 2007. Winners are selected on the basis of research achievement and passion for communicating their work, with thirteen scientists under 40 receiving Young Tall Poppy Science awards in 2007.

The University of Sydney awardees were:

**Dr Kate Jolliffe**, Senior Lecturer and Deputy Head of the School of Chemistry, who has published over 50 research papers and holds two patents. Kate is a specialist in the field of organic synthesis, supermolecular chemistry and medicinal chemistry.

She investigates the design and synthesis of artificial molecular receptors which can sense small amounts of biologically important ions. This research has applications in the creation of new drugs to treat fungal diseases.

Kate is a chemistry mentor in the University of Sydney Talented Students Program and is the winner of several awards including the Biota Medical for Medicinal Chemistry in 2006.



Dr Charles Warren

**Dr Charles Warren**, a QEII Fellow and Senior International Research Fellow at the School of Biological Sciences, who is examining how plants and ecosystems function – attempting to solve environmental problems such as climate change, bushfire, drought and salinity.

He does this by examining factors that limit plant growth, such as limited ability to absorb nutrients from the soil and absorption of CO<sub>2</sub> from the atmosphere that limits

the process of photosynthesis. This has implications for improving agricultural methods and environmental management.

Charlie regularly engages with students at the University's Science Summer Schools and has taken part in the Science Meets Parliament program.

**Dr Joshua Burns**, NHMRC Australian Clinical Research Fellow, who is based at the Children's Hospital at Westmead. He is undertaking research trials of potential treatments for neuromuscular disorders in children.

More specifically, he has been working on disorders affecting the feet and ankles, such as Charcot-Marie-Tooth disease (CMT). He is currently working on a world-first clinical trial to determine if vitamin C can help children with CMT.

Joshua's research has featured in *Who* magazine and the *Sydney Morning Herald*.

What makes the Young Tall Poppy Science Awards unique is that instead of winning money or prizes, the scientists win the opportunity to take their research to high school students around NSW, ACT and across Australia. They target Year 10 and 11 students who are thinking seriously about their senior subject choices, their tertiary education and future careers

*"The Award winners demonstrate to the next generation that a career in science in Australia can make a real contribution to the health, productivity, sustainability and creativity of our society,"* says Tall Poppy Campaign Director, Dorothy Davis.

*"These are not only the brightest young people addressing the crucial issues facing humanity, they are also the best people for the job of inspiring the next generation in science,"* adds Davis.

The presentations were made at a ceremony held at NSW Parliament House.

# Chancellor's report

This has been a year of continuing change and significant challenge across the nation, and certainly here at the University of Sydney.

The retirement in June of my esteemed predecessor as Chancellor, the Hon Kim Santow AO, was received with considerable sadness. The University community were mindful and appreciative of his critical role in a difficult period. He was steadfastly committed to ensuring that harmonious collaboration could co-exist with robust debate in this creative and intellectual environment.

The announcement later in the year by the Vice-Chancellor, Professor Gavin Brown AO, of his impending retirement to take effect from mid-2008, evoked a profound awareness of the many new initiatives and positive changes which had been developed through his leadership.

He has steered the University of Sydney to a significant rise in the world rankings, and can proudly claim that the National Union of Students has nominated this University as Number One in the assessment of 'student experience'.

As an outstanding ambassador in the international environment for Australian Higher Education, the Vice-Chancellor, supported by the diligent and sensitive efforts of the International Team led by Professor John Hearn as well as many individual senior academics, has established both formal and informal collaborative engagement with prestigious universities in our immediate Asia-Pacific Region and beyond.

Indeed, through the Vice-Chancellor's energetic commitment to driving the University's activities and reputation as a worthy international partner, he has established links of far-reaching value with universities in the Middle East, particularly the Gulf area.

It was an inspiring experience to attend the ceremonies which the University of Sydney conducted in Beijing and Guangzhou in November, which were followed by alumni receptions in each of those cities and then in Hong Kong. These celebrations engender continuing attachment, loyalty and significant multifaceted support from an educated and effective group for their Alma Mater.

Apart from obvious benefits to the University of these valued alumni, I believe that these relationships contribute incalculably to the strengthening of understanding, and of peaceful collaboration in the region.

The Faculty of Medicine under the Dean, Professor Bruce Robinson, has developed a program of specialist medical education and collaborative consultation in challenging clinical problems with a number of University teaching hospitals in Vietnam. The continuing success of this initiative has reflected great distinction upon the reputation of Australia in Vietnam up to the highest levels in Government.

The Faculty of Arts has undertaken inspiring projects of immense local value but also respected internationally relating to restoration work at Angkor Wat in Cambodia and also water conservation in southern Vietnam. Hopefully the restoration and expansion of studies in Asian languages and culture will further strengthen the University's high relevance and effectiveness with regional partners.

These continuing dynamic external developments are also being mirrored within the University with the continuing implementation of the Campus 2010 project. Exciting developments in physical construction and aesthetic renewal is nearing completion on a number of sites within the main campus as well as on the Darlington campus.

Professor Gillian Triggs, who follows Professor Ron McCallum as Dean of Law, will have the pleasure of leading her faculty from its traditional home in Phillip Street, Sydney into the handsome glass building alongside Fisher Library.

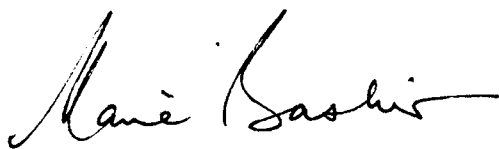
The design and construction teams associated with the Darlington Campus have responded creatively to sustainability imperatives and at the same time erected an area of outstanding beauty.

May I suggest that all who value the built environment of the University and its impact upon the wellbeing of students and staff of every sector, take a few minutes to undertake the walk from the southern perimeter of the Darlington Campus along The Walkway, pausing to note the beauty of Maze Green, before continuing along The Walkway to the Camperdown campus.

Dedication to the wellbeing of our students, undergraduate and postgraduate, is the driving motivation within the efforts of the Administration and Academic teams. I have no doubt that these creative efforts will continue energetically and with optimism in the forthcoming year.

In 2008, the Vice-Chancellor Designate Dr Michael Spence, Head of Division Four at the University of Oxford, an alumnus of the University of Sydney, will take up his appointment, continuing the legacy of William Charles Wentworth and the visionary founders of this University over 150 years ago.

Change and challenge will continue at the University of Sydney but I believe that the rewards will be substantial.



**Her Excellency**  
**Professor Marie Bashir AC CVO**  
Chancellor



# Vice-Chancellor's report

Recently a Korean friend asked me to name his national bird. After I had made a few feeble attempts, he responded with glee, "The Construction Crane". We cannot expect to receive the magnificent buildings donated to Korean universities by private industry and we marvel at the massive infrastructure investment made by the Chinese government in higher education, but, in 2007, we have had our share of cranes on campus.

The new IT building is operational, the new Student Centre and the redevelopment of Eastern Avenue with the impressive new Law School Building are taking shape. We have created fitting accommodation for the US Studies Centre and we have partnered with the State Government in building a new research and education complex at Royal North Shore hospital. This will enhance both training and the development of new treatments for the social benefit of the community.

It has been necessary to make an investment of several hundred million dollars from our own resources and this has been achieved without borrowing, because the University has maintained a healthy gap between income and recurrent expenditure to allow for capital development.

It is good, too, that a sense of history has been preserved, not least by the restoration of the historical gates at the entrance to Victoria Park. In cooperation with the City of Sydney, we have a renewed commitment to the University being a visible part of the community, open as a pathway to progress.

These changes to our physical environment symbolise the overall state of the University. We maintain the core beliefs that make a university much more than a training arm of government. We are unafraid of change and, moreover, actively make change through our own efforts as we perceive opportunity and need.

Unchanged, however, is our commitment to excellence and the achievements which demonstrate it. In 2007 our staff and students again contributed to outstanding results. Emeritus Professor Noel Hush was honoured by the Welch Award, one of the world's most prestigious prizes for chemistry research and Professors Ben Eggleton, Hans Freeman and Eugene Seneta received medals from the Australian Academy of Science. Our early career researchers were also honoured. Jingfeng Xu, a recent PhD graduate in the Faculty of Architecture was awarded the CSR Bradford award for excellence in Acoustics and the CIOB Australasia Excellent Building Postgraduate Research prize. Dr Christopher Hilliard, lecturer in modern European history, received the Max Crawford Medal of the Australian Academy of the Humanities.

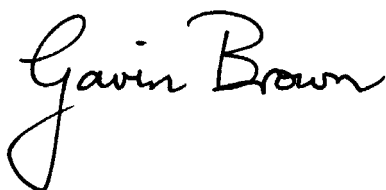
The University of Sydney again led the nation in Australian Research Council Discovery grants. Not only did our researchers win more competitive funds than those from all other NSW universities combined but also the University of Sydney's total exceeded that of both the Australian Technology Network and the group of Innovative Research Universities combined. These achievements relate to pure research but we are also leaders in research with industry – in particular Professor Liangchi Zhang and his team won the Business Higher Education Round Table (BHERT) award for the best research and development collaboration. This was for work with Peregrine Semiconductor Australia Pty Ltd on surface integrity characterisation of sapphire wafers.

In 2006 I was delighted to report that Michael Hinze was recognised by the BHERT award for philanthropy. Michael has since been named Britain's Australian of the Year. Moreover the 2007 BHERT award for philanthropy has gone to Sir William Tyree whose most recent initiative has been his crucial support for a Chair of Power Engineering. In congratulating Sir William, I applaud the fact that he, like Michael Hinze, combines his personal giving with an energetic commitment to encouraging others to follow suit.

In 2007, for the second year running, the National Union of Students rated the University of Sydney as number one in the nation for its student experience. It is important that this encourages all students to participate in formative extracurricular activities. As a result there are many outstanding performances by individuals and by teams. In particular our rugby team dominated NSW first grade for the third year in a row and in the World Student Debating Championships (which take place in January) Sydney University won in 2007 and were runners-up in 2008.

The achievements are new but their nature is unchanged. Further change in 2007 is that the University farewelled Justice Kim Santow AO and celebrated his achievements as Chancellor. We were delighted to welcome Her Excellency, Professor Marie Bashir AC CVO as our new Chancellor. Later in the year it was announced that Dr Michael Spence will be my successor as Vice-Chancellor from mid-2008. I am very happy with the choice of a Sydney alumnus who has a distinguished career here as a student and subsequently at the University of Oxford.

With both these appointments the leadership of the University will be in outstandingly good hands.



**Professor Gavin Brown AO**  
Vice-Chancellor and Principal



# Research and innovation

The University of Sydney is one of Australia's premier research universities, conducting cutting-edge research across the broadest range of disciplines of any Australian university. In 2007, Sydney University retained its leading position in terms of attracting research funding, as well as producing more publications than any other institution, as confirmed by Department of Education, Science and Training statistics.

Sydney University continues to have outstanding success in attracting new research funding from prestigious, peer-reviewed national granting bodies, such as the Australian Research Council and the National Health and Medical Research Council and from international research funding bodies, such as the US National Institutes of Health, Ford Foundation, Human Frontiers of Science and the European Union. Sustained success in these highly competitive schemes is an unequivocal indicator of the quality of research at Sydney.

Sydney enrolls the highest number of domestic research students of any Australian institution, while significantly growing the numbers of international research scholars, and is prominent in national and international awards for the excellence of its research candidates.

We host two of Australia's premier Centres of Excellence, lead the Australian Microanalysis and Microscopy Research Facility and are active participants in more than 20 Cooperative Research Centres.

## Australian Research Council (ARC) funding

Sydney secured \$49 million for 118 new ARC projects with funding starting in 2007. This represents 13 per cent of available national funding, exceeding all other Sydney-based institutions combined.

Other ARC funding that commenced in 2007 includes 30 Linkage Grants totalling \$10.9 million and involvement in 21 Linkage Equipment and Infrastructure and Facilities (LEIF) grants.

Grants awarded by the ARC include funding for the following projects:

### Linkage grants

- Professor of Australian Literature Elizabeth Webby in collaboration with Copyright Agency Limited was allocated \$580,000 for the creation of an online poetry storehouse.
- Biologists Professor Stephen Simpson and Dr Greg Sword, in partnership with the Australian Plague Locust Commission, will receive \$400,000 to explore the reasons why Australian plague locusts swarm.

### Discovery grants

- Professor Liangchi Zhang, Ms Y Chen and Associate Professor W Gao will receive more than \$1.8 million to work on an innovative manufacturing technology that will revolutionise the way we produce hip-joint prostheses.
- Associate Professor Elizabeth Cowley, who is an expert on memory distortion, and her colleague in the Faculty of Economics and Business, Christina Anthony, will receive more than \$300,000 in ARC Discovery Grant funding for their three-year research project. The project is targeted at people who sometimes spend more than they intended on gambling. Irresponsible gambling of this kind has been rising steadily in Australia since the 1990s when government policy changes opened up the legalised gambling industry.

### Indigenous Discovery

- Dr Gaynor Macdonald, Ms V Grieves and Professor V Atkinson will receive \$200,000 for a project titled "Internecine conflict and violence in NSW Aboriginal communities: an historicised assessment of governance and social control – An analysis of the context of conflict and violence in NSW Aboriginal communities through ethnological and historiographical techniques".

## National Health and Medical Research Council (NHMRC) funding

Sydney was awarded \$31.4 million – 12 per cent of the national total – for 75 new project grants starting in 2007.

In addition to project funding – where Sydney traditionally excels – in 2007 this success extended to the NHMRC's strategically targeted schemes. Sydney's strength in Indigenous health came to the fore as Sydney researchers secured two NHMRC Health Capacity Building Grants (\$4.9m), a Preventive Healthcare and Strengthening Australia's Social and Economic Fabric Strategic Award (\$1.9m) with an Indigenous health focus.

- Professor Sandra Eades, 2006 NSW Woman of the Year and the first Aboriginal medical doctor to gain a PhD, attracted funding for a project, “Making a difference building research capacity for health interventions to improve Aboriginal health”.
- Associate Professor Jonathan Craig received funding for two separate projects: “Improving population health by a multidisciplinary, multi-method focus on kidney disease of the young, the old and of Indigenous Australians” and a SEARCH (Study of Environment on Aboriginal Resilience and Child Health) aimed at giving Indigenous Australians a healthy start to life.

Two Sydney researchers received inaugural NHMRC Achievement Awards, designed to show the NHMRC’s appreciation for the innovation and leadership demonstrated by members of the health and medical research and ethics community:

- Professor Iain McGregor, a neuropsychopharmacologist who studies the effects on brain function of party drugs such as metamphetamines and ecstasy.
- Dr Rebecca Ivers received her award for research into road-traffic injury prevention.

### Sydnovate: Impact through innovation

The University’s commercial arm, formerly known as the Business Liaison Office, was re-launched in 2007 with a new structure, offices and name. Sydnovate, as the office is now known, is responsible for the protection and management of intellectual property developed at the University of Sydney, as well as licensing new technologies to industry partners to develop new and improved products and services.

The University has a deep commitment to generating social and economic benefits for society. Sydnovate places a very strong emphasis on actively marketing technology and innovation from the University.

In 2007, the number of new inventions reported to Sydnovate by University researchers increased to 91. Forty-one new patents were filed, which represents an increase of more than 50 per cent from 2006.

A \$5 million Sydnovate Fund was launched in 2007. This fund offers small grants to University inventors to support the performance of critical experiments to enhance and improve the quality of the University’s intellectual property.

Several new major research and technology agreements were signed by Sydnovate in 2007. The focus shifted towards entering into larger and more significant engagements with industry.

Several policy adjustments and improvements were made in 2007 to strengthen the University’s commercialisation framework, and further enhancements will be made in 2008.

### Fellowships

Researchers from Sydney were awarded 36 Australian Research Council (ARC) Fellowships commencing in 2007. One in four highly prestigious Federation Fellowships were awarded to Sydney University researchers, along with five out of 29 available Australian Professorial Fellowships.

The Federation Fellowships were introduced in 2002 as the ARC’s flagship fellowship. They are designed to attract and retain researchers with the highest international standing. Sydney has been awarded 21 Federation Fellowships, more than 16 per cent of the total offered. Over the last five years (2003–2007) Sydney has also led the nation in ARC Australian Professorial Fellowships, with 16 per cent of the total awarded nationally.

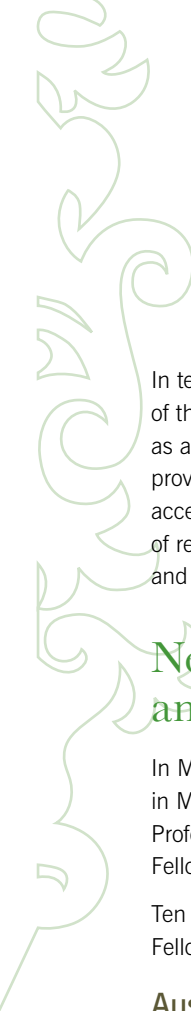
Of the five Federation Fellowships for 2007, three were renewals obtained by Professors Ben Eggleton, Hugh Durrant-Whyte and Huw Price. There were two new Fellows:

- Dr Joss Bland-Hawthorn, currently based at the Anglo-Australian Observatory, who specialises in astrophysical research exploring the interface between instrumentation and astronomy
- Dr Peter Waterhouse, from CSIRO Plant Industry, who led the way in uncovering the mechanism, roles and applications of post-transcriptional gene silencing in plants. Dr Waterhouse and his colleague Dr Ming-Bo Wang were jointly awarded the Prime Minister’s Prize for Science in 2007.

Sydney was awarded 14 NHMRC Fellowships starting in 2007, including one highly prestigious NHMRC Australia Fellowship, 11 NHMRC Career Fellowships and two NHMRC Practitioner Fellowships.

This builds upon successes from 2004 to 2006 and brings the total number of Sydney NHMRC career fellows to 35, nearly triple the number in 2002.

The NHMRC Australia Fellowship was awarded to Professor Ian Hickie, Director of the Brain and Mind Research Institute (BMRI), to expand his research on the effect of environmental factors on the risk of developing non-psychotic mental disorders. In November 2006 Professor Hickie was named among the *Australian Financial Review’s* 10 most influential Australians.



In terms of faculty-based fellowships, the Sydney College of the Arts Visiting Fellowship was established in 2007 as a new residency program. The Visiting Fellowship provides professional artists, scholars and curators with access to facilities for the development and/or presentation of research and artistic works and includes accommodation and an exhibition.

## New members of the Academies and research award recipients

In May 2007, in recognition of his contributions to research in Mathematics and Education, the Vice-Chancellor, Professor Gavin Brown, was admitted to Corresponding Fellowship of the Royal Society of Edinburgh.

Ten Sydney University academics were elected Fellows of the Learned Academies:

### Australian Academy of Sciences

**Emeritus Professor Ian Douglas**  
School of Biological Sciences

**Professor Peter Lay**  
School of Chemistry

**Professor Stephen Simpson**  
School of Biological Sciences

### Australian Academy of the Social Sciences

**Professor Ian Hickie**  
The Brain and Mind Research Institute

### Australian Academy of the Humanities

**Associate Professor David Braddon-Mitchell**  
Department of Philosophy

**Professor Helen Dunstan**  
School of Languages and Cultures

**Professor Ghassan Hage**  
Department of Anthropology

**Frances Muecke**  
School of Philosophical and Historical Inquiry

**Dr Edward Duyker OAM**  
School of Languages and Cultures

### Australian Academy of Sciences and Technology

**Iain Mason**  
Division of Geology and Geophysics

## Early career researchers

The excellence of Sydney's early career researchers was also recognised in 2007, through the following awards:

- Three Sydney researchers were among the 13 to receive 2007 NSW/ACT Young Tall Poppy Science Awards:
  - Dr Kate Jolliffe, a specialist in the field of organic synthesis and medicinal chemistry
  - Dr Charles Warren, who is examining how plants and ecosystems function
  - Dr Joshua Burns, who is undertaking research trials of potential treatments for neuromuscular disorders in children.Award winners undertake a program of school visits to inspire the next generation.
- Dr Christopher Hilliard, a lecturer in modern European history, has been awarded the Australian Academy of the Humanities' RM (Max) Crawford Medal.
- Professor John Rasko, who is researching gene therapy, was awarded the prestigious Roche Medal 2007 by the Australian Society for Biochemistry and Molecular Biology.
- Tony Moore, a cultural historian, was awarded the NSW History Fellowship.
- Warren Canaty took out the NSW State Prize in the 2007 Science and Innovation Awards for Young People in Agriculture, Fisheries and Forestry for his research on improving irrigation practices in the cotton industry.
- Jingfeng Xu, a recent PhD graduate of the Faculty of Architecture, Design and Planning was awarded the CSR Bradford Award for Excellence in Acoustics and the CIOB Australasia Excellent Building Postgraduate (Research) Award.
- Sydney Law School alumnus, Dr James Renwick, who teaches National Security Law, was awarded a prestigious Fulbright Scholarship.
- Joanna Mascarenhas, a final year Economic and Social Sciences/Law student, was awarded the NSW Rhodes Scholarship and will undertake an MPhil in civil law at Oxford.

## Recognition for research achievements

University of Sydney academics were again recognised at the highest levels in 2007. Below are some of the awards and recognition won:

- Emeritus Professor Noel Hush was co-recipient of the 2007 Welch Award in Chemistry for his achievements that have contributed to the betterment of humankind. Professor Hush is an Officer of the Order of Australia, a Fellow of the Australian Academy of Science, a Fellow of the Royal Society of London, a Fellow of the Royal Australian Chemical Institute and one of the few foreign members of the American Academy of Arts and Sciences.
- Three Sydney researchers were awarded medals by the Australian Academy of Sciences:
  - Emeritus Professor Hans Freeman (School of Chemistry)
  - Professor Eugene Seneta (School of Mathematics and Statistics)
  - Professor Ben Eggleton (School of Physics).
- Professor Roger Truscott and his team from the Save Sight Institute were awarded the Cataract Research Award by the National Foundation for Eye Research in the United States.
- Professor Liangchi Zhang and his team have received the Business and Higher Education Round Table (B-HERT) award for the Best Research and Development Collaboration for their work with Peregrine Semiconductor Australia Pty Ltd on the Surface Integrity Characterisation of Sapphire Wafers for the Wireless and Fibre Optic Semiconductor Industry.
- Professor Judith Black was awarded an AO for service to medicine, particularly as a researcher and teacher in the field of respiratory pharmacology, and as a senior research executive.

## Contributing to public debate: University of Sydney research in the media

University of Sydney researchers featured prominently in the *Bulletin Magazine's* final 2007 Smart 100 list. The overall winner of the Science category, Dr Peter Waterhouse, currently with the CSIRO Plant Industry, is joining the University in 2008 with a prestigious Australian Research Council Federation Fellowship. Others featured include Professor John Chalmers, recognised for his work on hypertension and heart attack, and Dr Joel Mackay for his studies on the interactions between genes and proteins.

The *Sydney Morning Herald* supplement *the (sydney) magazine* featured a list in 2007 of the '100 Most Influential People', which included two University of Sydney professors, Professor Bruce Armstrong (cancer prevention) and Professor Ben Eggleton (optical device research), along with Associate Professor Simon Willcock (research into the medical profession). Judy Bailey (pianist and composer) and Margaret Varady (leadership in education) were also honoured.

Professor Eggleton was also named in *Cosmos Magazine's* list of the top 10 researchers under 40 years of age, as was Dr Andrew Harris, for his work on mining precious metals using plants.

The University was also recognised in terms of research journalism. Associate Professor Alex Barratt from the School of Public Health won the Eureka Prize for Health and Medical Research Journalism for the second time.



Dr Andrew Harris

## New facilities

The University of Sydney is playing a critical role in the establishment of important new research facilities.

- The \$41 million Australian Microscopy and Microanalysis Research Facility (AMMRF) will have its leading node at the University of Sydney. The facility was established with funding from the National Collaborative Research Infrastructure Strategy (NCRIS), state governments and participating universities. The AMMRF allows the characterisation of materials, employing electron and ion beams, scanned probes, x-rays, and light and laser optics.
- The University, in partnership with the NSW State Government, is contributing \$30 million to a new research and education building at Royal North Shore Hospital.
- The NSW State Government has provided \$16 million for a research-dedicated cyclotron facility to be located at the Brain and Mind Research Institute (BMRI). The cyclotron will help researchers devise new therapies for conditions such as Alzheimer's disease, schizophrenia and Parkinson's disease. Over the past two years the BMRI has received a total of \$31 million government funding, comprising \$22 million from the NSW State Government and \$9 million from the Australian Government.
- RioTinto, a global mining company, has committed \$21 million to establish the Centre for Mining Automation, within the Australian Centre for Field Robotics (ACFR), to develop and implement the vision of a fully autonomous, remotely operated mine.
- Sydney is a consortium member for Australia's \$220 million Victorian-based Australian Synchrotron. The synchrotron (essentially a giant electron microscope) is one of only 50 in the world and the largest in the southern hemisphere.

### The University of Sydney launched the following centres in 2007:

- The \$25 million United States Studies Centre (USSC) with a mission to deepen Australians' understanding of the United States. The centre brings together leading scholars, politicians, business leaders and thinkers from across Australia and the US.
- The Centre for International Security Studies, located within the Faculty of Economics and Business. The centre produces innovative, multidisciplinary academic research and education programs focusing on international security and foreign policy issues, particularly in the Asia-Pacific region.

- The Bernie Banton Centre at Concord, in memory of the tireless campaigner who died in November 2007 after a long battle with asbestos-related cancer. This \$12 million centre, jointly funded by groups including the University of Sydney and the Dust Diseases Board, is the world's first dedicated asbestos-research facility.
- Sydney BioInformatics, a resource for the analysis of new genomic and proteomic data.
- The Institute of Obesity, Nutrition and Exercise, based within the Medical Foundation Building in Camperdown. The Institute will take a leading role in the battle to control the global obesity epidemic and lifestyle-related chronic diseases by providing a focus for advancing basic and clinical research, public health and policy development.

## Launch of the Centre for International Security Studies and Inaugural Michael Hintze Lecture in International Security

The Centre for International Security Studies was launched in July 2007. The event was marked by the inaugural Michael Hintze Lecture in International Security, delivered by Ambassador Barry Desker of Singapore and attended by nearly 200 people. Ambassador Desker's lecture was titled 'New Security Dimensions in the Asia Pacific'.

At the launch, Professor Alan Dupont, the Michael Hintze Chair of International Security and CISS Director, announced a major cross-disciplinary initiative in biosecurity. The project, a university-wide collaboration, will contribute to national and regional capacity to combat pandemics such as SARS and avian flu, and the proliferation of biological weapons and bioterrorism.

Working with colleagues across the University, the project will seek to assess the relationship between infectious disease patterns, state functioning and violent conflict and will advise governments of biosecurity risks and recommend public health responses to infectious disease outbreaks.

## Increased higher degree research load and improved higher degree research completions

The University of Sydney provides high-quality research training to the next generation of academics and researchers. The University is prominent in national and international awards for the excellence of its research candidates.

In 2007 there were 3647 students enrolled in postgraduate research degrees at the University of Sydney. Since 2003, the number of research degree candidates has grown steadily, with an average growth rate of 2.8 per cent each year.

Research completions have also increased markedly from 487 in 2002 to 669 in 2006, an average growth of 7.5 per cent per annum. The ratio of completions to load has increased steadily over the same period – this indicates a higher success rate and more on-time student completions. Annual surveys of research students (Sydney Research Experience Questionnaire – SREQ) indicate very high and increasing levels of student satisfaction with their experiences at Sydney University.

The University of Sydney has been actively recruiting the best domestic and international research students. A new PhD recruitment website that allows potential research students to search available projects and view details of research supervisors was successfully piloted in the biomedical sciences, and will be rolled out University-wide in 2008.

2007 saw the introduction of Sydney's new flagship scholarship, the Vice-Chancellor's Research Scholarship,

offering a \$30,000 tax-exempt stipend, aimed at supporting the very best students. Numbers of University-funded scholarships have more than doubled, from 133 in 2002 to 282 in 2007. A significant injection of University funds in 2008 will see the total number of scholarships available in the University rise to more than 620.

The Vice-Chancellor's Awards for Excellence in Higher Degree Supervision in 2007 went to Professor Robyn Ewing, Faculty of Education and Social Work and Professor Alex Frino of the Faculty of Economics and Business.

Three academics were awarded the Vice-Chancellor's Award for Outstanding Teaching – Associate Professor David Easdown, from the School of Mathematics and Statistics, Professor Michael Jackson, from the discipline of Government and International Relations, and Dr Susan Thomas, from the Department of English.

## Research in creative arts

Associate Professor Brad Buckley (Director of the Sydney College of the Arts Graduate School, University of Sydney) and Associate Professor Su Baker (Head of the School of Art, Victorian College of the Arts, University of Melbourne) have received \$100,000 from the Discipline Based Investigation Fund, Carrick Institute, an initiative of the Australian Government's Department of Education, Science and Training. The research project, *Future-Proofing the Creative Arts in Higher Education: Scoping for Quality in Tertiary Creative Arts Learning, Teaching, and Research Training* will investigate the role of the PhD in the creative arts in Australia.

## Making a world of difference to breast cancer patients

Visitors to the Faculty of Health Sciences' Cumberland campus were greeted by a sea of pink in September 2007, when the faculty's Breast Cancer Research Group hosted a Pink Ribbon Breakfast. The research group, led by breast cancer survivor Associate Professor Sharon Kilbreath, hosted the first annual breakfast to raise funds for breast cancer research.

The driving force behind the Breast Cancer Research Group itself was three very determined woman all linked in some way to the disease.

On the night that the University of Sydney's Associate Professor Kilbreath emerged from breast cancer surgery, her colleague and friend Professor Kathryn Reshaug went home to learn what the next steps were in terms of her friend's exercise and rehabilitation.

"She couldn't find anything at all," Associate Professor Kilbreath says. "There was no information on what exercises patients should do and why they would do it.

There was no randomised controlled trial to look at best practice. It was an area that had been severely neglected and under-researched. We thought we could do better. That was the catalyst."

Today, just six years on, the Breast Cancer Research Group has grown into a multidisciplinary group of well-established researchers from backgrounds including physiotherapy, oncology, breast surgery, applied physiology, public health and psychology. The group is also keenly supported by surgeons at Royal Prince Alfred, Concord and Strathfield Private Hospitals.

"With the increase in breast cancer and, more importantly, the rate of cure improving, it's becoming more and more important to understand the long-term side effects of common treatments", says Associate Professor Kilbreath.

At present, the group has no less than 10 research projects underway.

# Learning and teaching

## Number one for high-calibre students

The University of Sydney again attracted the highest share of first preferences in NSW, and attracted the highest proportion of high-achieving school leavers of any NSW university. More offers were made by Sydney University to students with a UAI of 100 than any other university in NSW. In the UAC main round of offers, 41 per cent of offers made to applicants with a UAI of 95 or greater were made by the University of Sydney.

- The Faculty of Law made four times the number of offers to high-achieving students than our nearest competitor.
- Sydney University also made more than double the offers to students with a UAI of 99.95 than our nearest competitor.

## Performance-based funding of teaching excellence

The University of Sydney continues to lead the way in Australia with its performance-based funding of excellence in learning and teaching.

In 2007, the University implemented the newly-reviewed Large Teaching Improvement and Equipment Scheme (TIES) Grants. These grants were established to provide faculties with the opportunity to apply for funding for projects which align with University or faculty learning and teaching strategic goals and objectives.

The selection criteria for the grants were reviewed to ensure that applications demonstrated an enhancement of student learning, student experience and/or motivation to learn, which benefits a significant number of students directly.

In 2007, successful applications included projects that would provide sustainable outcomes beyond the life of the project and that could be replicated across faculties and spread best practice across the University. These included:

- A case study of assessment: Developing new models of leadership for learning and teaching at the University of Sydney
- IPRural: Developing inter-professional student experiences in rural New South Wales
- Internationalising pedagogies of academic communication and generic skills through virtual exchange.



These projects have strategic significance for the enhancement of learning and teaching outcomes for the University and are longer-running projects than TIES grants funded in previous years.

Performance-based funding continues to be a major incentive for the spread of teaching excellence, with the distribution of over \$1 million to faculties through the Scholarship Index based on:

- staff with qualifications in university teaching
- staff with teaching awards
- staff actively researching and publishing in the area of university teaching
- staff presenting their research on university teaching at conferences.

## Rewarding teaching excellence

Nationally, seven applications from the University of Sydney won Carrick Citations for Outstanding Contributions to Student Learning in 2007. They were:

- Dr Janette Bobis (Faculty of Education and Social Work)
- Dr Lynn Carson (Faculty of Economics and Business)
- Dr Donna O'Connor (Faculty of Education and Social Work)
- Mr John Baguley, Dr Christine Hawke, Dr Susan Matthew, Miss Melanie Robson and Mr Federico Costa (Faculty of Veterinary Science)
- Mrs Joanne Elliott and Professor David Handelsman (Faculty of Medicine)
- Ms Jacqueline Hicks (University Library)
- Ms Jill Kelton and Miss Nadia Bradley (Faculty of Economics and Business)



These nominees were successful on the basis of their diverse yet significant contributions to student learning through quality teaching.

The University of Sydney also won a prestigious Carrick Institute award, given to programs that enhance student learning. The prize was awarded for the 'Advancing Chemistry by Enhancing Learning in the Laboratory' (ACELL) program. The goal of this project is to make available a database of chemically sound, student-tested undergraduate experiments.

In 2007 the University of Sydney was awarded \$6.2 million from the Federal Government Learning and Teaching Performance Fund in recognition of its commitment to quality learning and teaching. This was an increase of \$1.3 million and was attributed to the University's performance particularly in the areas of humanities, arts and education, economics and business, and law.

### Carrick Senior Fellowship and Promoting Excellence Initiative

The University of Sydney's first Carrick Senior Fellowship was won by Professor Peter Goodyear, Co-Director of the Centre for Research in Computer-Supported Learning and Cognition, in 2007.

Professor Goodyear's project, *Teaching, technology and educational design: The architecture of productive learning environments*, aims to help universities become more proficient at educational design.

This project aims to develop the capacity of teaching staff to engage in reflective inquiry into their teaching. It is envisioned that providing a scholarly platform for the development of grant and award applications will lead to both higher quality teaching and student learning.

The University was also successful in securing \$220,000 in funding for a Carrick Institute Promoting Excellence Initiative titled *Enhancement of reflective scholarly teaching in communities of inquiry*.

### Student feedback through the Student Course Experience

The year 2007 saw the introduction of new faculty reports on the student experience, based on the Key Performance Indicators used in the distribution of the Learning and Teaching Performance Fund (LTPF).

The student satisfaction indicators used included:

- good teaching
- generic skills
- overall satisfaction
- bachelor commencing students/retention.

Previous reports were based on individual aspects of the student experience, rather than in the context of the KPIs. Reports based on the KPIs, using quantitative and qualitative data, provide feedback on:

- the success of university and faculty initiatives to improve the overall student experience in general
- the student experience of learning and teaching in particular.

The data used in the faculty reports was compiled from the Course Experience Questionnaire (CEQ), administered to graduates in the year after graduation, and the Student Course Experience Questionnaire (SCEQ) administered to current students since 1997 for graduates and 2000 for current students.

### Integrated learning

Fundamental aspects of integrated learning include:

- integrating Information and Communications Technologies (ICT) into everyday academic enterprise
- a focus on planning for learning from a student perspective
- ensuring that investment in physical and virtual learning infrastructure aligns with learning goals and outcomes.



In 2007, the concept of integrated learning strengthened and broadened to include staff from diverse areas in the University including Campus Infrastructure Services, ICT, libraries, and learning and teaching, including eLearning.

There were a number of key projects in 2007 conducted in support of integrated learning. One exciting and significant project is the Streaming Media Project, which established an enterprise streaming media system, allowing all staff in the University to improve the virtual student experience with rich media.

In 2007, substantial e-Learning resources were incorporated into 3000 units of study. This extends and enhances the University's commitment to providing a sustainable model of learning and teaching which embraces all the benefits of e-Learning in improving student understanding, one which complements and enhances the students' rich face-to-face experience.

### Strengthening good practice in learning and teaching

Throughout 2007, the University continued to provide support for the enhancement of the student learning experience, both through courses for University teachers and through its work with faculty strategic leaders.

The Institute for Teaching and Learning (ITL) continued to support teaching excellence, with three major projects instituted in 2007:

- More than 100,000 questionnaires were returned from students with their assessment of their learning experience. These were processed, analysed and disseminated by ITL staff as part of the University's continuing quality enhancement process.
- Over 200 academic staff attended the ITL's three-day introduction to university teaching during 2007, and the Graduate Certificate in Educational Studies (Higher Education) was fully subscribed, with 35 participants.
- A regular forum of ITL staff and associate deans (Teaching and Learning) was given more prominence in 2007. The forum aims to share teaching and learning development strategies, and draws on the experience of participants and research literature.

### Academic quality

In 2007, the Academic Board initiated a new cycle of reviews of the academic activities of the faculties, supported by the PVCs Strategy and Planning and Learning and Teaching. This third cycle of reviews focuses on academic culture, and the processes within faculties that underpin academic success. The new review system encourages critical self-appraisal to promote continuous quality improvement.

Also in 2007, the Indigenous Education Advisory Committee resolved to investigate the establishment of a new entity for Indigenous Education Support at the University through the integration of the Koori Centre and Yooroang Garang. A process of change management has begun with a view to developing a new entity that would provide a forum to coordinate all Indigenous activities relating to learning and teaching, student support, research and community outreach.

### The University of Sydney experience

As part of a process of academic renewal, the University of Sydney has been focusing on defining what is unique about the 'University of Sydney experience'. In 2007 the Provost established four working groups to review four key areas of the student experience at the University:

- undergraduate degree structure
- academic pathways for research training
- postgraduate coursework
- generic graduate attributes.

The four working groups developed a series of recommendations that were considered by key reference groups including academic staff, students and employers of University of Sydney graduates.

In December 2007, the Provost hosted a luncheon for major employees of University of Sydney graduates, deans and academic staff. The luncheon provided an opportunity for discussion with key stakeholders, with the expectation that liaising in this way with some of our most important 'customers' would enable us to refine the University of Sydney experience in a way that best prepares our graduates to meet the needs of employers.



# A global university

The University of Sydney measures itself by international standards and prides itself on strengthening its position as a global university. In 2007, the University continued to improve in terms of international rankings, internationally focused research, engagement with the international community and attracting students and staff from around the world.

International university rankings published in 2007 show that the University of Sydney has continued to rise and is now ranked at 31 in the list of top global universities published by the *Times Higher Education Supplement*.

The University is a leading global ambassador for Australia in higher education and research, and in 2007 strengthened focus in three key areas:

- improving the visibility and impact of the University's research, teaching and community enterprise
- improving services and support for students and staff
- attracting new resources from universities, governments and agencies, industry and alumni.

Our vision is to firmly establish the University as a world centre in scholarship, research, education and service in the front rank of world research universities. Our mission is to take a quantum leap in internationalisation throughout the University's activities and in international engagement and leadership.

To achieve this, in 2007 the University has continued to work towards innovative and focused partnerships with leading universities, government, industry and international organisations. These partnerships continue to deliver a sustained rise in our international rankings based on excellence of research, teaching and community service.

## The International Triennium

The University has declared 2006–2009 the University of Sydney International Triennium, to coincide with Vice-Chancellor Gavin Brown's presidency of the Association of Pacific Rim Universities (APRU) from 2006 to 2008.

The triennium is the term given to a set of broad-based initiatives aimed at achieving a major advance in the University's internationalisation and international engagements as a top-ranked world university.

This program, a year old in 2007, has delivered high-profile offshore graduations, alumni receptions, VIP events, academic symposia and workshops in Beijing, Shanghai, Guangzhou, Hong Kong, Kuala Lumpur, Berlin, London and India. Numerous research and teaching projects have been established in conjunction with leading international universities, with deans and academics giving the program their full support.

Each project includes a government relations program and a media program. In 2007, symposium highlights included the:

- Stem Cells Symposium held at the Australian Embassy in Berlin and at the University College London
- Kuala Lumpur Symposium focusing on biotechnology, health sciences and international finance and delivered in collaboration with University of Malaya and Universiti Sains Malaysia
- Guangzhou Symposium addressing the issue of internationalisation and modernisation of Chinese herbal medicines in collaboration with Sun Yat-sen University and The Chinese University of Hong Kong.

All events were attended by local universities, government departments and agencies.



## The International Institute

The International Institute was established in 2007 as the vehicle for University of Sydney's international activities and services, building global relationships as a world centre of learning. Headed by the Deputy Vice-Chancellor International, the International Institute will house the Office of the DVC, the Research Institute for Asia and the Pacific, Offices for Europe and the Americas, the Confucius Centre, India Centre, service units, international programs and grant development capacity.

## The International Forum

The University of Sydney's International Forum series brings together leaders and thinkers from around the world to present their views on strategic international issues and the way in which these issues may have an impact on Australia and the globe.

**In 2007, the University held the following international forums:**

### **Australia and Latin America in the Asia-Pacific Region**

in collaboration with the embassies of Argentina, Brazil, Mexico, Peru and Chile; the Chairman of the Council on Australia Latin America Relations; and the Department of Foreign Affairs and Trade (DFAT).

### **The Future of Education – Bologna and Beyond**

delivered by Commissioner Ján Figel, Member of the European Commission for Education, Training, Culture and Youth; and sponsored by Department of Education, Science and Training.

### **Australia and India in the Asia-Pacific Region**

in collaboration with the Indian Consulate; the Chairman Emeritus of the Australia and India Business Council; Sports Knowledge Australia and DFAT.

### **APEC's economic challenges: Breaking down the barriers for growth and integration**

hosted by the University's Research Institute for Asia and the Pacific (RIAP) and sponsored by Austrade and DFAT; with participation of APEC officials.

### **The Role of Arts and the Humanities in Building International Understanding**

delivered by Mrs Harriet Mayor Fulbright in collaboration with the University's US Studies Centre and the Australian-American Fulbright Commission.

## Working with international agencies

The University continued to play a strong role with international agencies in 2007, including the following agencies:

- UN agencies, especially the United Nations Educational, Scientific and Cultural Organization (UNESCO)
  - the World Bank
  - Asia Development Bank
- as well as several foundations.

This participation has been both at a policy level through membership of strategic groups and through partnership in programs and projects that link developed and less developed countries. These roles provide staff and students with opportunities to engage with some of the major issues in health, science, the arts and humanities that face society over the next 20 years.

Collaborations with international agencies in 2007 include the following:

- UNESCO is co-funding a University research program at Angkor Wat. The Greater Angkor Project (GAP) is an international, multidisciplinary research program focusing on the decline of urbanism at Angkor, in Cambodia.
- The OECD confirmed the University as a knowledge partner in higher education, science and technology as well as in the bioeconomy 2030 program and in its annual Global Forum.
- WHO has also invited and co-funded the University of Sydney to serve as a mentor university in maternal and child health in Cambodia and Indonesia.



## International Program Development Fund

In 2007, the University of Sydney awarded \$500,000 in grants for 45 projects through the International Program Development Fund (IPDF). The fund supports academic staff and PhD students working on innovative research programs with international partner universities, organisations, industry and governments.

A particular focus of the IPDF in 2007 was the University's three major international networks: Academic Consortium 21, the Association of Pacific Rim Universities, and the Worldwide Universities Network (see panel on this page).

Membership of global university networks forms an important part of the University's overall international strategy, providing access to a critical mass of some of the world's leading universities and, with it, quality research partnerships and academic and student exchange.

*"This kind of international engagement offers real benefits to the University of Sydney and is an excellent way of bringing scholars from around the world together to confront some of the major research challenges we face today," said Professor John Hearn, Deputy Vice-Chancellor (International). "We are proud to be investing in innovative, sustainable research projects that are truly collaborative in nature and global in scope."*

In the most recent round in November 2007, grants worth up to \$10,000 each were distributed among 22 international collaborative research projects spanning the sciences, humanities and social sciences. Grants awarded include:

- Professor Michael Humphrey and Dr Gyu-jin Hwang from the Faculty of Arts will work with WUN partners to research the sustainability and governability of the world's cities as they continue to surge in population.  
**Partner universities:** York, Bergen (Norway).
- Dr Rongkun Zheng of the Australian Key Centre for Microscopy and Microanalysis will join the successful WUN Spintronics Network, to further research the application of nanomaterials in electronics to create the next generation of smaller, faster, more efficient computers and electronics.  
**Partner universities:** York; Nanjing; University of California, Berkeley; University of California, San Diego; Manchester; Bristol; Sheffield; Illinois; Leeds; Southampton; Penn State; Zhejiang.

- Dr Julia Hush of the Faculty of Health Sciences will spend three months in the Neuroimaging and Pain Laboratory of an APRU partner university to advance understanding of spinal pain, a complex issue with high social and economic costs.

**Partner university:** Stanford.

- Professor Mayfair Yang and Dr David Bray of the Faculty of Arts will join the WUN Contemporary China Centre to research an interdisciplinary range of issues facing contemporary China.

**Partner universities:** Leeds; Bristol; Washington; Wisconsin; University of California, San Diego; Sheffield; Illinois; Southampton; Nanjing; Oslo; Zhejiang.

The fund also supported research collaborations with one of the University's leading bilateral partners, Cambridge University. Two projects were successful in receiving funding including that of Professor Stephen Simpson, from the Faculty of Science. He will use his grant to further a collaborative project with Cambridge on the neurobiological reasons for locust swarming.

## International networks

The University of Sydney has active links with over 35 of the world's 50 top-ranked universities through our membership of international university networks, and through our bilateral agreements with other top universities.

The University of Sydney is a member of the following international networks:

### Association of Pacific Rim Universities (APRU)

Vice-Chancellor Gavin Brown is Chairman of APRU for 2006–8. The University is a lead partner in brain and mind research, postgraduate and postdoctoral exchange programs.

### Worldwide Universities Network (WUN)

The University is working in partnership with other members of the WUN on seven global research programs in health, education, science and the humanities.

### Academic Consortium 21 (AC21)

AC21 plans active exchanges of students, faculty members and administrative staff, provides shared access to information on research interests and academic activities, develops cooperative education programs and supports international exchange of culture between local communities.

## International conferences

Senior staff have taken a leading role in world forums, including those of the UN, WHO, UNESCO, OECD, World Bank, Asia Development bank, The Australia Future Forum, *The Guardian* Higher Education Summit and others.

## International scholarships and fellowships

International scholarship and funding opportunities have expanded significantly in 2007. The University secured nine Endeavour Executive Awards, funded by the Department of Education, Science and Training, and two prestigious Australian Leadership Awards – fellowships funded by AusAID.

Training programs provided by the University will include museum studies, public administration, international taxation and medicine. Programs are designed for leaders in government, education and industry from various countries including Indonesia, Hong Kong, Vietnam and Tonga.

The China Scholarship Council and the University of Sydney have jointly funded 13 PhD candidates in 2007, further strengthening the University's links with China. Engagement with AusAID posts continues to attract students sponsored by AusAID-funded scholarship programs with over 180 AusAID students enrolled at present.

The University is also participating in several new foreign government scholarship programs including two provincial government schemes in Vietnam, the Malaysian Timber Council Scholarship Award, and the Bolashak scholarship program in Kazakhstan.

## Research Institute for Asia and the Pacific

The Research Institute for Asia and the Pacific (RIAP) is a research and training unit within the International Portfolio of the University of Sydney. In 2007 RIAP continued to forge strong links with the Asia-Pacific region through securing and delivering high-level executive education programs, facilitating new international research projects and promoting the University's public profile.

RIAP was selected for a second year running to conduct a United Nations Development Program/AusAID funded Advanced Leadership Training Program in Rural Development in China, in conjunction with the Australian National University. A total of 23 Vice-Ministers, Vice-Governors and Directors participated in the program. RIAP also conducted a successful Higher Education Executive Management program for Vice-Presidents from 36 Chinese universities.

In conjunction with faculty academics and staff of the International Institute, research grant applications worth \$25 million were submitted to various funding agencies, securing over \$5 million. Successful bids include:

- a new Clinical Dental facility at Westmead Hospital
- a Confucius Centre
- the Traditional Chinese Medicine Centre.

Other significant activities in 2007 include three projects from Indonesia funded by the Asian Development Bank (ADB), a new Australia Korea Young Leaders Environment Program, and the launch of *Generation change and new policy challenges for Australia and Korea* by University of Sydney Press.

## Australia-China Centre for Research in Chinese Medicines (ACCRCM)

A productive 10-year partnership between Sun Yat-sen University and the University of Sydney has resulted in the establishment of the first Australia-China Centre for Research in Chinese Medicines (ACCRCM).

The centre builds on both universities' research strengths and innovation in herbal medicines. The Premier of NSW, the Hon Morris Iemma MP, was present at the ribbon-cutting ceremony in November and announced the establishment of a Joint Chair in Herbal Medicines between the University of Sydney and the University of Western Sydney with funds from the NSW government.



## Strengthening relationships with India

During his visit to New Delhi in 2007, Professor John Hearn, Deputy Vice-Chancellor International, met with India's Vice President, the Honourable Mohammad Hamid Ansari. Discussions included the proposed establishment of an India Centre at the University of Sydney. Professor Hearn was part of a delegation to India organised by the NSW Government to promote education and business.

## International innovation

The GerMANY Innovations festival in 2007 brought 24 German companies to the University's main campus to explore commercial opportunities with Sydney University researchers.

The two-day event was designed to showcase the University's collaborations with Germany through technological development, academic engagement and scientific research. It was successful in bringing industry, community and research together, and showcasing innovations to the public.

Productive partnerships included that between the University and Siemens, the electronics and electrical engineering group, who unveiled their Mega Cities report at the festival. Company representatives met with Professor Tony Capon, a consultant in urban health policy at the University's Australian Health Policy Institute, who flagged the potential for taking the research forward in partnership with Siemens.

In addition, Deutsche Welle, which broadcasts news and information on shortwave, internet and satellite radio in 32 languages, also offered a one-off, six-month media internship for a Sydney University media graduate. The intern will work at the English Radio Programme in Bonn.

In Europe more broadly, visits by the University in 2007 to Geneva, Paris, Berlin and London resulted in enhanced activities through high-level delegations, symposia and new research partnerships.



## International students

The University of Sydney encourages young scholars to study overseas, as well as attracting talented students from around the world.

In 2007, there were 9010 international students from over 120 different countries studying at the University of Sydney. The largest numbers were from the People's Republic of China, Singapore, Hong Kong, South Korea, Malaysia, the United States, Indonesia, India, Canada, Thailand, Germany and the United Kingdom.

More than 550 students participated in the Study Abroad Program, while 380 Sydney students and 367 international students participated in the Student Exchange Program for either one or two semesters. New Study Abroad and Student Exchange agreements were established with 29 international universities in the following countries:

- Canada
- China
- Finland
- France
- Germany
- Italy
- Japan
- Malaysia
- The Netherlands
- Norway
- The Philippines
- Singapore
- Switzerland
- Taiwan
- United States
- United Kingdom.

The University was once again extremely active with international agreements, signing 114 Memoranda of Understanding, including five new cotutelle agreements with leading universities in China, France, Scotland and Malaysia.



## Summer School

The University of Sydney's academic excellence attracts students nationally and internationally to take part in its Summer and Winter Schools, making this program one of the largest in Australia.

These full-fee-paying programs allow students to accelerate their courses, catch up on a failed subject, balance their timetable, or simply try a subject outside their normal degree. Overseas students can also participate in a shorter study abroad program if they do not have the time or resources for a traditional Study Abroad.

In 2007, the Summer School offered 172 units of study (both undergraduate and postgraduate) from 10 faculties to 3737 students, and one HSC subject for 92 high school students.

The Summer School also provides the opportunity to study overseas. Geology students visited New Zealand to study volcanoes, hot rocks and minerals; archaeology students studied ancient civilisations in Athens; and language students had the opportunity to study in Rome.

Over 40 scholarships for Summer School subjects are awarded each year to financially or educationally disadvantaged students. Four \$2000 Merit Prizes are also awarded to the students who achieved the highest marks in the Arts, Science and Economics and Business faculties.

## Centre for English Teaching: Enhancing an international experience with confident language skills

The Centre for English Teaching (CET) offers an extensive range of English-language programs on a fee-for-service basis. Programs are offered for postgraduate and undergraduate students seeking to improve English proficiency prior to study, or for those simply wishing to upgrade their English skills.



The centre's services have been enhanced with its state-of-the-art facility on campus. In excess of 2300 clients experienced these services over a 45-week teaching year in 2007. The majority will pursue further studies after their language training. The CET also offers a tailored, intensive, academic language program, which finishes at a time that coincides with semester entry at the University.

## The University of Sydney's International House



International House is a hall of residence owned and operated by the University of Sydney, a 'home away from home' for 200 students and visiting scholars from around the world. In 2007, the resident community from over 35 nations, including Australia, worked together towards international understanding and fellowship through its annual program of activities. From a student perspective, living in such an international community environment enhances not just their University student experience but develops their life skills and prepares them as future leaders.

In July, the House celebrated its 40th anniversary with a weekend of events, including a formal lunch gathering of alumni from around the world in the Great Hall and the launch of *Passing the Light*, a history of the House edited by one of its alumni, Professor John Gascoigne. The House has a strong future ahead, with its council currently planning to develop and expand the House to accommodate more students.

## International visits and visitors

As a global university, the University of Sydney is privileged in attracting international visitors worldwide. In 2007, the University received more than 150 official visits from delegations and representatives from overseas universities and foreign governments.

## Sydney students aid Kenyan school project

Building a new high school for girls in an impoverished village in Kenya is the first project for an organisation set up by five University of Sydney architecture students.

In 2005, fewer than one in three Kenyan students found a place in a secondary school. In the Katolo area near Lake Victoria, just 12 per cent of girls continue from primary school to secondary school. Encouraging more girls to continue their schooling could be as simple as building a school for them to attend.

Georgia Bowen, Amber Lush, Kirstin Hume Grimm, CC Ip and Harriet Stone have all completed a Bachelor of Design (Architecture) and finished their final year of Bachelor of Architecture in 2007. They formed the organisation 'bricks + cartwheels' through their mutual interest in social architecture and community-driven design.

"We wanted a name that related to architecture and urban planning, but also something fun that didn't take us too seriously, because we do appreciate that we are young and still relatively inexperienced," said Amber.

All the girls have worked in architecture firms or on community development projects in Australia, Costa Rica, Bolivia, Kenya and South Africa, mostly during their recommended year off between degrees.

Amber and Georgia came across the Katolo school project during a trip to Kenya in their summer break of 2007.

*"The Katolo community had already started to think about how they were going to construct this secondary school, and had begun the process of securing a site. We were invited to attend one of the community meetings and said, 'We have design skills. Is there anything we can do?' And it grew from there," explained Amber.*



"There are basically five of us but the team seems to be growing by the day," said Georgia. "We have a fundraising committee, others doing research, and others still doing the final business proposal and figuring out the budget and the practicalities."

Bricks + cartwheels has several fundraising activities in the pipeline and the secondary school project has been listed by Rotary Australia World Community Service (RAWCS) as one of its international projects.

The students will work in partnership with the community of Katolo to design and oversee construction of the new school.

*Georgia said: "Our ultimate aim is for bricks + cartwheels to develop into an organisation that can be the focus of our careers."*

*At the moment, though, all efforts are concentrated on Katolo. "When you see the local people working so hard to achieve better things for their lives, it inspires you," said Amber.*

*"We all decided that we wanted to do something positive and constructive when we finish uni," said Amber. "Bricks + cartwheels is something that has developed naturally."*



# The student experience

The University of Sydney offers the richest and most comprehensive experience of student life of any university in Australia, and is committed to providing the highest-quality student experience as a key element in successful learning outcomes.

This commitment was borne out in September, with the release of the results of a survey conducted by the National Union of Students (NUS) which showed that the University of Sydney is ranked as Australia's best university for the support it provides students.

This was the second year in a row that the University has led in this survey because of its consistent University-wide support for its student representative organisations. The survey looked at the quality of student life and support on campus, including university aid for student unions, advocacy services available to students and the level of consultation with students.

The results were particularly pleasing because 2007 was the first year in which the University faced the full impact of the Federal Government's voluntary student unionism legislation, which reduced the ability of student organisations to charge fees for their services.

To help our student organisations to maintain the quality of the student experience, the University provided in excess of \$8 million in funding in 2007 to the five student organisations – the University of Sydney Union, Sydney University Sport, the Students' Representative Council, the Sydney University Postgraduate Representative Association and the Cumberland Student Guild. This was largely through provision of in-kind support, including sports and debating scholarships, infrastructure cost reimbursement, repairs and maintenance of grounds and buildings.

In December, the University signed a formal agreement with the University of Sydney Union to cement the relationship, protect the student experience and guarantee USU tenure in University buildings. This agreement was hailed as a first in Australia.

## STUDENT CENTRE SNAPSHOT

**6,966** offers made to new domestic undergraduate students

**61,180** individual student timetables made available

**1,023,492** emails sent to students by the Student Centre

**140,000** individual exam sittings organised

**270,146** exam results processed

**8,770** students attended 63 graduation ceremonies, including those in Beijing and Guangzhou

## Student organisations continue to enhance the student experience

Students' Representative Council (SRC) President Kate Laing explains the importance of a collaboration between the University and student organisations after the introduction of Voluntary Student Unionism:

*"The SRC wouldn't have existed without funding from the University. We are now part of the University budget cycle and our funding is guaranteed at the present level for the next three years."*

We're very grateful to the University for providing this funding. It's really great that the University acknowledges the essential services that the SRC provides – it's very important that students have their voices heard. We're particularly grateful that they are committed to the representative side of student services and interested in consultation with student bodies."



## Ensuring work-ready graduates

The Community portfolio provides services which supplement and support the University's goal of ensuring work-ready graduates. The Careers Centre developed new and improved services for students in 2007. (See also Community Engagement and Outreach on page 31). Innovations included:

- a careers fair for small to medium employers, as part of a continuing strategy to increase the scope of employment opportunities for students
- the introduction of a highly successful student ambassador program, developing a talent pool of students to assist with employer services and events.

To complement the services offered to students by the Careers Centre, 2007 saw the establishment of Sydney Student Development (SSD), a new initiative in the University's quest to equip its future graduates for immediate and successful employment.

With its roots in an internal pilot intern program in operation since July 2005, the Sydney Student Development Intern Program was created to work in partnership with employers to offer students the opportunity to gain valuable, paid, course-related work while completing their studies.

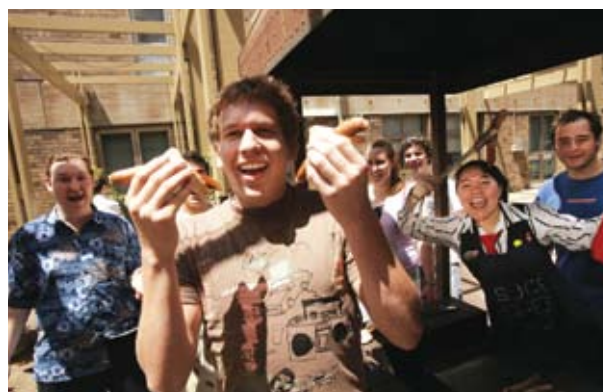
Since its establishment, more than 70 students from eight disciplines have gained industry-specific work through the program. Close to 80 individual jobs across 24 University departments have now been filled by SSD and demand for good interns continues to grow.

With the proven success of the SSD Intern Program for both students and employers from within the University, SSD is currently expanding its reach outside the University to engage with business from a variety of sectors and industries.

CAREERS CENTRE ACTIVITY	2007 NUMBERS	% INCREASE ON 2006
Number of mailouts offering employment opportunities to students	243	27%
Number of students attending faculty workshops	3452	33%
Number of students attending other Careers Centre workshops	1381	71%

## Services for students

A restructure of the Community Portfolio brought centrally provided student services and administration together into one administrative division, allowing better integration and establishing a stronger structure to support students in their personal and academic lives. In 2007, the Student Services and Administration group included the Student Centre, the Careers Centre, the Counselling Service, the International Student Support Unit, Equity Support Services, the Learning Centre and the Maths Learning Centre.



STUDENT SERVICE	2007 DEMAND
Number of students receiving one-on-one counselling through the Counselling Service	1627
Consultations provided by the Counselling Service	5244
Students registered with Disability Services	942 (up from 775 in 2006)
Students provided with bursaries and interest-free loans	1548
Vacancies listed with the Casual Employment Service	3184
Students registered with the Casual Employment Service	>6,000
Visits to the Accommodation Service database	42,000 (more than 23,000 international students)
Enrolments in academic skills workshops run by the Learning Centre	3800
Students attending Maths Learning Centre bridging courses	276 (up 10% from 2006)
Students attending Maths Learning Centre semester programs	615
Consultations with international students	3000 (up 24% from 2006)

## The Counselling Service

In addition to maintaining its focus on one-on-one service delivery to students, the Counselling Service developed additional innovative programs for both students and staff in 2007, including workshops on 'Students in Distress', to enhance staff confidence and skills in dealing with difficult situations. The Service also helped develop the 'Staying on Track' information workshops to help improve academic performance of students at risk of failing to complete their degrees.

Student and staff rated the counselling service highly, with 94 per cent reporting counselling assisted with their problem and 97 per cent reporting they would recommend it to others.

## Equity Support Services

Equity Support Services brings together a number of services – Disability Services, Financial Assistance and the Accommodation and Casual Employment Services – that support the University's aim to increase access and participation of students from all equity groups and to offer students a rich and comprehensive experience of University life.

Student satisfaction with the support provided by the University in this area is strong, and 84 per cent of respondents indicated that they would find it difficult to continue their studies without the support provided.

Financial assistance was awarded on the basis of financial need or other equity measures to more students than ever before in 2007, with a total of \$1.8 million allocated in bursaries and interest-free loans.

## International Student Support Unit

The International Student Support Unit (ISSU) provided pre-departure and on-arrival information sessions and orientation programs for new international students, and Returning Home Seminars to prepare students completing their studies for the return to their home countries. New students receive help in finding permanent accommodation.

ISSU, in liaison with the Study Abroad and Exchange Unit of the International Office, developed and implemented a Buddy Program for incoming Study Abroad and Exchange students. The program aimed to improve the experience for incoming students and to encourage local students to take up the opportunity to study overseas. Feedback from participants was very positive.

## The Learning Centre

The main role of the Learning Centre is to provide a diverse range of learning support activities for students. In addition to workshop programs, 400 students received individual assistance, while more than 2500 students from 14 faculties benefited from new and improved academic skills programs integrated into their courses.

Students were also supported through innovative e-Learning activities such as the Clearer Writing website, an interactive online learning package developed by the Learning Centre to improve students' academic writing.

In 2007, the Learning Centre commenced work on a two-year Carrick Institute project to develop a comprehensive website to support the report writing of science and engineering students across Australia.

The Learning Centre received a Vice-Chancellor's Award for Support of the Student Experience for its GRADFEST Program, a unique program to support the postgraduate research student experience. Students from all faculties meet in the GRADFEST workshop program, which provides them with a learning pathway from the beginning of their candidature to the final writing of the thesis.

## The Mathematics Learning Centre

The Mathematics Learning Centre provides learning support in mathematics and statistics for undergraduate students.

In 2007, 276 students attended pre-semester bridging courses, and 615 students attended the centre's extensive program of supplementary tutorials, lectures and the Drop-in Centre. Students rated the programs highly, with 92 per cent of respondents rating them good or excellent and 94 per cent reporting that their confidence in learning mathematics had increased.

A series of three workshops in mathematics and statistics was developed for the Centre for English Teaching program 'Advanced Skills for Academic Success' for AusAid students.



# Community engagement and outreach

To better support the University and individual faculties in engaging with and meeting the needs of their many stakeholders, the Community Portfolio was reviewed in 2007. Through the process of clarifying responsibilities and identifying gaps, four main areas of activity were identified: Marketing and Communications; Student Administration and Services; Community and Alumni Engagement; and Philanthropy and Development.

## Participation in public debate

University of Sydney academics were in constant demand by editors and publishers, and independent analysis showed that the University of Sydney regularly received more media coverage than any other university in the state. In particular the University achieved:

- more than 25 per cent of press coverage for all NSW universities each month
- 40 to 45 per cent of all radio coverage each month
- 50 to 55 per cent of all television coverage each month
- consistent coverage across all major national, local and regional outlets.

Daily updates of news releases and feature articles published on the University website led to an increased demand and a growth in the number of subscribers to the news service. The News and Events section of the web received an average of 15,000 visits per month, with a peak in July of an average 6,700 visits per day, up from a 2006 peak of 3,500 per day in October.

The growth in popularity of the public lecture series 'Sydney Ideas' was reflected in the extensive media coverage of a number of the high-profile Australian and international speakers such as political analyst Tariq Ali, ethicist Julian Savulescu and the University's own Professor of Urban and Regional Planning, Ed Blakely, who is heading the reconstruction of New Orleans. Other major public lectures which received extensive media coverage included the 2007 Sydney Peace Prize lecture given by Dr Hans Blix and the annual Dr Charles Perkins lecture given by Northern Territory Minister Marion Scrymgour.

## Health, social and personal development programs

### The Smith Family partnership

In December 2004, the Smith Family and the University of Sydney committed to a five-year partnership worth \$850,000. The money funds the cost of support and scholarships for high school students, aiming to encourage students in the Smith Family's Learning for Life program, who are from society's most disadvantaged families, to aspire to higher education.

In 2007, partnership activities included the Bella program at the Museum of Contemporary Art, involving Sydney College of the Arts, and the CONverge program, held at the University's Sydney Conservatorium of Music. During CONverge 70 students from Auburn Girls High School and James Meehan High School worked together on a vocal performance, culminating in concerts at both the Conservatorium and the Opera House.

In October, 80 Year 10 students from Auburn Girls High School, Punchbowl Boys High School, Chester Hill High and Chifley College's Shalvey and Bidwill campuses came to the University for a series of presentations and activities in the Faculty of Science and University Museums. Eighty two per cent of the students who attended said the day had changed their perception of what university was like, and 97 per cent said it had encouraged them to consider university education.



## The Australian Indigenous Mentoring Experience – AIME

The Australian Indigenous Mentoring Experience was set up by University of Sydney students and has made significant progress in the two years since its inception in involving the local community in the University.

The program partners Indigenous Australian high school students with mentors across the University, aiming to increase high school retention and, for those interested, encourage students' progression to university. At the same time, it allows Indigenous and non-Indigenous university students an opportunity to contribute to the Indigenous community.

Community leaders run interactive workshops around mental health, self expression, educational and health resilience, academic skills, creative writing and music workshops. Evaluation illustrates a 40 per cent increase in attendance rates for students between Year 9 and 10. Mentors, as well as mentees, report significant benefits from involvement on the program.

In 2007, the program received much interest and support from both within the University and in the community through contact with the local schools. It extended to Years 11 and 12, to six local high schools, and the number of mentoring partnerships reached 100.

## Ghana interprofessional clinical placement

Students from the Graduate Entry Masters (GEM) programs in Physiotherapy, Speech Pathology and Occupational Therapy left for Ghana in November 2007 to complete their clinical placements, which will be credited to their degrees. The Ghana interprofessional clinical placement is based on a community-based rehabilitation model, allowing participating students and staff to work closely with international communities in order to leave behind sustainable health benefits.

Year Two GEM students were invited to apply for Faculty of Health Sciences, (FHS) scholarships to subsidise the placement. Students were selected on merit, based on academic and clinical performance as well as a 500-word written application. Nine students were awarded a \$5000 FHS scholarship to undertake the placement. Dr Tricia McCabe, lecturer in speech pathology, supervised the students on their placement.

## Marketing and Communications

In 2007, the University undertook several initiatives to evaluate and strengthen its marketing and communications strategy.

A new senior position, Director of Marketing and Communications, was created in the Community Portfolio. This appointment drew into one team the formerly disparate marketing and communications functions of student recruitment, media relations and print and web communications. Recognising the need to implement more effective mechanisms to help staff communicate and collaborate, an internal communications team was also established.

Under the leadership of the Deputy Vice-Chancellor (Community), Professor Andrew Coats, the Community Portfolio initiated a major brand project, working with an international marketing consultancy to articulate the University's distinctive identity and help position it nationally and internationally as Australia's premier university. The first phase of the project, involving a major market research component, was completed in 2007.

A new Digital and Print Media Office was created in 2007, amalgamating the Publications Office and the Web Services team. This restructure recognised the role of the website as the University's most important platform for communication to all stakeholders. A major 2007 project updated the look and feel of the main University website to improve usability and search engine rankings.

The University embarked on a national undergraduate student recruitment campaign. A National Scholarship was created to provide high-achieving students up to \$15,000 per annum for the term of their degree. The Vice-Chancellor hosted 30 principals from schools in Victoria and Queensland at a lunch during the University's major student recruitment day, Sydney Uni Live, and an information session was held in Melbourne. As a result of the campaign, applications for scholarships from interstate applicants doubled and the number of interstate applicants enrolling at the University grew by 47 per cent.



For the first time the University ran a centralised postgraduate marketing campaign, which resulted in an increase of over 50 per cent in the number of students attending postgraduate information week.

The University's new online gateway to course information, Courses Online, was launched and more than 60,000 searches were performed in the first week. A pilot program, based in the health and biomedical sciences, used the internet to match prospective PhD students to supervisors and projects. The system, a first in Australia, will now be rolled out University-wide.

## Cultural life

### University Museums

In 2007, around 62,000 people visited the University's outstanding Nicholson and Macleay Museums and the University Art Gallery. This represented an increase of 18 per cent on 2006. The Museums also opened to the public each Sunday, beginning in June 2007 after a trial period of monthly weekend openings in the first half of the year. Sunday openings drew more than 10,600 visitors.

Fourteen new exhibitions were presented during the year, supported by 49 public programs comprising lectures, talks, films and children's activities. A record 7,700 school students in 248 groups participated in the Museum's Schools Education Program.

A number of programs in particular caught the imagination of visitors. In collaboration with the Faculty of Architecture, Design and Planning and legal firm Bartier Perry, the Nicholson Museum organised a series of events around the Parthenon, featuring distinguished speakers from the Greek Ministry of Culture who discussed the restoration of the Acropolis and the return to Athens of the Parthenon sculptures from European collections.

The Macleay Museum held a series of exhibitions and events to celebrate the tercentenary of the birth of Carl von Linnaeus whose classificatory systems are still used today, and to highlight the museum's natural history collections.

Collaboration between the Macleay Museum, artist Robyn Stacey and historian Ashley Hay resulted in the publication of an extraordinary book, *Museum: the Macleays, their collections and the search for order*, published by Cambridge University Press and launched by the Chancellor in November.

The exhibition 'Portraits of Power' in the Nicholson Museum was accompanied by a book of the same name, published by the museum and featuring coins from the collection.

### Seymour Centre

Almost 195,000 people attended 695 performances and 1003 public lectures, forums, concerts and other events held at the Seymour Centre in 2007. This represented an increase of nine per cent on 2006 and an average of 630 visitors per operational day, making 2007 one of the most successful years in the theatre's 30-year history.

The year saw a new direction for the Seymour Centre as it moved away from the venue-for-hire business model towards more active programming and artistic direction. The centre staged three co-productions and produced the second season of independent plays, BITE, with sponsorship from the City of Sydney and the Centre for Continuing Education.

Most significantly, in October the centre launched its first-ever subscription season of 12 high-quality productions to be staged in 2008. The series had attracted over 300 subscribers by the end of the year, well above target.

### Carillon and organ

The University is fortunate to have one of only two carillons in Australia. In 2007, 174 carillon performances were given, including regular, twice-weekly performances and special events such as the welcome to the incoming Chancellor. Performances included guest recitals by four overseas carillonists. The Great Hall organ was played at 61 graduation ceremonies and on 14 other special occasions, including ceremonies to welcome new students and special recitals.



## Relationships with business and industry and professional organisations

The Careers Centre developed new and improved services for employers in 2007 (see also Student Experience chapter). Innovations included:

- An inaugural information session for employers in January, with registrations from 73 human resources staff representing 46 companies and institutions.
- A careers fair for small to medium employers, as part of a continuing strategy to increase the scope of employment opportunities for students.

CAREERS CENTRE ACTIVITY	2007 NUMBERS	% INCREASE ON 2006
Total number of employers on campus	428	6%
Total number of employers using the Careers Centre's services	1025	35%
Number of job ads circulated	1004	43%

## Relationships with Indigenous communities

Under the University's Repatriation Program, thirty-four skeletal remains held in University collections were repatriated to three Indigenous communities. One set of remains was de-accessioned and awaits repatriation.

### Public participation in University activities 2007

VISITOR NUMBERS	2007	2006	PERCENTAGE INCREASE
Macleay Museum	7,938	7,560	5%
Nicholson Museum	45,750	40,100	14%
University Art Gallery	7,806	4,528	72%
<b>Total</b>	<b>61,494</b>	<b>52,198</b>	<b>18%</b>
Museums Schools Education Program	7,726		3%
Seymour Centre	191,882	175,623	9%

## Tools for tackling irresponsible gambling

A major new research project at the Faculty of Economics and Business aims to provide gamblers with strategies for overcoming the flaws in their thinking that lead them to gamble irresponsibly.

Associate Professor Elizabeth Cowley, who is an expert on memory distortion, and her colleague Christina Anthony have received more than \$300,000 in ARC Discovery Grant funding for their three-year research project, which is targeted at people who sometimes spend more than they intended to on gambling. Irresponsible gambling of this kind has been rising steadily in Australia since the 1990s, when government policy changes opened up the legalised gambling industry.

As Professor Cowley explains, the research project aims to help irresponsible gamblers overcome one of the main errors in their thinking: the way they remember gambling situations in a distorted manner. "One of the ways people justify things they know they shouldn't be doing is by reconstructing their memory of past experiences," she says.

"In previous studies funded by an ARC Linkage Grant with industry partner Russell Corporate Advisory, we found that gamblers distorted their memory after gambling to convince themselves that they had a better time than they really did.

The biased memory is then used to justify potentially irresponsible gambling decisions."

Building on that previous research, Cowley and Anthony will now develop practical tools for helping gamblers overcome their flawed thinking in order to avoid making decisions they regret later.

*"It is about empowering people to control their own consumption behaviour by providing them with new ways of thinking about or 're-thinking' the situation," she says.*

The study is one of a number of research projects Professor Cowley is currently involved with. In collaboration with colleagues at HEC Paris, she is researching how people cope with ambivalent feelings, while in another collaboration with Erasmus University in Rotterdam, she is exploring the nature of prospective memory, or how we remember to do things.

In addition to her own studies, Professor Cowley also oversees the faculty's doctoral program in her role as Director of Doctoral Studies. The PhD and Master of Philosophy programs in the faculty together include more than 200 students.



## Major public lectures by guest speakers in 2007

SPEAKER	ORGANISING BODY	DATE
Philippe Legrain, <i>Globalisation and why your country needs immigrants</i>	Sydney Ideas	28 February
Professor Nicholas Purcell, <i>The Romans Overseas</i>	17th Todd Memorial Lecture	29 March
Professor Edward J. Blakely, <i>The New Orleans Comeback</i>	Sydney Ideas	4 April
Clive Hamilton, <i>Inside the Dirty Politics of Climate Change</i>	Sydney Ideas	24 April
Professor Sir Bernard Crick, <i>Citizenship and Democracy: Civic Republicanism or Liberalism</i>	Sydney Ideas	30 April
Michael Otterman, <i>The Truth about American Torture</i>	Sydney Ideas	5 June
<i>The Existential Jesus: Professor John Carroll in conversation with Archbishop Peter Jensen</i>	Sydney Ideas	12 June
Tariq Ali, <i>Latin America and the Arab World: Resistance and Occupation</i>	Sydney Ideas	26 June
Lord Robert Winston, <i>Manipulating Genetics: Threat or Promise</i>	Science Foundation for Physics/ Alumni Relations	12 July
Julian Savulescu, <i>The Ethics of New Science and Human Enhancement</i>	Sydney Ideas	7 August
Professor Richard J Evans, <i>The Origins of the Final Solution – Planning or Improvisation?</i>	JM Ward Memorial Lecture	16 August
Stephen Law, <i>The War for Children's Minds</i>	Sydney Ideas	21 August
Thomas Homer-Dixon, <i>Catastrophe, Creativity and the Renewal of Civilisation</i>	Sydney Ideas	27 August
Dieter Rombach, <i>Everyday Living: The Impact of IT</i>	Germany Ideas project/Sydney Ideas	11 September
Niraja Gopal Jayal, <i>Sixty Years of Indian Democracy: Achievements and prospects</i>	Sydney Ideas	2 October
Professor John Keane, <i>The Twenty-First-Century Enemies of Democracy, Sydney Democracy Forum</i>	School of Philosophical and Historical Inquiry (SOPHI)	11 October
Marion Scrymgeour, <i>Dr Charles Perkins Memorial Lecture</i>	Alumni Relations/Koori Centre	23 October
Charles Firth, <i>Australia vs the USA</i>	Alumni Relations/ Sydney Ideas	27 October
The Parthenon: <i>Who Owns Cultural Heritage? Public Forum</i>	Sydney Ideas	28 October
Dr Hans Blix, <i>The Globalisation of Peace, Sydney Peace Prize lecture</i>	Sydney Peace Foundation	7 November

# Alumni engagement and philanthropy

The University of Sydney's future success increasingly depends upon our ability to engage our 220,000 alumni and 45 alumni associations located around the world, and to leverage our national and international reputation to create the climate of benefaction necessary to achieve our goals.

## Alumni engagement

Several years of planning and increased activity in the University's Alumni Relations Office, working closely with the Alumni Council, resulted in a significant increase in alumni engagement and participation in 2007.

The Alumni Council's strategic planning workshop in March resulted in a number of key priorities for action in 2007. These included a new communications model strengthening links with the Alumni Relations Office to provide an alumni communications hub; the establishment of an ongoing Alumni Awards Selection Committee, and significant progress by the Student Engagement Committee. The number of Alumni Council events and programs increased from 35 in 2006 to 40 in 2007, an increase of 14 per cent.

The 'Spring Back to Sydney' Alumni Reunion Program in September brought more than 1000 alumni back to the University for a day of cultural, sporting and family activities. With high participation rates and number of lost alumni recovered (10 per cent from the target cohort), the pilot program was endorsed by the Alumni Council.

The first reunion of European-based alumni, hosted by the Vice-Chancellor, was held in Berlin, and five new alumni associations were formally established to increase engagement – the UK Younger Members Group; Orthodontics; Human Movement; USA Pacific Northwest, and the Power Institute. International alumni participation in International Triennium alumni events exceeded target, with over 1200 alumni in eight countries participating.

Regional NSW alumni programs were extended and faculty and residential college reunions were held in Sydney and overseas by Medicine, Law, Arts, Dentistry, Physics, Economics and Business, the Women's College and International House alumni.

The Graduate Connections Breakfast series continued to gain momentum. More than 500 guests heard four high-profile alumni speakers in the areas of international diplomacy, media, music and US-Australia relations. Particularly notable was the Robert Albert AO RFD RD (BA '58, LLB '61) breakfast, which was held for the first time at the Conservatorium of Music, marking a new era of alumni-faculty collaboration.

Alumni engagement and philanthropy in 2007

ACTIVITY	2007 FIGURE	INCREASE ON 2006
Alumni participation	48,730	Up 10%
Attendance at alumni events	12,500	Up 54%
Subscribers to the bi-monthly Alumni e-newsletter	28,200	Up 8%
Private gifts and non-government grants	\$28.8 million	On par
Government grants in response to fundraising campaigns	\$22.7 million	N/a
Bequests and estate gifts	\$10 million	On par
Donations from alumni and friends to the University Development Fund	\$1.295 million	20.4%
Number of donors to the University Development Fund	3,600	26.4%

Other inaugural local events included the launch of the book *University of Sydney Architecture* by Trevor Howells (BSc(Arch)'73 BArch'76); a VIP luncheon to celebrate the new book by Dr Clive James AM (BA '61, DLitt '99), *Cultural Amnesia*; a dinner to celebrate the conferral of an honorary degree on alumnus Stepan Kerkyasharian AM (DLitt '07); a special alumni discounted offer to 'Keating! The Musical' performance in a co-operative venture with the Seymour Centre, and a lecture by Professor Lord Robert Winston held in the Great Hall and attended by 600 people.

## 2007 Alumni Awards

The 2007 Alumni Awards recipients, selected from a high-calibre group of 13 nominees, were:

- Associate Professor John Gullotta (BPharm '86)
- Dr Neal Peres Da Costa (BMus '87)
- Professor John Wong (BScMed '64, PhDMed '72, MD '95).

The 2007 Convocation Medallist was Mr Nikolas Kirby (BA '07).

## Other 2007 initiatives

- The Faculty of Medicine established a Development Office and has launched an extensive program of alumni reunions to bring its many alumni back into closer association with the faculty. The new Dean's Scholarship Fund aims to be able to provide scholarship support so that all medical students who wish can have an international or remote Australia experience to broaden their understanding of health care beyond that in Sydney.
- Alumni messages to students were included for the first time in O-Week Welcomes, graduation ceremony programs and Sydney Welcome Orientation and Transition (SWOT) materials.
- A student-to-alumni email transfer program was introduced.
- A Notable Alumni list was produced, creating a valuable resource for alumni recognition, speaking and ambassadorial roles.
- An electronic post-event survey was introduced to help refine and improve alumni events, program quality and contact data. Response rates of more than 30 per cent have been achieved.

## Electric entrepreneur

In the past, Sir William Tyree transformed Australian engineering, manufacturing and the power industry. Now he wants to transform the future.

When he was eight years old, William Tyree, home from his Auckland school with bronchitis, built his mother an electric toaster. It was a harbinger of engineering feats to come. He would go on to establish Tyree Industries (subsequently sold to Westinghouse) and the Tyree Group of Companies and make the Tyree name synonymous with electrical transformer manufacturing. Along the way, he became one of Australia's leading philanthropists.

The Sir William Tyree Laboratory in Power Engineering will open at the University of Sydney this year – thanks to a \$1 million gift. It will create the physical infrastructure needed for the University's ambitious new program in Power Engineering, allowing students to work on industrial-standard equipment, closing the gap between industry and academia.

"Unless something is put back into education, Australia will not grow," says Sir William. He would like to see engineering students trained as thoroughly as Australia trains its young sporting stars.

"I travelled the world learning new technologies and methods. I saw what others were doing. My interest in helping universities is because my initial knowledge came from them."

Sir William has donated millions for medical as well as engineering research, professorships in Otolaryngology and Music, and scholarships in Information Technology.

There is also Sir William Tyree Chair at the Sydney Conservatorium of Music and there have been a lot of what he calls "other bits and pieces." He has supported other institutions besides the University of Sydney and, for doing so, was nominated by the University for the 2007 Outstanding Philanthropic Support of Higher Education Award given out by the Business Higher Education Round Table, which he won.

"Since I'm now 86 I feel my days are drawing to a close. I've willed 25 per cent of my income to be given away to education and charity." His commitment to education is, he says, an investment in Australia's future. "I want to try and improve the education of the people coming on to replace us old blokes because unless that happens, Australia will simply not achieve what it should."

- Lenore Nicklin

## Philanthropy

Private gifts and non-government grants to the University of Sydney in 2007 totalled \$28.8 million. An additional \$22.7 million was raised from government sources in response to fundraising campaigns, giving a total income of \$51.5 million for the year, a 70 per cent increase on 2006.

Giving through bequests and estate gifts totalled \$10 million or 34.8 per cent of income from private gifts for the year. A cumulative total of 173 future bequest intentions have also been advised.

The University of Sydney undertook active fundraising for a number of specific projects over the year with key contributions emanating from the Law School, Pharmacy, Adolescent Medicine and Veterinary Science campaigns. The University also received substantial gift commitments for future philanthropic funding in the Faculties of Medicine, Agriculture, Food and Natural Resources, Pharmacy, Engineering and Information Technologies, and Arts among others. In all, new pledge commitments in 2007 amounted to \$21.1 million.

More than 3,600 alumni and friends generously provided \$1.295 million in support of the University Development Fund in 2007 for projects including scholarships, fellowships, research infrastructure, the library, and academic resources. This represented a 26.4 per cent increase in participation and a 20.4 per cent increase in income over 2006.



In December 2007, the Faculty of Medicine was very fortunate in finalising negotiations with a private donor who will provide \$10 million for the establishment of a Centre for Indigenous Health. The Centre will make it possible for the faculty to deliver specialist health care to remote Indigenous communities (initially in western NSW), to involve students in Indigenous health care and develop new research programs in this important area.

The University continued to advance and develop its collaborative model of prospect and donor engagement among internal stakeholders. To this end, a University prospect management policy was developed to improve the coordination and management of University-wide fundraising activities at the major gift level.

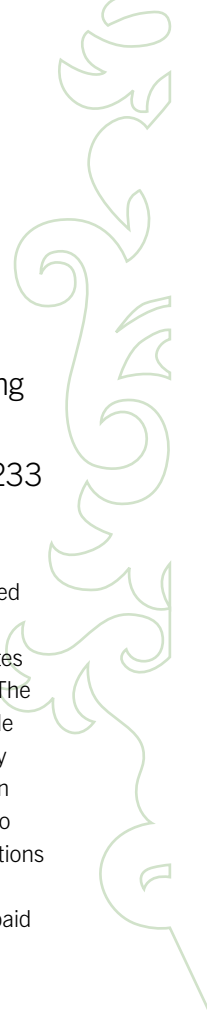
A key initiative in donor stewardship undertaken in 2007 was the launch of the Challis Bequest Society at a lunch in the Great Hall. The launch was attended by 52 members of the University's new legacy honour society. For the first time, in 2007 all alumni and donors to the University received a copy of *Sydney Annual*, a report on the University's achievements in fundraising and philanthropy.

New global development activities were also advanced over the year with plans laid for the opening of three international Alumni and Development 'satellite' offices in the USA, UK and China. The development officer for the London office was appointed in December 2007.

The priority of nurturing a culture of philanthropy within the University was developed during the year through the creation of the University of Sydney Philanthropy Forum and the staging of fundraising workshops facilitated by the Fund Raising School at Indiana University.

One of the University's major supporters was recognised in 2007 for his philanthropic contribution to higher education. Sir William Tyree OBE received the Business Higher Education Round Table Award for Outstanding Philanthropic Support of Higher Education for his \$1 million commitment to a new laboratory in power engineering. This is the second consecutive year that supporters of the University of Sydney have been recognised in this way, with the 2006 award going to London-based alumnus Michael Hintze for his endowment of the University's new Chair in International Security Studies. These awards are positive reflections of the evolution of philanthropic practices at the University of Sydney.

# Capability



The University continues to build on its capability to attract, develop and retain staff of outstanding ability and commitment to excellence in research, teaching and administration. At the end of December 2007 the University employed the full-time equivalent of 2469 academic staff and 3233 general staff (excluding casual employees). Unplanned staff turnover in 2007 was 10.6 per cent.

During 2007 the University's Human Resource function, SydneyPeople, worked extensively with the faculties to:

- implement a talent management methodology to identify and develop high potential staff, and
- pilot a staff engagement survey to measure the University's effectiveness in providing an environment that motivates high-performing staff.

## Remuneration strategy

During 2007, existing remuneration and benefit policies and processes were re-evaluated to identify areas for improvement and rationalisation, including:

- facilitation of a new job evaluation process with greater consistency and quicker turnaround
- provision of enhanced education and revised policy on superannuation, staffing flexibility, University-owned motor vehicles as well as flexible salary packaging, and
- introduction of market benchmarking of University total reward packages to enable managers to make better informed remuneration decisions.

The University was awarded a Federal Government Workplace Productivity Program (WPP) grant of more than \$500,000 to review the University's ongoing remuneration framework strategy to be applied over the next three years. The grant will assist the University to continue to build a strategic remuneration foundation which more closely links reward to performance on an objective, consistent and transparent basis.

## Recruitment

SydneyRecruitment completed its first year of operations under the joint venture agreement with the recruiting company, HRX. A rationalisation of the team structure was initiated in September and has produced greater efficiencies. The unit recruited 1167 staff members during 2007 and is continuously improving its performance. Currently 87 per cent of managers who use the service to recruit staff have expressed satisfaction with the overall service.

A new, streamlined recruitment policy has been developed and will be implemented in early 2008. This will enable the University to be more agile and efficient as it competes for the best staff in a highly competitive, global market. The in-house recruiting capacity has been extended to include the capability to search for talented people internationally and invite them to apply to join the University, in addition to advertised recruitment. SydneyRecruitment is now also recruiting for more senior academic and managerial positions than it did when initially established. This initiative is progressively saving substantial fees that are otherwise paid to search firms.

## HR Services

A new HR information system was implemented in 2007. The system provides a single database of all HR information and enables self-service functionality for leave transactions leading to savings in administrative costs.

## Learning solutions and staff development

New development programs have been devised and implemented by the University's in-house learning and development unit, Learning Solutions. The programs focus on:

- developing the University's research capability
- growing management and leadership skills
- improving the University's approach to performance management and development
- workshops aimed at building teams, improving negotiation skills and assisting in planning in individual faculties.

The demand for courses is strong and Learning Solutions will be expanding its program further in 2008 to meet the demand.

## Occupational health and safety (OHS)

During 2007 there was consolidation of the University's programs for ensuring the health, safety and welfare of its staff, students and visitors, and effective injury management and coordination of return to work for employees claiming workers compensation.

The University's OHS auditing program evolved to differentiate between departments involved with obvious OHS risks and those without such risks. The inaugural high-risk OHS audit was conducted during the fourth quarter for units involved with hazardous activities such as working with hazardous substances, biological hazards, ionising radiation, machinery, outdoor and field work, and regular use of contractors.

In addition to formal OHS auditing, the University's network of zone OHS Committees actively monitored and promoted OHS with oversight by the Central OHS Committee. Other high-level committees provided direction and promotion of safe, compliant research involving gene technology and ionizing radiation.

A broad range of OHS training was provided for staff and research students in key OHS risk areas ranging from working with hazardous substances to 4WD-vehicle driver-safety training. Training in new CPR (cardio pulmonary resuscitation) procedures and other development opportunities were provided for the University's network of first aid officers.

Building-emergency management arrangements were enhanced, although challenged at times by construction works across the Camperdown campus.

Safety promotion events were held across the University during Safe Work Australia Week, 21–27 October 2007. These events were held at Camperdown, Cumberland, Camden and Rozelle Campuses in synchronicity with national safety promotions. The Peter Dunlop Memorial OHS Award for 2007 was awarded to Valerie Odewahn, Sydney College of the Arts.

## Workers compensation and injury management

The number of claims made for workers compensation insurance reduced by 11 per cent from 2006. Of the 223 claims made in 2007, 41 per cent were significant enough to require rehabilitation. A 99 per cent return-to-work rate was achieved for 2007, with all but one employee able to return to work at the University.

	2007	2006
Claims for workers compensation	223	228
Claims requiring rehabilitation	91	92
Return-to-work rate	99%	97%

Several projects were commenced to address key injury-risk areas including manual handling and office ergonomics. Computer-related overuse injuries were the most common reason for compensation claims. A trial of computer software designed to reduce these overuse injuries was successfully conducted in a number of high-risk areas. The WorkPace software monitors the level of computer use and offers on-screen reminders to workers who are at risk of an overuse injury to take breaks and perform basic body stretches. The software is progressively being made more widely available.





## Staff and student equal opportunity

### Indigenous Australians Employment Strategy

The Indigenous Australians Employment Strategy is managed by the Staff and Student Equal Opportunity Unit, on behalf of the University of Sydney. A series of initiatives have been implemented to increase the representation and retention of Indigenous Australians in employment across the University's campuses.

These initiatives have been grouped into the following broad categories:

- general recruitment
- assisted merit-based recruitment
- apprenticeships, traineeships and cadetships
- orientation
- retention.

In 2007, Indigenous cadets were recruited for the first time. Three Indigenous cadets were employed in different areas – public health, University archives and Education and Social Work. All three cadets are current undergraduates of the University of Sydney.

During 2007, the University of Sydney also employed five Indigenous trainees and two apprentices.



### 2007 Employer of Choice for Women

In 2007, for the fourth consecutive year, the University of Sydney was listed as an Employer of Choice for Women by the Federal Equal Opportunity for Women in the Workplace Agency (EOWA).

To be an EOWA Employer of Choice for Women, an organisation needs to be compliant with the Equal Opportunity for Women in the Workplace Act and:

- have policies in place (across employment matters) that support women across the organisation
- have effective processes (across employment matters) that are transparent
- have strategies in place that support a commitment to fully utilising and developing its people (including women)
- educate its employees (including supervisors and managers) on their rights and obligations regarding sex-based harassment
- have an inclusive organisational culture that is championed by the CEO, driven by senior executives and holding line managers accountable, and
- deliver improved outcomes for women and the business.

The University is proud to be an EOWA Employer of Choice for Women, and continues to expand and improve initiatives to improve gender equality in the workplace.

### Women in Leadership

The number of Women in Leadership courses (to assist the University to increase the number of women in senior leadership positions) was increased from two courses in 2006 to four courses in 2007. The University continues to report to State and Australian governments on the University's staffing profile.



# Staff awards in 2007

## Officers of the Order of Australia (AO)

**Professor Judith Black**  
NHMRC Senior Principal Research Fellow  
Discipline of Pharmacology, School of Medical Sciences

**Professor Iain McCalman**  
Professorial Fellow, Department of History

## Members of the Order of Australia (AM)

**Mr Richard H Fisher**  
General Counsel  
Adjunct Professor, Graduate School of Government

**Professor Clive Harper**  
Professor of Neuropathology  
Discipline of Pathology, School of Medical Sciences

**Professor John Harris**  
Professor of Vascular Surgery  
Chairman, Division of Surgery, CSAHS

**Associate Professor David Gillett**  
Discipline of Surgery

**Ms Julie Christine Dunsmore**  
Discipline of Medicine

**Adjunct Associate Professor John Gullotta**  
Discipline of General Practice.

**Adjunct Associate Professor Leanne Rowe**  
Discipline of General Practice.

**Adjunct Associate Professor Libby Gleeson**  
Faculty of Education and Social Work

## Medal of the Order of Australia (OAM)

**Associate Professor Ray Kearney**  
Department of Infectious Diseases and Immunology

**Associate Professor Norton Duckmanton**  
Director, Implant Centre, Faculty of Dentistry

## University of Sydney academics appointed in 2007 as Fellows of Academies

### Academy of Sciences

**Emeritus Professor Ian Douglas Hume**  
School of Biological Sciences

**Professor Peter Lay**  
ARC Professorial Fellow, School of Chemistry

**Professor Stephen Simpson**  
ARC Federation Fellow, School of Biological Sciences

### Academy of Social Sciences in Australia

**Professor Ian Hickie**  
Professor of Psychiatry  
Executive Director, Brain and Mind Research Institute

### Australian Academy of the Humanities

**Associate Professor David Braddon-Mitchell**  
Department of Philosophy

**Professor Helen Dunstan**  
Chair of Department, Chinese and Southeast Asian Studies,  
School of Languages and Cultures

**Professor Ghassan Hage**  
Chair of Department, Department of Anthropology

**Frances Muecke**  
School of Philosophical and Historical Inquiry

**Edward Duyker OAM**  
Honorary Associate, School of Languages and Cultures

### Australian Academy of Sciences and Technology

**Professor Iain Mason**  
Chair of Geophysics, School of Geosciences

### Corresponding Fellow, Royal Society of Edinburgh

**Professor Gavin Brown AO**  
Vice-Chancellor and Principal

## 2007 Science and Innovation Awards for Young People in Agriculture, Fisheries and Forestry

**Dr Angus Crossan**  
(Cotton Research and Development Corporation sponsored award)

## Inaugural Prime Minister's Prize for Australian History

**Peter Cochrane**  
Honorary Associate, Department of History

## Pfizer Eureka Prize for Health and Medical Research Journalism

**Associate Professor Alex Barratt**  
School of Public Health

## Urrbrae Memorial Award

**Professor Chris Maxwell**

Pro-Dean, Faculty of Veterinary Science

## NHMRC Achievement Award

**Dr Rebecca Ivers**

Director, Injury and Musculoskeletal Division  
The George Institute for International Health

**Professor Iain McGregor**

Associate Head, Resources, School of Psychology

## 2007 Australian Medical Association Excellence in Health Care Award

**Professor Michael Kidd**

Head, Department of General Practice (Balmain)

## 2007 Sir Henry Wellcome Medal and Prize from the Association of Military Surgeons of the US

**Professor Raina MacIntyre**

National Centre for Immunisation Research and Surveillance  
(NCIRS)

## 2007 Welch Award in Chemistry

**Emeritus Professor Noel Hush** (co-recipient)

School of Molecular and Microbial Biosciences

## Carrick Professorial Fellowship

**Professor Peter Goodyear** won one of only five fellowships to develop new learning design theory and practice in the disciplines of Professional Learning and Geography and Environmental Science.

## Fulbright New Century Scholar's Award

**Associate Professor Tony Welch**

Faculty of Education and Social Work

## Graham Hill Award

**Professor Lee Burns**

Faculty of Law

## RM (Max) Crawford Medal – Australian Academy of the Humanities

**Dr Christopher Hilliard**

Lecturer, School of Philosophical and Historical Inquiry

## 2007 NSW/ACT Young Tall Poppy Science Awards

**Dr Kate Jolliffe**

Associate Professor, School of Chemistry

**Dr Charles Warren**

University Senior Research Fellow and QEII Fellow  
School of Biological Sciences

**Dr Joshua Burns**

Senior Lecturer, Medicine, Children's Hospital, Westmead

## 2007 Roche Medal – Australian Society for Biochemistry and Molecular Biology

**Professor John Rasko**

Head, Department of Experimental Medicine, Centenary  
Institute of Cancer Medicine and Cell Biology

## Prime Minister's Prize for Science in 2007

**Dr Peter Waterhouse**

ARC Federation Fellow

School of Molecular and Microbial Biosciences (co-recipient)

## 2007 Carrick Citations for Outstanding Contributions to Student Learning

**Mr John Baguley, Dr Christine Hawke, Dr Susan Matthew,  
Ms Melanie Robson, Mr Frederico Costa**

Faculty of Veterinary Science

**Dr Janette Bobis**

Senior Lecturer, Faculty of Education and Social Work

**Associate Professor Dr Lyn Carson**

Academic Program Director

Faculty of Economics and Business

**Mrs Joanne Elliot**

Executive Research Officer, Faculty of Medicine

**Professor David Handelsman**

Director, ANZAC Research Institute

**Ms Jacqueline Hicks**

Curriculum Librarian, Curriculum Resources Collection

**Ms Jill Kelton, Ms Nadia Bradley**

Faculty of Economics and Business

**Dr Donna O'Connor**

Associate Dean, Teaching and Learning,

Faculty of Education and Social Work

# Infrastructure and services

## Campus Infrastructure and Services

Campus Infrastructure and Services (CIS) is responsible for the management and maintenance of all University-built and -developed assets, the provision of capital projects and the delivery of site support services.

The University has a significant property portfolio, with buildings and assets ranging in age from new to over 150 years old. At over 465,000 square metres in area, and with a value in excess of \$2.0 billion, the property portfolio is one of the largest and most diverse in Australia.

The key areas of responsibility for the department include:

- management and maintenance of the built and natural environment
- provision of site services support to all campuses
- capital projects development and delivery
- strategic planning for future growth of the University, and
- integration of expenditure into the University's systems to ensure value for money outcomes and prudent cost control.

### New developments in structure and services

The year 2007 saw the radical transformation of CIS, which moved from being a trade services provision group to a professional management unit, with outsourced service provision.

Three directors were appointed from outside the University to head Capital Development, Assets and Services and the Finance and Systems Divisions respectively.

CIS is repositioning to:

- be an efficient and effective group which manages provision of infrastructure support services
- maximise cost-benefit through competitive contract pricing
- implement systems and processes which are flexible and responsive to clients
- provide reliable performance monitoring and reporting, and
- foster a culture of continuous quality improvement.

Changes coming out of the division during the year included:

- delivery of significant capital projects including the School of Information Technologies and Sydney Central buildings
- delivery of assets management through third-party contractor arrangements
- transformation of the trades, vehicle management and building attendant services
- delivery of site support services such as mail, car hire, courier and some facilities management via professional services organisations
- refocusing the delivery of our security services using a mix of internal and external service providers, and
- integration of our contracts and purchasing arrangements with the University's purchasing and supply systems.

### Quality Control and Safety team

The Quality Control and Safety team was established in 2007 and is responsible for the management and development of all infrastructure design guidelines and safety procedures. The establishment of the team recognises the need to ensure quality in the delivery of projects and services to the University community.

This group will also be responsible for the delivery of world-class systems and services that support the University's role as a leader in the reduction of non-renewable energy usage, and the introduction of design guidelines that support energy saving and recycling.

### Infrastructure programs

CIS is currently managing:

- over 140 individual infrastructure projects ranging in value from \$50,000 to \$2.5 million
- upgrading of the general teaching spaces
- restoration of roofs and façades
- significant heritage conservation projects
- laboratory upgrades.



## Future direction

The University's strategic master planning process intensified its focus on future ideals as well as current requirements in 2007. Development plans have been formulated after considering the University as a whole and all its campuses, rather than individual buildings and immediate requirements.

The work on the master planning for the main campuses has identified a number of future growth demands which cannot all be accommodated on the Camperdown and Darlington campuses.

Consequently, the University has commenced discussions with a number of government agencies, property owners and community groups over the possible creation of additional campuses at Callan Park, Harold Park and North Eveleigh. These properties would offer the University an additional 380,000 square metres of space that could be used for teaching, research and residential purposes.

Significant work has been undertaken in relation to the development of the new Economics Precinct with potential for development of the Abercrombie Street site expected to commence by 2009.

The future will be an exciting time of protecting and enhancing the existing built environment. This will include the integration of heritage buildings with state-of-the-art new developments, the preservation and development of green space and engagement with the community to share in certain facilities. This will create a stimulating environment for staff and students as well as reinforcing the University's business plan.



## Campus 2010

The five building projects that make up the Campus 2010 program progressed extensively during 2007. These projects are:

- the Faculty of Law building
- the Sydney Central student services building
- the Camperdown and Darlington public domain upgrade projects
- the School of Information Technologies building (completed)
- the School of Geosciences consolidation.

All projects are significantly ahead of the target 2010 completion date and it is anticipated that they will be completed by the end of 2008.

## Campus 2020

With the early completion of 2010 projects, the University has focused energies on its requirements for the next decade and beyond. This planning has been encapsulated in the 2020 Planning Strategy which identifies areas where growth is necessary to accommodate the needs of the University.

Major projects from the master plan, which could form an integral part of the 2020 program include:

- the Biomedical Research building (ARC Building)
- Economics and Business Precinct
- Youth Mental Health (Building I)



## Environmental performance

A major energy audit of the Camperdown and Darlington campuses was completed in 2007 and a draft Energy Savings Action Plan (ESAP) produced. This plan will be implemented in 2008 and is expected to save more than 10 per cent of our current energy consumption.

In 2007, environmental initiatives included the following:

### Water Savings Action Plans

The Sustainable Campus program completed two major Water Savings Action Plans (WSAPs) for Camperdown and Darlington campuses and Camden campus.

- The Camperdown and Darlington plans will save more than 11 per cent of the total consumption of water on the two campuses, or around 38 million litres of water a year.
- The Camden WSAP is due for completion in 2008. This is expected to save an estimated 28 million litres of water a year.

In 2007, CIS worked with the School of Chemistry to secure grant funding to purchase new laboratory equipment that will save an estimated 7 million litres of potable water a year. This project is due for completion in May 2008.

### Recycling and resource recovery

The second year of the e-Waste Recycling Program has seen the collection of over 42 tonnes of computer waste from the Camperdown, Darlington and Cumberland campuses compared to the 20 tonnes collected in 2006. All but four per cent of this has been recycled largely as metal, glass and plastic.

## Information and Communications Technology

Students and staff are benefiting from new learning and teaching environments and system enhancements. In 2007, ICT delivered initiatives which improved services across the University. Along with key infrastructure improvements, the achievements in 2007 position ICT to meet the increased technology needs of the University.

New systems successfully introduced during 2007 include:

- A new HR and payroll system providing online payroll and leave information access for staff. The system helps reduce manual processes and duplication of effort in the HR Service Centre.
- An industry-standard identity-management system, Sun Identity Manager, which replaced the University's bespoke system for management of staff, student and affiliate computer identity information. This system improves security, simplifies access, and improves reporting of research outputs.
- An upgrade of the WebCT learning management system to the latest version, providing a far more robust service. The system is used by 50 per cent of the academic programs, and provides an improved range of learning and teaching tools to the benefit of both students and teachers.
- A range of enhancements made to the student administration system to address the changing regulatory and competitive environment. Key changes included improvements to fee management and functionality to assist in identifying students at risk of dropping out.
- Modern AV/ICT equipment available in teaching spaces was increased by 47 per cent. Over 44,000 lectures were supported by this technology. The new environments introduced interactive pen display technology.

In 2007, there was also significant growth in the use of ICT infrastructure to assist in the expansion of research, teaching and support activities requiring technology across the University:

- The number of servers grew by 66 per cent, and storage grew by 150 per cent, reflecting increased use by faculties and expansion of enterprise systems.
- Internet usage grew by over 60 per cent.
- Installation of new telephone cabling on Science Road allowed 1000 extensions from degraded lines to be moved, and provided additional capacity for new lines.

The ICT Shared Services program has progressed over the year with all professional support units and the Faculties of Health Sciences and Architecture, Design and Planning moving onto ICT shared service support.

Over 3000 staff email accounts were migrated to the University's Exchange email system, allowing 29 email systems to be decommissioned. There are now over 6400 accounts on the central Exchange system and 54 email systems decommissioned, reducing cost and improving email across the organisation.

# Financial performance

## Building a sustainable future

The University maintained its commitment to improved performance with the development of the Strategic Plan 2007–2010. The plan, which builds on the earlier Strategic Directions 2006–2010, defines five major objectives and the strategies and initiatives in place to achieve them.

All performance improvement strategies are dependent on the continued collation and analysis of accurate and relevant statistics. In 2007 the University continued its use of high quality data to analyse market share, demand and fee rates to determine the optimal student load size and mix required to achieve the appropriate balance between quality and revenue.

The University also has a commitment to improving performance in the areas of our work that have an impact on the community. In June 2007 the University completed the first of our Triple Bottom Line assessments for the period 2004 to 2006. The Triple Bottom Line report assesses our performance against environmental, social and financial indicators.

## Introduction of a balanced scorecard

To help measure our success against the Strategic Plan, a balanced scorecard is being introduced, supported by a grant of more than \$500,000 from the Department of Education, Science and Training's Workplace Productivity Program. A balanced scorecard is a performance management approach incorporating both financial and non-financial indicators that will enable us to track where we are, identify where we want to be and provide direction on how to get there.

In 2007, a balanced scorecard pilot program commenced at Sydney College of the Arts, the School of Chemistry, SydneyPeople (Human Resources), and Information and Communications Technology.

## Defining Key Performance Indicators

Supporting both the Strategic Plan and the balanced scorecard, a definitive set of Key Performance Indicators (KPIs) was developed to measure our academic performance. The KPIs will enable the quality assurance of data – they have already been linked to budgets and have allowed for better future target setting.

## Building best practice reporting systems and processes

### Statutory accounts initiative

In 2007 the Office of Chief Accountant continued on a plan to bring forward the time required for signing of the Annual Financial Report. The target of completing and signing of the Annual Financial Report within 8 weeks of year-end was met. This compares to a 10.5 week time frame for 2006 and 14 week timeframe for 2005 Annual Financial Reports.

### Shared Services model

A major achievement in 2007 was the rollout of the Financial Shared Services model to the faculties of Health Sciences, Engineering and Information Technologies, Science, and Architecture, Design and Planning, with other faculties to follow in January 2008. This model lays the foundation for a consistent platform for streamlined transactional processes and best-practice cash flow management.

### Corporate Finance function

2007 saw the establishment of the Corporate Finance function to provide strategic financial management and leadership to the diverse portfolio areas within the University.

The Corporate Finance function brings together finance professionals previously isolated within a local area into a central operational unit, enabling them to service the needs of a wide area of corporate academic activities with a University-wide perspective. In this, it very much reflects the shared services model.

The improved service provision had immediate benefits to the University, with improved financial management and resource coordination identifying an additional \$80 million in research income, which in turn attracted increased Commonwealth Government funding to the University. The new structure has also resulted in service delivery efficiency gains and advancement towards best-practice financial management and reporting. The implementation of the Corporate Finance function will be completed during 2008.

## Improvements to financial and resource management systems

Internal financial controls and structures used throughout the University continued to be enhanced in 2007.

Hyperion is the business performance management system used by the University to streamline its financial reporting and budgeting processes. Improvements to Hyperion in 2007 ensured the University's managers can continue to access timely, accurate and meaningful data on a daily basis. A revised management responsibility centre structure in both PeopleSoft and Hyperion was created in 2007, further enhancing the accuracy and increasing useability.

The University's accounting systems were also updated in 2007 to provide multi-company functionality, which allowed the newly established United States Study Centre to utilise the University's accounting tools.

## Managing our investments

The University's investment portfolio produced a return of 5.88 per cent in 2007, attributed to the turnaround in global equity markets in mid-2007. The program of diversifying the portfolio into alternative assets over the past two years in readiness for a downturn assisted in reducing the extent of the decline in equity markets that occurred during the second half of the year.

As a result of the strong growth in the market value of the portfolio over the previous years, the investment income (including net realised gains) received during 2007 of \$177.9 million exceeds the level achieved in 2006. This inflow of revenue made a significant contribution to the reported 2007 Operating Margin and, in a fundamental sense, enhanced the University's overall infrastructure and research funding capability.

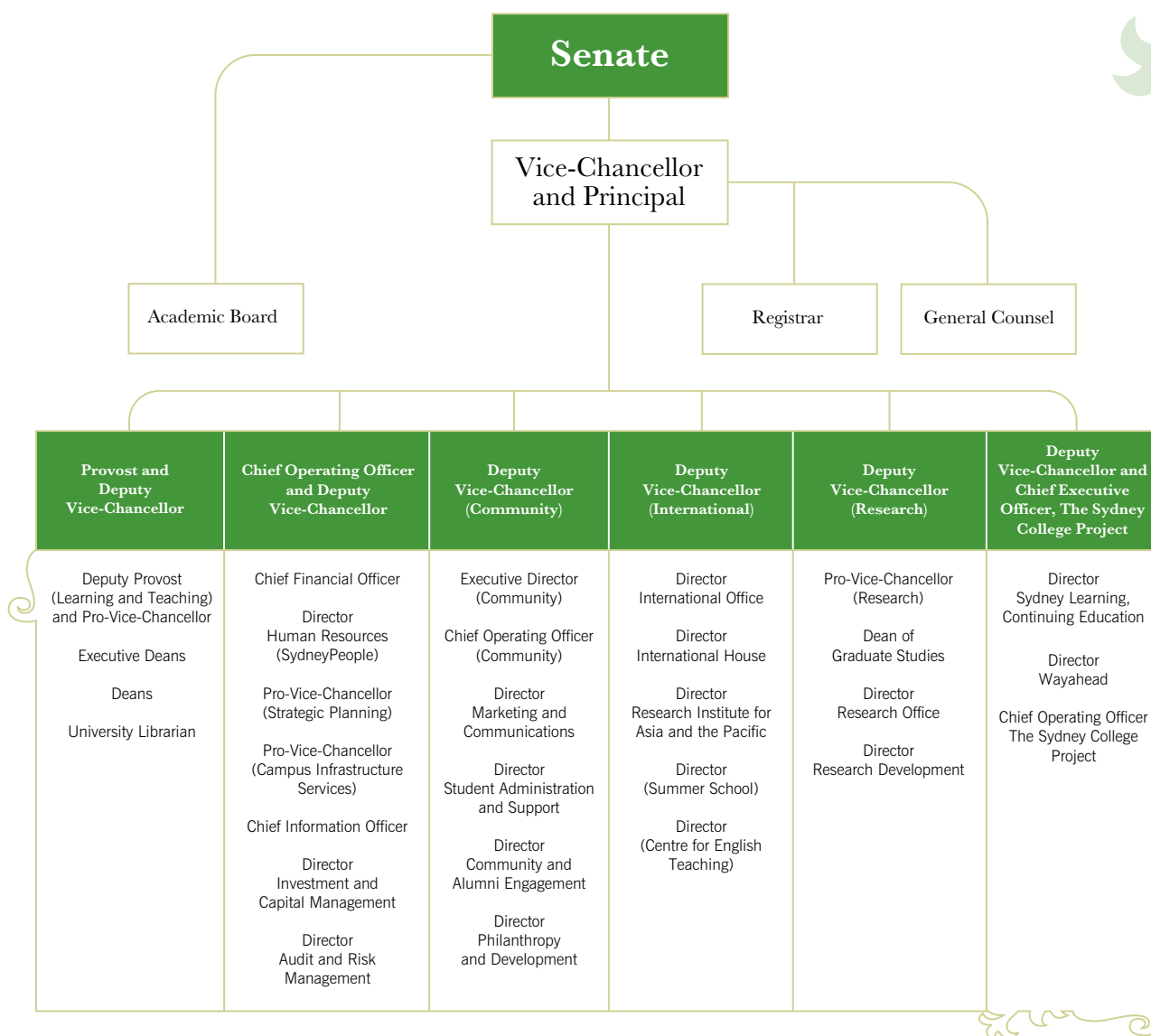
The program of restructuring the investment portfolio continued during the year with the three largest Australian equity portfolios transitioned from a pooled fund product to individual mandates within the same manager.

Towards the end of 2007, the University made a major placement into a US private endowment fund, which comprises a broad range of traditional and alternative asset classes, including absolute return strategies and private equity. The fund includes over 100 best-of-class global investment managers. Additional placements with infrastructure managers were also implemented during the year.

With an external custodian in place from the beginning of the year, the Investment and Capital Management team undertook a review of the University's Gift Policy to further improve fiscal stewardship.



# Organisational structure as at December 2007



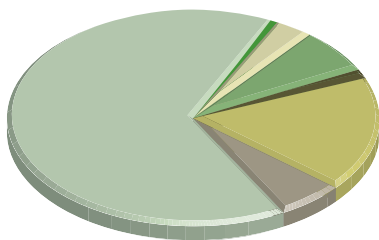
# Our people in 2007

In 2007, the University had more than 45,100 student enrolments (14,456 postgraduate and 30,726 undergraduate); over 9000 of these were international students.

The student-staff ratio (SSR) was 16.5:1.

The University of Sydney offered 1101 undergraduate and postgraduate degrees and diplomas across 16 faculties. In 2007, 87 new courses were approved for commencement.

Percentage enrolments by level, 2007



Level	Percentage
Bachelor	65.3%
Undergraduate Diploma	0.4%
Other	3.3%
Doctorate/Higher Doctorate	6.7%
Master (Research)	1.5%
Master (Coursework)	17.1%
Graduate Diploma/Certificate	5.7%

2007 undergraduate and postgraduate enrolments by faculty

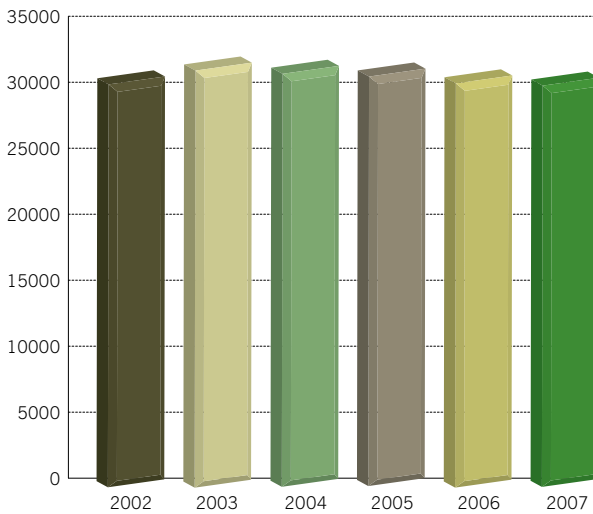
FACULTY	POSTGRADUATE	UNDERGRADUATE	TOTAL
Agriculture, Food and Natural Resources	147	606	753
Architecture, Design and Planning	639	693	1332
Arts	1262	6042	7304
Dentistry	97	398	495
Economics and Business	3758	4094	7852
Education and Social Work	503	2183	2686
Engineering and Information Technologies	548	2513	3061
Health Sciences	1639	3899	5538
Law	1292	896	2188
Medicine	1559	1074	2633
Nursing and Midwifery	253	468	721
Pharmacy	184	1046	1230
Science	1160	4119	5279
Sydney College of the Arts	181	520	701
Sydney Conservatorium of Music	168	633	801
Veterinary Science	154	798	952
Special Programs	24	583	607
Other			
AGSM	860	0	860
Rural Management	28	161	189
<b>Total University</b>	<b>14456</b>	<b>30726</b>	<b>45182</b>

In 2007, the University attracted more first preferences for undergraduate entry than any other university in New South Wales.

## Undergraduate enrolments

In 2007, the University again attracted more first preferences for undergraduate entry than any other university in New South Wales. The University of Sydney offered 1622 places to students with a UAI of 95 or over. This represented 41 per cent of the state share and 20 per cent of our intake. The overall mean UAI for students commencing at the University in 2007 was 91.8.

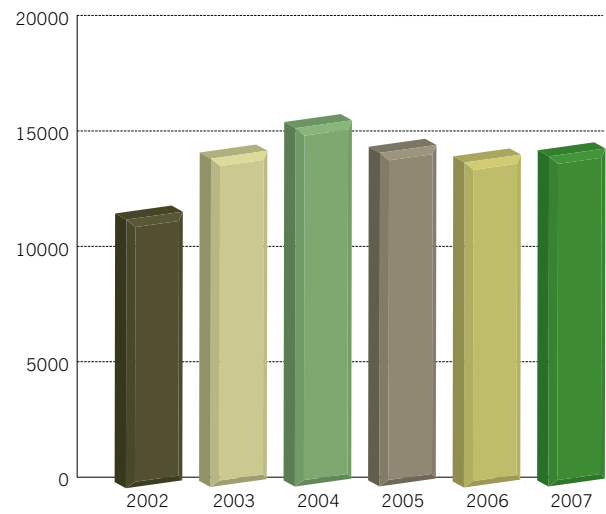
**Undergraduate enrolments 2002-2007**



## Postgraduate enrolments

One of the University's strategic priorities has been to shift load from undergraduate to postgraduate level. In 2007, postgraduate enrolments increased on 2006 numbers to 14,456 students.

**Postgraduate enrolments 2002-2007**



**Student load by funding category 2007**

LEVEL	COMMONWEALTH FUNDED	NON-COMMONWEALTH FUNDED	OTHER
Doctorate	1943.8	474.3	132.4
Master (Research)	392.3	85.3	49
Master (Coursework)	234.4	3720	
Graduate Diploma/ Certificate	77.5	192.6	
Bachelor	21483.1	4663.9	
Undergraduate Diploma	99.7	2.5	
Other	54	281.6	83.1
<b>Total</b>	<b>24284.8</b>	<b>9420.2</b>	<b>264.5</b>

#### Top 10 source countries for international students

COUNTRY	NUMBER OF INTERNATIONAL ENROLMENTS
China	3289
Singapore	885
Hong Kong	600
United States of America	552
Korea (South)	482
Malaysia	325
Canada	312
India	241
Indonesia	240
Thailand	174
Other countries	1910
<b>Total international students from all countries</b>	<b>9010</b>

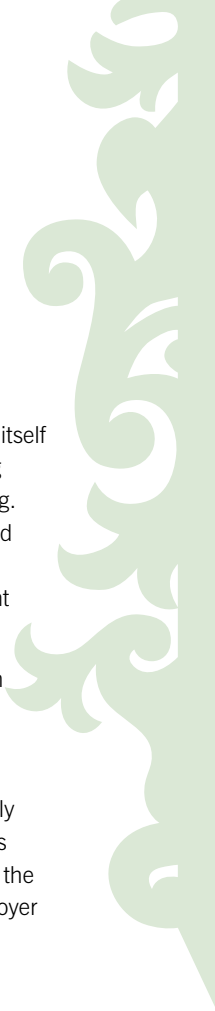
#### International students

The University was proud to welcome over nine thousand international students who studied with us in 2007. In addition to attracting talented students from many different countries, the University of Sydney encourages its bright young scholars to study overseas.

More than 550 students participated in the Study Abroad Program, while 380 Sydney students and 367 international students participated in the Student Exchange Program for either one or two semesters. New Study Abroad and Student Exchange agreements were established with 29 international universities. The Study Abroad program is a fee-paying program at the University of Sydney, whereas the Student Exchange Program is a tuition fee waiver program.

# The University was proud to welcome over nine thousand international students who studied with us in 2007.





### International enrolments by faculty area and level

FACULTY	UNDERGRADUATE	POSTGRADUATE	TOTAL
Agriculture, Food and Natural Resources	41	48	89
Architecture, Design and Planning	97	166	263
Arts	361	322	683
Dentistry	53	24	77
Economics and Business	1310	2161	3471
Education and Social Work	70	146	216
Engineering and Information Technologies	472	191	663
Health Sciences	748	250	998
Law	93	109	202
Medicine	199	195	394
Nursing and Midwifery	54	28	82
Pharmacy	127	25	152
Science	441	324	765
Sydney College of the Arts	56	46	102
Sydney Conservatorium of Music	33	21	54
Veterinary Science	160	20	180
Other	491	128	619
<b>Total</b>	<b>4806</b>	<b>4204</b>	<b>9010</b>

### Staff statistics

The University of Sydney prides itself on attracting staff of outstanding quality and international standing. In 2007, the University employed a total of 6110 staff, plus a further 1107.9 fulltime equivalent casual employees.

The University again received an Employer of Choice for Women award from the Australian Equal Opportunity for Women in the Workplace Agency. Approximately 3000 organisations report to this agency; only 131 were awarded the right to call themselves an Employer of Choice for Women in 2007.

### STAFF PROFILE

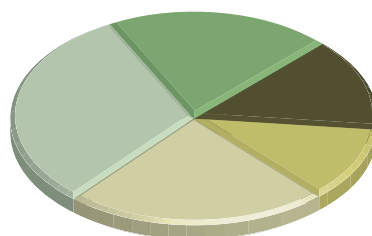
Women: 3301

Men: 2809

Total: 6110



Percentage of academic staff by occupation, 2007



Academic Level	Percentage
Associate Lecturer	19.8%
Professor and above	14.3%
Associate Professor	11.5%
Senior Lecturer	23.3%
Lecturer	31.1%

# Principal officers of the University

Chancellor

**Her Excellency Professor Marie Bashir AC CVO**  
MB BS HonMD *Syd*, FRANZCP

Deputy Chancellor

**Emeritus Professor Ann Sefton AO**  
BSc(Med) MB BS PhD DSc *Syd*

Vice-Chancellor and Principal

**Professor Gavin Brown AO**  
MA *StAnd* PhD *Newcastle(UK)* HonLLD *StAnd* HonLLD  
*Dundee*, FAA CorrFRSE

Provost and Deputy Vice-Chancellor

**Professor Don Nutbeam**  
BEd MA PhD *S'ton*

Chief Operating Officer and Deputy Vice-Chancellor

**Borislav (Bob) J Kotic**  
BBus NSWIT MEd *Macq*, FCPA

Acting Deputy Vice-Chancellor (Research)

**Professor Merlin Crossley**  
BSc *Melb* DPhil *Oxf*

Deputy Vice-Chancellor (Community)

**Professor Andrew Coats**  
MA DM *Oxf* MB BChir *Cantab* MBA *LondBus* DSc *Lond*,  
FRCP FRACP FACC FESC FAHA FCANZ

Deputy Vice-Chancellor (International)

**Professor John Hearn**  
MSc *Dublin* PhD *ANU*

Deputy Vice-Chancellor and CEO,  
The College Sydney Project

**Professor Ann Brewer**  
BA *Macq* MCom PhD *UNSW*

Acting Deputy Provost (Learning & Teaching)  
and Pro-Vice-Chancellor

**Professor Derrick Armstrong**  
BA UC *Lond* MA PhD *Lanc*

Acting Pro Vice-Chancellor (Research)

**Professor Carol L Armour**  
BPharm PhD *Syd*, MPS

Pro Vice-Chancellor (Strategic Planning)

**Professor Shalom (Charlie) Benrimoj**  
BPharm PhD *Bradford*, MPS

Registrar

**Dr William Adams**  
BSc LLB PhD *UNSW*

General Counsel

**Richard Fisher**  
LLB MEd *UNE*

University Librarian

**John Shipp**  
BA DipEd *Macq* BA *W'gong* DipArchivesAdmin *UNSW*, FALIA

Chair of the Academic Board

**Professor Bruce Sutton**  
BAgrSc *Qld* PhD *ANU*



# Executive Deans and Deans

## Executive Deans

As of December 2007

Executive Dean, Faculties of Arts

**Professor Stephen Garton**

BA *Syd* PhD *UNSW*, FAHA FASSA FRAH

Executive Dean, Faculties of Engineering and Information Technologies and Architecture, Design and Planning

**Professor Gregory J Hancock AM**

BE BSc PhD DEng *Syd*, FTSE FIEAust CPEng

Acting Executive Dean, Faculties of Health

**Professor B G Robinson**

MD MSc *Syd*, FRACP

Executive Dean, Faculties of Science

**Professor David A Day**

BSc PhD *Adel* DipTeach *Adelaide TC*

## Deans

As of December 2007

Dean, Faculty of Agriculture, Food and Natural Resources

**Professor Les Copeland**

BSc PhD *Syd*, FRACI CChem

Dean, Faculty of Architecture, Design and Planning

**Professor Warren Julian**

BSc BE MSc (Arch) PhD DipBdgSc *Syd*, LFIES ANZ IALD

Dean, Faculty of Arts

**Professor Stephen Garton**

BA *Syd* PhD *UNSW*, FAHA FASSA FRAHS

Dean, Faculty of Dentistry

**Professor Eli Schwarz KOD**

DDS *Copenhagen MPH Jerusalem* PhD *Copenhagen*, FHKAM  
FCDHK FACD

Dean, Faculty of Economics and Business

**Professor Peter Wolnizer**

BEC *Tas* MEc PhD *Syd*, FCA FCPA

Acting Dean, Faculty of Education and Social Work

**Associate Professor Robyn A Ewing**

BEd PhD *Syd*

Dean, Faculty of Engineering and Information Technologies

**Professor Gregory J Hancock AM**

BE BSc PhD DEng *Syd*, FTSE FIEAust CPEng

Dean, Faculty of Health Sciences

**Professor Gwynnyth Llewellyn**

BA MEd *UNE* PhD *Syd* DipContEd *UNE* DipOT NSWCollOT

Dean, Faculty of Law

**Professor Gillian Triggs**

LLM SMU PhD *Melb*

Dean, Faculty of Medicine

**Professor B G Robinson**

MD MSc *Syd*, FRACP

Dean, Faculty of Nursing and Midwifery

**Professor Jocalyn Lawler**

BSocSc MEd *UNE* PhD *UNSW* CertOpThNursing *UNE*  
AssDipNursEd *Armidale CAE*, RN FCN(NSW)

Dean, Faculty of Pharmacy

**Professor Iqbal Ramzan**

Dip Pharm *NZ* MSc PhD *Syd*

Dean, Research and Development (Health)

**Professor David Burke AO**

MD DSc *UNSW* MB BS *Syd*, FAA FTSE FRACP

Dean, Faculty of Science

**Professor David A Day**

BSc PhD *Adel* DipTeach *Adelaide TC*

Dean, Sydney College of the Arts

**Professor Colin Rhodes**

BA *Lond* MA PhD *Essex*

Dean, Sydney Conservatorium of Music

**Professor Kim Walker**

ENPL Stan Premier Prix de Virtuosite *Conservatoire de*  
*Geneva* Premier Prix de Virtuosite *Curtis Institute of Music*

Dean, Faculty of Veterinary Science

**Professor Leo Jeffcott**

MA *Camb* BVetMed PhD *Lond* DVSc *Melb* VetMedDr  
Uppsala, FRCVS

Dean of Graduate Studies

**Professor Masud Behnia**

MSME PhD *Purdue*, FIEAust FASME MAIAA CPEng PE(USA)

# Federal Government-funded Research Centres

## Australian Research Council Centres of Excellence

ARC Centre of Excellence for Autonomous Systems

ARC Centre of Excellence for Quantum Computing

ARC Centre of Excellence for Ultrahigh-bandwidth Devices for Optical Systems (CUDOS)

National Information and Communication Technology Australia (NICTA)

ARC Centre of Excellence in Design in Light Metals

ARC Centre of Excellence for Free Radical Chemistry and Biotechnology

ARC Centre of Excellence in Vision Science

ARC Centre of Excellence in Plant Energy Biology

ARC Centre of Excellence in Structural and Functional Microbial Genomics

## Australian Research Council Special Research Centres

Ecological Impacts of Coastal Cities

## Australian Research Council Key Centres of Teaching and Research

Key Centre for Polymer Colloids

## National Collaborative Research Infrastructure Strategy Facilities

Australian Microscopy and Microanalysis Research Facility

Australian National Fabrication Facility

Biotechnology Products

Integrated Marine Observing System

National Imaging Facility

Optical and Radio Astronomy – Square Kilometre Array

## National Health and Medical Research Council Centres of Clinical Research Excellence

Centre for Clinical Research Excellence to Improve Outcomes in Chronic Liver Disease

Centre for Clinical Research Excellence in Renal Medicine

Clinical Centre of Research Excellence in Interdisciplinary Clinical and Health Ethics Research and Training

## Cooperative Research Centres

Australian Biosecurity Cooperative Research Centre for Emerging Infectious Disease

Invasive Animals Cooperative Research Centre

Cooperative Research Centre for Advanced Composite Structures

Cooperative Research Centre for Asthma and Airways

Hearing Cooperative Research Centre

Cooperative Research Centre for Construction Innovation

Cooperative Research Centre for Innovative Dairy Products

Cooperative Research Centre for an Internationally Competitive Pork Industry

Cooperative Research Centre for Mining

Cooperative Research Centre for Polymers

Cooperative Research Centre for Smart Internet Technology

Cooperative Research Centre for Value Added Wheat

Cotton Catchment Communities Cooperative Research Centre

Capital Markets Cooperative Research Centre

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Volume 2 of this report contains the 2007 financial report and statements plus further information on:

Senate members, attendance at meetings and committees

Principal Activities

Results for the year

Significant changes in the nature of activities

Governance

Student statistics

Human Resources

Equal employment opportunity

Ethnic Affairs Priority Statement

Risk management, insurance and occupational health and safety

Promotions to professor

Honorary awards

Freedom of information

Privacy and personal information

Legal affairs

# Information

## **The address of the University is:**

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Phone: +61 2 9351 2222  
Website: [www.usyd.edu.au](http://www.usyd.edu.au)  
Hours of opening:  
Switchboard  
Monday–Friday, 9am–5pm

## **Fisher Library** (during semester)

Monday–Thursday: 8.30am–10pm  
Friday: 8.30am–8pm  
Saturday: 9am–5pm  
Sunday: 1pm–5pm

Library hours outside semester vary throughout the year.  
(See the website at [www.library.usyd.edu.au](http://www.library.usyd.edu.au) for these details  
and for opening hours of other University libraries.)

## **University of Sydney Union facilities** (during semester):

7.30am–7.30pm

Hours for specific services vary. Non-semester opening hours  
are reduced and vary throughout the year.

Many offices of the University are open beyond the above  
times. To check opening times, please telephone the unit  
or department you wish to visit.

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Writing and editing: Sonja Shuttleworth  
Design: the Digital and Print Media Office  
Photography: by Karl Schwerdtfeger, Ted Sealey, David White,  
Arthur Mostead, Ross Barnett, Brett Boardman and  
the Digital and Print Media Office  
Printing: SOS Print & Media Group

Total external costs: \$18,200

ISSN 0313-4474

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