

Principal and Director of *Frontiers Insight* Pty Ltd
Innovative and useful strategic planning, incisive reviews, policy and regulation analysis, business development, complex project management and change leadership. Working for industries, agencies, businesses, education providers, research groups using structured stakeholder consultation and communication to achieve positive change.

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.
- Barrister of the Supreme Court of NSW 1993; DipLaw BAB
- Initial degree. Bachelor of Science first class honours, UNSW.
- Fellow, Australian Institute of Management FAIM 1990
Fellow, Australian Institute of Company Directors FAICD 2002



Particular roles

Principal and Director *Frontiers Insight* Pty Ltd – 15 years

Sugar Industry RD&E Reform Project Leader (2011), then **Reform Implementation Leader** (2012-2013), commission fulfilled with formation of Sugar Research Australia Limited.

Tertiary Education Quality & Standards Agency auditor 2012
Aust Universities Quality Agency (AUQA) auditor 2006-2011.

Economic Development Committee, New England Councils
Sugar R&D Corporation Director selection panel 2011

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 (Aust) Ltd 1999-01 – director, committee chair

Milk Marketing NSW Pty Ltd 1997 – director, deputy chair

Chief Executive and Director, ACTEW, the ACT Electricity & Water Authority 1990-91. Corporatisation package, union negotiations, major change while 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 Authority Cooma and region. Commercial development of complex engineering icon, water, multi-State power supply dealings.

Head of Dockyard Development, Garden Island Dockyard major integrated industrial base, Defence Dept, Sydney

Australian Meat & Livestock R&D Corporation – initial director.

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 ...

Sugar Industry Research Development and Extension, Reform package developed by SJ Welsman with consultation and deep analysis. Agreed by growers and processors 2011-12. Sugar Research Australia Limited operative on target 1 July 2013.

Sandra's engagement with the Australian sugar industry at both leadership and grass roots level has been comprehensive and fundamental ... The process ... [from] the Welsman report in September 2011 ... will be seen as one of the most positive moves ever made by our industry and one that would not have been achieved without Sandra's leadership and commitment. ASA 5.13

Would not have been achieved without your extensive work and planning. Chair

Industry-wide policy and regulation analyses. Submissions to Productivity Comn Reviews of Regulatory Burdens on Business 2007-2009; COAG Chemicals, Higher Education, Trades, VET, Biosecurity, Infrastructure, Health Workforce Aust 2010-2011.

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

Interface investigation: animals, law, science, markets. Ten year horizon analysis. Unique view of trends & challenges 1.2010

Regional health & education projects: Collaborative Research Network for Mental Health in Rural Regions, success \$4.8m. Three Unique Tertiary Pathway Degrees for New Student Markets. UNE-JMP Tablelands Clinical School success \$5.5m; Clinical School and Training Practice Operating Action Plan.

Thank you for your outstanding work. PVC 9.10 Very impressive. 11.10

Northern Inland NSW Digital Education – Network >Educate >Employ>Grow. National Broadband Network bid success 2011

ALTC Grants Scheme Evaluation 2006-2009. Comprehensive review for Australian Learning and Teaching Council & stakeholders.

Associate Degrees- model programs to develop unique multi-skill ADs with TAFE, industry and university partners. 2008-2010.

Impressively synthesised, and challenging in the right kind of way. PD 5.09
Your report is being hailed as amazing. CEO 6.09

Scoping study on Skills Issues: regional industries, workplaces. Trends & work change factors, 5-10yr priorities, issues, ideas 1.09
... a professional, thorough and innovative report [for] action. DSRD

Rules impacting on the meat industry 2007-2008. Reviews of regulations for Industry, processing, work, transport, standards

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

University of New England, Strategic Plan 2007-2010. Process design, facilitation, consultation forums, incisive Plan.

The best strategic plan I have seen - excellent framework. VC UNE
Great planning process, consultative, interactive, see my points in it. PVCs

Business Regulation in Australia - promises, realities, futures. 2006. Listed on SSRN New York ssrn.com/author=414409.

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

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

Wool (AWI) and Dairy Australia Strategic R&D Plans with consultation Forums, Researcher Roundtables, 2001 to 2004.

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

An Australian Sheep Genetics System. Review from first principles. Integration strategies→ Sheep Genetics Australia

The NSWFA...support introduction of a single Australian Genetics Agency as ... in Dr Welsman's report. NSWFA website

Business Retool Strategies, MLA Lambplan Division 99-01.

Linked intensive analyses of our business plan, goals, service targets, performance, product and pricing portfolio. ... exceedingly valuable ...

Unique Reviews of Industry Regulatory Environments.

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

The 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 1998