

**Principal and Director, *Frontiers Insight* Pty Ltd**  
 Since 1990s - Strategic planning, repositioning, diagnostics, issue dissection, performance review, regulatory analyses - for industries, agencies, businesses, universities, research and community groups. Structured stakeholder consultation and communication. Tailored seminars to support change.

**Founding Director, *RegSciLaw*®**  
 an independent Centre for Regulatory Science Law & Markets - frontline issue analysis at complex, dynamic interfaces.

### Qualifications

- Doctor of Philosophy (PhD Law), University of Sydney 2002 on *Laws Regulating Business*.  
 'Demonstrates significant research across disciplines and across areas of law ... significant critical ability at a high level. ... I am not aware of any detailed, well supported study of the effect of legal regulation on Australian business. I hope this will be published.'
- Master of Higher Education, Aust National University 2006  
 Graduate Certificate in Higher Education, ANU 2005  
 TAA Cert IV 2009; Finance, Marketing, Statistics courses.
- Initial degree. Bachelor of Science first class honours, UNSW.
- Barrister of the Supreme Court of NSW 1993; DipLaw BAB
- Fellow, Australian Institute of Management FAIM 1990  
 Fellow, Australian Institute of Company Directors FAICD 2002



### Panels, Directorships

Economic Development Committee, New England Councils  
 Aust Universities Quality Agency (AUQA) Auditor 2006-2009  
 Ministerial Reviews on Quota regulation US, EU 2005, 2008  
 Founding Director, Australian Centre for Agriculture & Law  
 The University of New England 2003-2004  
 AFS Intercultural Programs (Australia) Ltd 1999-2001  
 Milk Marketing (NSW) Pty Ltd 1997  
 ACT Electricity & Water Authority (CEO & ED) 1990-91  
 Australian Meat & Livestock R&D Corporation 1985-88.

### Appointments

**Chief Executive, ACT Electricity & Water Authority, ACTEW**, Canberra 90-91. Corporatisation package, major change, union negotiations, sustaining utility operations.

The [corporatisation] period ... was characterised by demanding pressures to prepare for major strategic changes, while sustaining the effectiveness of day-to-day operations. ... required high calibre strategic leadership and negotiation skills. That so much was achieved ... reflects the high quality of your efforts. I am aware of the very high standing you have ... with the ACTEW Board, staff... Minister

**General Manager Business, Snowy Mountains Hydro-electric Authority** (Snowy Hydro), Cooma & region 89-90. Commercial development of complex engineering icon, water and peak power supply interactions with NSW, Vict.

**Head of Dockyard Development, Garden Island Dockyard**, Department of Defence, Sydney, 87-89

**Head, Planning & Marketing Branch**, Defence Dept Canb.

**CSR Limited Oil & Gas Division**, Manager, Marketing Policy, Sydney (oil, gas production, regulatory interfaces)

**CSR Limited, Energy Division**, Manager, Communications and PR, (coal NSW, Qld, WA., coal transport, uranium)

**Australian Wool Corporation**, Manager, Fibre Specification Department, local and global stakeholders

selected plans, reviews, reports, papers ...

**Triple Helix VII Conference Glasgow 6.09. Presentation on Regional to Global Enterprise** collaboration concept. Integrated research business programs for multiple disciplines & partners.

**Industry-wide issues & regulation analyses.** Submissions to Productivity Commission reviews of Regulatory Burdens on Business 2007, 2008 & 2009; also COAG Chemicals, EU food safety, Quarantine-Biosecurity and Higher Education reviews.

The Chair said it was among the very best of those received... over 300 submissions... in top few % for quality of argument and ideas. *ED 9.08*

**Scoping Study on Skills Issues: regional industries, work-places** Trends and work change factors, 5-10yr look, ideas 1.09.

**Model programs** to develop unique multi-skill Associate Degree with TAFE, industry, university, community partners. 2008-2009

... a professional, thorough and innovative report [for] action. *DSRD 08*  
 Impressively synthesised, and challenging in the right kind of way. *PD 5.09*  
 Your report is being hailed as amazing. *CEO 6.09*

**Rules impacting on the meat industry 2007-2008.** Reviews of regulations for Industry, inputs to Productivity Commission on processing rules, work, transport, standards

Compelling reading for those with an interest in the long term viability of the industry. *Sector Executive Director 7.2007*

**To Boldly Go! Can students realise their learning potential at universities?** Partnerships for World Graduates conference 2007

**Double or nothing! Clever thinking, double-degree frustration and returns to Science.** National Conference paper published 2007

**University of New England, Strategic Plan 2007-2010.** Process design, executive facilitation, consultation forums, incisive Plan developed for all stakeholders & for implementation.

The best strategic plan I have seen - excellent framework. *VC UNE*

**Business Regulation in Australia - promises, realities, futures.** 2006. On SSRN New York [ssrn.com/author=414409](http://ssrn.com/author=414409)

**Enterprise the key to the future.** A sharp 2016 scenario for Australian higher education, *The Australian* 11 Jan 2006

**A Science : Law stand-off.** *International dimensions, local implications.* Conference Paper, Griffith U, Brisbane 2004

**Australasian Centre for Sustainable Agriculture**, Moree Scoping clusters-industry-universities-VET-tourism, 2004

I was really impressed with the [ACSA] report produced by [SW] ... excellent ...comprehensive, balanced and forward looking. *Director, NEI*

**Industry Corporation Strategic Plan 2004-2009.** DA needed to merge two entities and thinking toward industry outcomes.

**AWI Strategic Plans** with Planning Consultation Forums, 250 producers, industry 2002; Researcher Roundtable 2003

The most outstanding work produced...in the...industry. *The Land 11.02*

**Business Retool Strategies**, MLA Lambplan Division 99-01. Products, service delivery, prices, partners, governance.

We contracted [SW] for ... of linked intensive analyses of our business plan, goals, service targets, performance, product & pricing portfolio. ... exceedingly valuable ... clarify many business and service issues.

**Review of Regulatory Environment** - vertically integrated Australian Industry. National Development Program grant

... excellent...developed with detail, explanation and analysis of complex points for a range of audiences. *Chairman APC 1999*

**Rules Impacting on the Industry and Reform Principles.**

The [Welsman] report was impeccably researched and has generated a great deal of industry debate. ... high regard for her intellectual ability and preparedness to stand up and be counted... *CEO Industry Council 98*

**Commercial power and competitor litigation** (1996) 24 *Australian Business Law Review* 85 - of a set of law publications.

**Australia's local land-use planning laws and practices:** Competition law's next challenge? (1994) 2 *Trade Practices LJ* 173