
CURRICULUM VITAE

PERSONAL DATA

Full name Elizabeth Jean Woods

Contact Address School of Natural and Rural Systems Management
The University of Queensland Gatton Campus
GATTON QLD 4343
AUSTRALIA
Telephone +61 (0)7 5460 1028 Facsimile +61 (0)7 5460 1324
E-mail bwoods@uqg.uq.edu.au

Home Address 23 Birdwood Terrace
AUCHENFLOWER QLD 4066
AUSTRALIA
Telephone +61 (0)7 38709908
E-mail mik_beth@bigpond.net.au

Nationality Australian

Date of birth 18.10.1955

Educational Qualifications B.Agr.Sc.(1st Class Hons)1977 University of Queensland
D.Phil. (Oxon) 1981 University of Oxford

Honours and Awards Order of Australia Medal for services to Primary Industries 1991
British Society of Agricultural Economics Essay Prize 1978
Rhodes Scholarship, Queensland, 1977
University Medal, University of Queensland, 1977
Bell Medal, University of Queensland, 1976

PROFESSIONAL ACTIVITIES

Current Positions

(1) Foundation Professor of Agribusiness, School of Natural and Rural Systems Management University of Queensland Gatton (July 1997–)

The role is to provide leadership in the areas of agribusiness and rural management to enhance the University's service to tropical Australia and Asia. Major developments are the provision of professional Masters programs and expanding research activities with agribusiness firms and government agencies.

Specialist fields

- Detailed knowledge of Queensland (tropical and subtropical) agriculture and agribusiness, especially in relation to broadacre farming systems and the horticultural industries.
- Broad knowledge of Australian farming systems and exposure to farming systems and related R&D activities in several Asian countries, especially Indonesia.
- Systems approaches in agriculture, agribusiness and rural communities
 - agribusiness management, especially chain management
 - industry and community development processes
 - risk management in agriculture and agribusiness
- R,D & E leadership and management including
 - identification of strategic issues and development of strategic plans
 - organisational development and governance
 - program management and evaluation
- Extension theory and practice
 - group based and self-directed learning activities for rural communities
 - learning and innovation in agribusiness management.

Current research interests

- Projects in Indonesia and Australia in relation to improving the supply chains in horticultural products, especially mandarin and banana.
- Supervision of postgraduate projects involving supply chains (communication, innovation and power relationships in developing countries, change processes through deregulation), changes in rural community perceptions, and management of creativity in R&D.
- Annual investigation of market development and opportunities in agribusiness in Asian markets (for commercial clients), including: beef in the Philippines; stone fruit in Singapore, Hong Kong, and China; lamb in New Delhi and Mumbai; processed meat products in South Korea; and lamb and goat meat markets in the food service and retail sectors in India.

Recent consultancy projects

- Chairman, Interim Review of CP2002

CP2002 Program, a \$13.45m program to accelerate enhancement of productivity and profitability in the Australian sugar industry, commenced in 1998-99 and terminated in June 2002. An independent review of CP2002 was commissioned by the Sugar Research and Development Corporation and took place in May-June 2001. The review reported on the effectiveness of CP2002 strategies in achieving progress in relation to: industry viability, the use of participatory processes to involve industry stakeholders in the development of research priorities, and the adoption of best management practices by industry.

- Chairman, Review of the extension services to the sugar industry

The Bureau of Sugar Experiment Stations (BSES) and the Sugar Research Development Corporation (SRDC) agreed to review the extension services provided by BSES to the sugar industry in 1998. The Review was part of an ongoing process to ensure that funds provided for R&D were effectively utilised and delivered benefits to the sugar industry and its associated community. The review team included peer research and extension members and farmer representatives.

PROFESSIONAL ACTIVITIES

Current Positions (continued)

(2) Chairman, Australian Centre for International Agricultural Research (ACIAR) Board of Management and President of the ACIAR Policy Advisory Council (2000-)

The Australian Centre for International Agricultural Research (ACIAR) is a statutory authority whose mandate is to mobilise Australia's research capacity to help solve agricultural research problems of developing countries. Thus the Centre allocates about three-quarters of its research and development budget to promoting bilateral development, oversees Australia's contribution to multilateral research activities (principally through the CGIAR centres), and supports related training and development of scientists and research managers from developing countries.

The ACIAR Board of Management, through the Chairman, is responsible to the Minister for Foreign Affairs for the operations and performance of the Centre. The Board's specific functions are to:

- establish policy and agree on high-level strategic issues;
- guide and monitor the performance of the Director;
- ensure good corporate governance;
- promote ACIAR and its key relationships; and
- approve research projects.

The Chairman has particular responsibility for guiding and evaluating the contribution of the Board of Management to ACIAR's operations and achievements.

ACIAR's Policy Advisory Council is the prime advisory mechanism for the Minister, the Board of Management and the Centre on international agricultural research and development collaboration. The Council fills an overview role, advising on agricultural problems in developing countries, their research priorities and where Australian expertise matches priorities. In addition, advice on modes of operation for ACIAR and on sources of national and international expertise is provided. The President's role is to build useful working relations with the members of the Council (principally senior managers of research policy and operations in developing countries) and to ensure that their expertise is utilized in developing ACIAR directions and in advising the Minister on the future directions of Australia's contributions to development through agricultural research.

PROFESSIONAL ACTIVITIES

Current Positions (continued)

(3) Chairman, Rural Industries Research and Development Corporation (1998 -)

The Rural Industries Research and Development Corporation (RIRDC) is a statutory Corporation formed in July 1990 under the Primary Industries and Energy Research and Development (PIERD) Act 1989. It was set up by the Commonwealth Government to work closely with Australian rural industries on the organisation and funding of their R&D needs. The Rural Industries Research and Development Corporation manages and funds priority research and translates results into practical outcomes for industry development, by:

- enhancing innovation in smaller established industries in rural and related sectors in Australia (for example, chicken meat, rice, horses);
- fostering the development of new industries; and by
- addressing strategic, cross-sectoral issues facing the rural sector, which would be experience under-investment from research funds addressing individual industries.

The Chairman's role is to oversee Board operations (especially in relation to strategic directions, Board accountability and performance evaluation) and the performance of the managing director, and to build key relationships with the government and industry stakeholders.

PROFESSIONAL ACTIVITIES, continued

Previous Positions

Acting General Manager (Horticulture), Queensland Department of Primary Industries 1997
Foundation Director, Rural Extension Centre, The University of Queensland Gatton College 1993-96
Various positions: extension and R, D&E management in Queensland Department of Primary Industries
1980 - 91 and 1976-77
D Phil student: Institute of Agricultural Economics, Oxford University 1977-80
(Thesis topic: *Evaluation of the socio-economic advisory service for farmers established
in England and Wales under EEC Directive 72/161*)

Committee Memberships

Chair, Australian Centre for International Agricultural Research (ACIAR) 2000 – (as above)
Chair, Rural Industries Research and Development Corporation (RIRDC) 1998 – (as above)
Member, (Ministerial) Aid Advisory Council 2001 –
Member, CSIRO Environment and Natural Resource Management Sector Advisory Committee 2001 –
Chair, Committee of Chairs of the Rural Research and Development Corporations 2000-2001
Member, State (Queensland) Planning Group, FarmBis 1999-2000
Member, Rural Adjustment Scheme Advisory Council (RASAC) 1996-1998
Member, CSIRO Board 1995-1998
Grains Research and Development Corporation (GRDC) Northern Region Panel 1994
GRDC Farming Systems Committee 1991-93 and National Task Force 1993
Member, Australian Centre for International Agricultural Research Policy Advisory Council 1991-1997
Acting and Proxy Board Member, Australian Centre for International Agricultural Research 1994-1995
Member, Gatton College Council 1996-1997
Queensland Research and Innovation Council Member 1995-96
SE Queensland Regional Advisory Committee, Grains Research Foundation, 1992-94
Queensland Herbage Plant Liaison Committee 1989-92
Advisory Panel, Cooperative Research Centre for Soil and Land Management 1992-93

Professional Memberships

Member, Australian Institute of Company Directors (MAICD) 2000 –
Agribusiness Association of Australia 1997 –
Australia-Pacific Extension Network 1995 –
Unifem 1993 –

Recent publications*

- Woods, E J, Wei, S, Singgih, S, and Adar, D (2000) Supply chain management as beyond operational efficiency. *Acta Hort* 575:425-431
- Jiggins, J, Roling, N, Woods, E, and Coutts, J (2000) R,D &E systems: challenges and opportunities. (Invited chapter, in press)
- Johnson, G I, Woods, E J and Hofman P J (2000) Distribution and processing systems for the stable supply of products from agriculture, forestry and fisheries. JIRCAS International Symposium Series No 9, Ed M Yajima and K Tsurumi, Agricultural Technology research for Sustainable Development in Developing Regions, pp21-37.
- Woods E J (2000) Extension: tomorrow's innovation facilitators? ASSCT invited paper (in press)
- Gleeson, A, Russell, G, and Woods, E (1999) Creative Research Environments: Environmental Factors Affecting Creativity in Agricultural Research in Australia. A report for the Rural Industries Research and Development Corporation. RIRDC Publication No 97/43. Canberra 99/128 SYC-4A.
- Woods E J and Woodford K (1998) Reinventing Rural Industries. Invited paper to the *Sustainable Economic Growth for Regional Australia National Conference* 2-4 Nov 98, Kooralbyn, Queensland
- Woods, E, Haigh, I, Hayes, P, and Nielsen, P (1998) Future Directions: A review of the extension services provided by BSES to the sugar industry. Commissioned by SRDC and BSES
- Woods, E (1997) Meeting the needs of the rangelands – a view from the city. Invited paper to the Rangelands Conference, Nov 97, University of Queensland Gatton.
- Daniels, J and Woods, E (1997) Evaluation of training activities to improve farm families' skills.
- Woods, E (1997) From bright ideas to business benefits. Invited paper to the Second National Banana Industry Congress, 6-9 May, 1997, Gold Coast.
- Woods, E J, Cox, P and Norrish, S (1997) Doing things differently: the R,D&E revolution? pp469-490 in Keating B A and Wilson, J (ed) *Intensive sugarcane production: meeting the challenges beyond 2000*. Papers presented at the Sugar 2000 Symposium, Brisbane, August 1996. CAB International.
- Miller, J and Woods, E J (1996) Future Directions in Service Delivery. Audit of DPI services commissioned by the Minister for Primary Industries, The Hon Mr T Perrett. (Cabinet in Confidence)
- Woods, E J and Coutts, J A (1996) Effective and efficient strategies to support industry learning. Contract: education and extension services will meet customer demands. *Proc Aust Soc Anim Prod* 21: 32-41
- Coutts, J A, Fell, R F and Woods, E J (1995) *Learning Projects 1*. Rural Extension Centre, The University of Queensland Gatton
- Woods, E J (1995) *Extension services - promoting change for users* Invited Keynote Speaker at Staff Meeting and Official Opening, Cooperative Research Centre for the Sustainable Development of Tropical Savannas, Darwin. 29-30 November 1995
- Woods, E J (1994) 4.1 Understanding the context: some background to information exchange. In Ed Prinsley, R. *Information exchange in rural industries: the role of electronic information systems*. Proceedings of a workshop. RIRDC Occasional Paper Series No 95/1 Canberra. pp 7-9
- Woods, E J (1994) 5.2. Public Sector Activities. 5.2.1 Rural Extension Centre. The University of Queensland Gatton College In Ed Prinsley, R. *Information exchange in rural industries: the role of electronic information systems*. Proceedings of a workshop. RIRDC Occasional Paper Series No 95/1 Canberra
- Woods, E J (1994) *The role of extension services or extension services: what role?* Invited speech at the 1994 Avcare Convention: The Environment. The Competitive Challenge. Melbourne. Avcare, Sydney
- Woods, E J, Fell, R F, and Coutts, J A (1994) Building Human Resources for Rural Change. *Proceedings of the Conference on Issues Affecting Rural Communities*, Townsville, Australia. Rural Education Research and Development Centre, James Cook University. pp 175-179
- Rural Extension Centre. Woods, E, Moll, G, Coutts, J, Clark, R, and Ivin, C (1993). *Information Exchange. A Report commissioned by Australia's Rural Research and Development Corporations*. LWRRDC, Canberra
- Daniels, J, and Woods, E (1993) Helping farm managers make better financial decisions. *Proceedings of the Australia-Pacific Extension Conf*, Gold Coast, Australia. Department of Primary Industries, Brisbane. pp.389 - 392
- Woods, E J (1993) Training to meet the challenges. Overview: Theme 12 (Day 3) *Proceedings of the Australia-Pacific Extension Conference*, Gold Coast, Australia. Department of Primary Industries, Brisbane. pp.736-739

* Please note that the early part of my career was as an extension agronomist and later, a manager of extension, research and development activities. Publication was not a key performance indicator in these roles. In moving into the agribusiness area I have shifted professional fields and publication is only beginning as research projects draw to conclusion.