

Table of Contents

MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR	2
ABOUT UNE	3
AT A GLANCE	4
STRATEGIC PLAN 2016-2020	6
GOVERNANCE	7
LEADERSHIP	14
REPORT ON OPERATIONS	16
WORKPLACE	19
FINANCE	23
ACCESS ARRANGEMENTS	26
FINANCIAL REPORTS	27

Message from the Chancellor and Vice-Chancellor

I commend to you the 2016 annual report and the year ending 31 December 2016 financial statements for the University of New England.

UNE's focus in 2016 was the development and delivery of our Strategic Plan 2016-2020 and the pursuit of the aspiration that by 2020 UNE will "be the University of choice for students and researchers who desire to transform their lives and help to build resilient communities."

In 2016, UNE extended its research resources, focusing efforts within the University's key thematic priorities and in alignment with the UNE Research Plan 2016-2020. UNE experienced growth in research funding, including competitive grants, and this enabled us to maintain a positive impact through our research efforts in a number of domestic and international arenas.

UNE invested in support programs, systems and educational technologies during 2016 to facilitate access for all students who aspire to higher education and who wish to make a difference to their life. As a university we continue to provide quality and personalised services to current and prospective students, locally and abroad, with the impact of teaching reflected in our consistent five star student experience satisfaction ratings. UNE also increased its international student base in 2016, and in doing so enhanced the rich diversity of student experience at its Armidale campus.

UNE continues to meet its objectives, despite an ever-changing higher education policy environment and the impacts of digital disruption. Using the resources available to UNE, we are able to continue our promotion of scholarship, research, free inquiry, the interaction of research and teaching and academic excellence.

I offer my thanks to all staff and members of the broader University community who contributed to UNE's many achievements in 2016.

I'm pleased to report that 2016 was a year of achievement for the University of New England.

We implemented our 2016-2020 *Strategic Plan: Together, we can do this*. The plan offers clear strategic direction and a bold approach to boosting our research and teaching efforts in a global education environment defined by fierce competition and rapid innovation.

Our tradition of strength across a wide range of research areas is key to our status as a leading regional university. 2016 saw UNE awarded \$2.6 million in Australian Research Council funding, and research ties were strengthened across the globe, particularly with Germany and Indonesia. We look forward to further collaboration with domestic and international partners, particularly in the fields of agriculture and beef production systems.

Our students are the lifeblood of UNE and I am very pleased to announce that they again awarded us top marks in the Good Universities Guide and the Quality Indicators of Teaching and Learning Student Experience Survey in the areas of Student Experience and Graduate Outcomes.

Six of our academics were nationally recognised with Australian Awards for University Teaching for their outstanding contribution to student learning. Excellent student-staff relationships are one of our great assets, and I thank everyone for putting in the hard work that great teaching demands.

We have again delivered an underlying surplus in our budget and I look forward to the challenges and opportunities 2017 will bring.



James Harris
Chancellor
UNE



Professor Annabelle Duncan, PSM
Vice-Chancellor and CEO
UNE

About UNE

The University of New England was founded as Australia's first regional university with a mission to provide access to education and research for the benefit of regional communities. UNE pioneered off-campus tertiary education in Australia and is now a leader in online innovation and flexible tertiary education delivery. The main campus is located in Armidale, NSW, halfway between Sydney and Brisbane, on 260 hectares of picturesque bush land.

The UNE experience is far reaching and the UNE Study Centres team has been recognised by industry for improved engagement with geographically remote and disadvantaged students. The 11 regional study centres located throughout northern New South Wales, the *FutureCampus* in Parramatta, and a growing international network of teaching partners use the latest online technologies to bring the best academic experiences to students anywhere in the world.

On-campus students enjoy personalised and inspiring interaction with UNE's academic leaders. This experience is buoyed by UNE's vibrant collegiate community, which provides networks of friends, academic support, social, and sporting activities.

UNE's academic staff have developed strong networks of international research partners and continue to deliver improvements in agriculture, environmental sciences, mental health, education, local government, and productivity to communities not only in rural and regional Australia, but also across the developed and developing world.

Collaborative research is also reflected in UNE's strong industry links and knowledge partnerships with Cooperative Research Centres for poultry, sheep, bush fires and natural hazards, cotton catchment communities, beef genetics, polymers, remote economic participation, spatial information and invasive animals.

Other flagship research centres that inform UNE's research and engagement agenda include the Animal and Genetics Breeding Unit (AGBU); the Centre for Agribusiness; the Centre for Agriculture and Law (AgLaw); the Centre for Local Government; the Institute for Rural Futures (IRF); the Palaeoscience Research Centre; and the National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SiMERR).

UNE's ten academic Schools offer more than 200 courses at undergraduate, postgraduate coursework and higher degree research levels, thus ensuring students specialisation of choice.

- School of Arts
- School of Behavioural, Cognitive and Social Sciences
- School of Education
- School of Environmental and Rural Sciences
- School of Health
- School of Humanities
- School of Law
- School of Rural Medicine
- School of Science and Technology
- UNE Business School

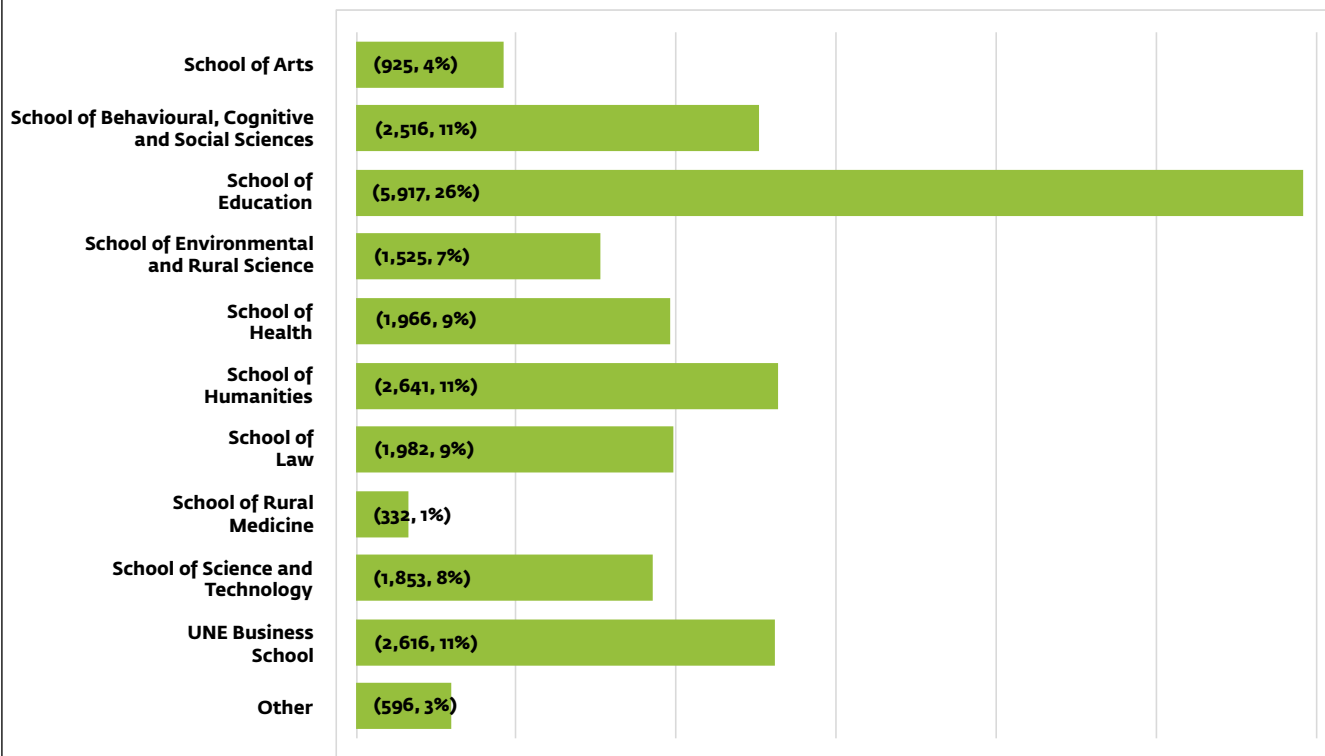


Historic Booloominbah, University of New England, Armidale NSW.

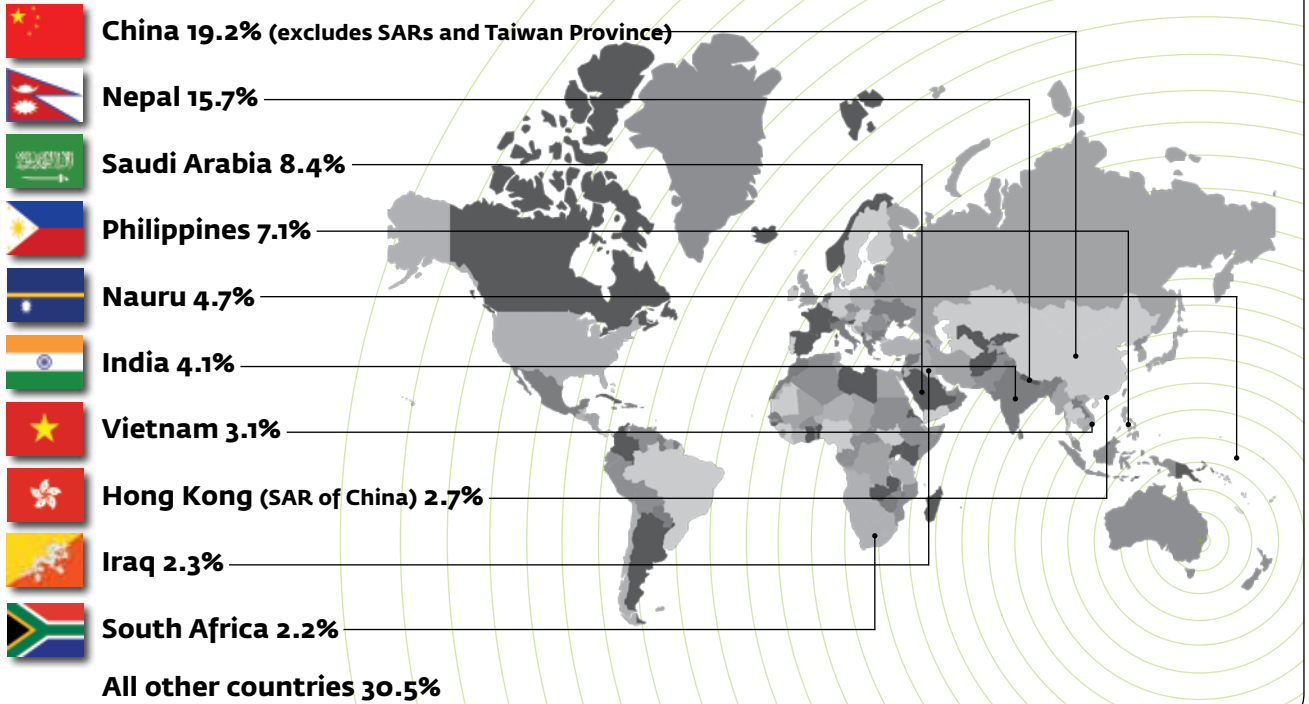
At a glance



Enrolments and Percentage of Enrolments by School - Total Enrolments (22,869)



Top Ten Countries Represented by International Students



2016 Student Enrolment Demographics

Off-campus students

18,058 (79.0%)

On-campus students

4,811 (21.0%)

Female students

15,107 (66.1%)

Male students

7,758 (33.9%)

Commencing students

9,264 (40.5%)

International students

1,116 (4.9%)

Indigenous students

711 (3.1%)

Postgraduate students

6,382 (27.9%)

Other Student Information

International HDR students

221

Graduates

3,564

Student load (EFTSL)

11,369

Students

22,183

Strategic Plan 2016-2020: *Together, we can do this*

In 2016 the University of New England developed and implemented its bold and innovative *Strategic Plan 2016-2020: Together, we can do this*. The plan sets out our aspiration, purpose, strategy as well as the values that underpin our endeavours.

Aspiration

By 2020 we will be the University of choice for students and researchers who desire to transform their lives and help to build resilient communities.

Purpose

Our role is to develop individual aspirations, potential and capability and to enhance the future of our communities through quality research, fostering innovation and delivering a formative educational experience. Our heart is our single campus embedded in the community of the New England. The magnitude of our research and student participation is global. We will connect with our students for life. We will build enduring, global partnerships with industry, professions, business and government.

Strategy

- Deliver excellent research with high impact
- Deliver an outstanding student experience
- Diversify and grow income
- Digital dominance
- Improve organisational resilience
- Create a bold and innovative culture

Values

- Creative, innovative, willing to change and take calculated risks
- Respectful, approachable and helpful
- Sustainable, robust and dependable
- Ethical, honest, accountable and authentic



Governance

The University of New England was formed under the University of New England Act, 1993 (NSW) (hereafter 'the Act') and its by-laws. In accordance with the Act, the Body of the University comprises the UNE Council, Convocation, the University's graduates and students as well as full-time members of staff as the by-laws may prescribe. The object of the University, as outlined within the Act, is the promotion (within the limits of the University's resources) of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.

Council

The UNE Council is the University's governing authority and has functions conferred upon it by the Act. Under its powers of delegation, the Council establishes Committees of Council that are responsible for the analysis, review and endorsement of recommendations from the University's management, as well as for the identification of organisational risk and opportunities.

The aim of the University Council and its committees is to oversee the operation of UNE for the benefit of its students, staff, academic community and the wider community as a whole. The Council may make rules in relation to any activity or function of the University provided they are consistent with the University of New England Act 1993 and the University's By-Laws.

The Council seeks to make decisions that contribute to the learning environment and the interests of the University's stakeholders in a positive and transparent manner.

Voluntary Code of Best Practice

The University of New England complied with the Voluntary Code of Best Practice for the Governance of Australian Universities, with the exception of having not conducted an external review in the last two years. The review is scheduled for 2018 following proposed changes to Council size and composition in 2016.

Academic Board

The Academic Board oversees academic governance at the University. It monitors the standards and quality assurance of the University's academic programs, advises the Council and Vice-Chancellor on academic matters, and provides a forum for discussion on teaching and research-related issues.

In 2016 the Board adjusted its terms of reference and its business to provide a greater focus on the strategic perspective and to encourage wider debate on ideas and trends in research and teaching. These broader themes included:

- Excellence in Research for Australia Report 2016;
- UNE External Engagement;
- Academic Board Work Planning;
- The Trimester Experience;
- Professional Development/Training in Leadership;
- Scholarship of Teaching and Learning; and
- UNE's Model of Teaching and Learning Going Forward.

The Board engaged with stakeholders through discussions with elected academic members and student members of the Board. Engagement was also achieved through undertaking regular two-way communication and providing information on Board activities to the UNE community. Throughout 2016, the Chair held regular meetings with all the senior academic executives to discuss current and emerging issues, and ensure a collaborative approach to work towards the advancement of academic governance and best practice.

As part of the University's preparation for re-registration with the Tertiary Education Quality and Standards Agency (TEQSA), the Board undertook a thorough audit and review to affirm its governance demonstrated full compliance with the University's statutory obligations. The Board's governance procedures were revised to ensure best practice was applied, where applicable.

Members

Council Members, Qualifications and Terms of Appointment

APPOINTMENT	COUNCIL MEMBERS	DATE ELECTED*	EXPIRY DATE*	QUALIFICATIONS
Official	Chancellor, Mr James Harris	20/11/2014	19/11/2019	HonDUniv (UNE)
	Vice-Chancellor, Professor Annabelle Duncan	20/08/2014	n/a	BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch), PSM
Minister	Chair Academic Board, Professor Nick Reid	2/04/2013	19/02/2017	BSc Hons, PhD (Adelaide)
	Ms Meredith Symons (reappointed)	17/08/2014 17/08/2016	16/08/2016 16/08/2019	BFA (UNE), ACA
	Ms Rosemary Leamon	17/08/2014	16/08/2016	BFA (UNE), CA, GAICD
	Ms Patricia (Anne) Myers	01/12/2014	30/11/2016	MBA, AGSM, GAICD
	Mr David van Aanholt	17/08/2016	16/08/2018	BBA (Western Sydney), MBA (UNE)
	Mr Les Ridgeway (resigned)	17/08/2014	05/04/2016	Bed, DipTech (NCAE)
UNE Council	Deputy Chancellor, Ms Janette McClelland AM	02/10/2014	31/12/2017	BA (Hons) (Syd), BLegStuds (Macq), FACEL, FAIM, FAICD
	Mr Russell Evans	17/08/2016	16/08/2018	BBA (Charles Sturt), MBA (UNE)
	Ms Patricia (Anne) Myers (reappointed)	01/12/2016	30/11/2019	MBA, AGSM, GAICD
	Ms Rosemary Leamon (reappointed)	17/08/2016	16/08/2019	BFA (UNE), CA, GAICD
	Mr Robert Finch	25/11/2016	31/12/2018	ACA, FLGAA
Academic	Professor Don Hine	21/08/2014	20/08/2016	BSc (University of Alberta), MA, PhD (University of Victoria)
	Professor Margaret Sims (reappointed)	21/08/2014 21/08/2016	20/08/2016 20/08/2018	BA, MA, PhD Auckland, DIM NZ, DipEd (Massey)
Non-Academic	Dr Jeannet van der Lee	21/08/2014	20/08/2016	BNatRes, PhD (UNE)
	Ms Mardi Cook	21/08/2016	21/10/2016	
	Mr Charles Hebblewhite	25/10/2016	24/10/2018	BEc, BSc (ANU), BTh (MTC), GDipCompSc (Newcastle)
Student	Mr Michael Kirk (undergraduate)	12/10/2014	11/10/2016	
	Mr Stuart Robertson (postgraduate)	05/10/2014	04/10/2016	BSocSc (UNE)
	Ms Catherine Millis	12/10/2016	11/10/2018	BSCHNF, BCompSc, MCompStud
Graduate	Dr John Hobbs	18/08/2014	17/08/2018	BSc (Hons) Lond, CertEd (Nott), MSc PhD (UNE), FRMetS, JP
	Dr Robyn Muldoon	18/08/2014	17/08/2018	BA DipEd, M.Ed, EdD (UNE)

*Council members may have served for previous terms or may be re-elected. The election date and term shown is for the current term.

Council Committees

The UNE Council are supported by the following Council Committees and the University's Academic Board:

- Standing Committee of Council
- Standing Committee of Convocation - this Committee was converted to a Vice-Chancellor's Committee in 2016
- Finance Committee of Council – ceased 7 November 2016
- Finance and Infrastructure Committee of Council – commenced 8 November 2016
- Audit and Risk Committee of Council
- Infrastructure Committee of Council – ceased 7 November 2016
- Innovation and Development Committee of Council – commenced 8 November 2016
- Remuneration Committee of Council
- Nominations Committee of Council
- Honorary Degrees Titles and Tributes Committee of Council

University Ombudsman

No recommendations from the NSW Ombudsman were referred to the Council during 2016.

In late 2016, and following the retirement of the University Ombudsman in 2015, the University discontinued the role of University Ombudsman, with administrative reviews now referred directly to the office of the NSW Ombudsman. Council took this step after considering a survey of Australian universities and also further satisfying itself that appropriate appeal processes were in place for staff and students.

Privacy

The University's Privacy Officer provided advice and support to staff and students on privacy matters in 2016. All privacy issues and concerns were successfully addressed at a local level, with none escalating to the NSW Privacy Commission.

NSW Audit Office Recommendations

The University of New England uses the Pentana Audit Work System to track, follow up and report on all audit recommendations, including NSW Audit Office audit recommendations. During 2016 the NSW Audit Office issued audit recommendations as follows:

Audit	Date of Letter/Report	Total Recommendations	Finalised at 31/12/16	In progress but outstanding at 31/12/16
2015 Audited Financial Statements Final Management Letter	6 April 2016	12	5	7
2016 Report to Parliament	2 June 2016	13	6	7

Risk Management

The University uses a Corporate Risk Management Framework, consistent with AS/NZS ISO31000:2009. The Framework was assessed by an external review team in 2014 and was considered to be indicative of leading practice, with the Risk Management process in alignment with the international Risk Management Standard. Implementation of the Corporate Risk Management Framework is ongoing.

Internal Audit and Risk Management Attestation Statement for the 2016 Financial Year for the University of New England

I, Professor Annabelle Duncan am of the opinion that the University of New England has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Note: The Internal Audit and Risk Management Policy for the NSW Public Sector is a Treasurer's Direction issued per section 9 of the Public Finance and Audit Act 1983. Section 9(4) (b) of the Public Finance and Audit Act 1983 provides that Directions issued under section 9 shall not apply to Universities.

Core Requirements

For each requirement, please specify whether compliant, non-compliant, or in transition¹

Risk Management Framework

- | | | |
|-----|--|-----------|
| 1.1 | The agency head is ultimately responsible and accountable for risk management in the agency | Compliant |
| 1.2 | A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009 | Compliant |

Internal Audit Function

- | | | |
|-----|--|-----------|
| 2.1 | An internal audit function has been established and maintained | Compliant |
| 2.2 | The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing | Compliant |
| 2.3 | The agency has an Internal Audit Charter that is consistent with the content of the 'model charter' | Compliant |

Audit and Risk Committee

- | | | |
|-----|---|-----------|
| 3.1 | An independent Audit and Risk Committee with appropriate expertise has been established | Compliant |
| 3.2 | The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations | Compliant |
| 3.3 | The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter' | Compliant |

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, J McClelland, 16 February 2009 – 31 December 2017
- Independent Member 1, R Finch, 16 February 2009 – 31 December 2018
- Independent Member 2, A Myers, 1 December 2015 - 31 November 2019
- Independent Member 3, R Leamon, 1 December 2015 - 16 August 2019
- Independent Member 4, D Van Aanholt, 7 December 2016 – 16 August 2018



Professor Annabelle Duncan
Vice-Chancellor and CEO
11 January 2017

Agency Contact Officer
David Tanner
Director
Audit and Risk Directorate

Government Information Public Access

Review of proactive release program – Clause 7(a)

The University of New England's program for the proactive release of information involves monitoring the nature of GIPA applications received and identifying information that maybe of interest to the general public.

UNE also reviews the relevance and accuracy of the Open Access Information available on its website on an ongoing basis. During the reporting period, the program was reviewed and no further Open Access Information was identified for release.

Number of access applications received – Clause 7(b)

UNE received four formal access applications, including withdrawn applications but not invalid applications, during the reporting period.

Number of refused applications for Schedule 1 information – Clause 7(c)

No access applications were refused, either wholly or in part, during the reporting period.

Statistical information about access applications – Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	1	0	0	0	0	0	1
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	1	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications**	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	1	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act about the applicant (the applicant being an individual)).

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	4

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicate that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
Number of applications for review	
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)	
Number of applications for transferred	
Agency-initiated transfers	0
Applicant-initiated transfers	0

Public Interest Disclosure

During 2016, as part of their induction program for new employees, UNE provided training on the Public Interest Disclosure Rule and Public Interest Disclosure Procedure.

In addition, face-to-face compulsory compliance training was provided to existing staff on six key policy areas, which included Public Interest Disclosures. The electronic Performance Planning Development and Review process also requires existing staff to certify that they have completed the compulsory compliance training within the required timelines.

Public Interest Disclosures (PIDs) received and completed is detailed in the table below.

Particulars	Period: 1 January to 31 December 2016
Number of public officials who made PIDs	2
Number of PID's received	2
Of the PID's received, number primarily about:	
• Corrupt Conduct	1
• Maladministration	1
• Serious and substantial waste	0
• Government information contravention	0
Number of PID's finalised	2

Legal Change

Changes in Acts and Subordinate Legislation

Universities Governing Bodies (University of New England) Order 2016

This Order (made under the Universities Governing Bodies Act 2011 (NSW)) confirmed the University of New England's adoption of standard governing body provisions and changes to the size and composition of its Council. The Order amended the University of New England Act 1993 (NSW) and the by-laws made under that Act.

Higher Education Standards Framework (Threshold Standards) 2015

These new standards (which took effect on 1 January 2017) provide greater flexibility in corporate governing body composition and impose more prescriptive requirements for third party provider arrangements.

Treasury Legislation Amendment (Small Business and Unfair Contract Terms) Act 2015 (Cth)

This Act (which took effect on 12 November 2016) expanded the unfair contracts regime to standard form consumer contracts such that the regime now also applies to small business contracts.

Significant judicial decisions affecting agency

There were no significant judicial decisions affecting UNE to report.

Consumer Response

The Student Grievance Unit received 416 grievances during the reporting period. These grievances encompassed 571 separate student related issues. Some grievances contained more than one issue and covered more than one policy/process area.

The number of individual complaints recorded for 2015 was 388 compared to 416 for 2016, reflecting an increase of 28 individual complaints. Issues around assessment, unit content and teaching standards were predominant.

There was also a significant increase in the number of student conduct matters reported: 29 in 2015 compared to 85 in 2016. This could be attributed to the *Respect. Now. Always.* campaign and an increased confidence in University processes when dealing with matters around student behaviour.

The Student Grievances Unit has also made several business improvement recommendations across the University and has identified disparities within University Policy and Procedures. Subsequently amendments have been made to the relevant Policy documents.

The main recommendations were in relation to:

- The availability of information regarding fees pertaining to the UNE Medical centre. (Implemented).
- The amendment to the constitution of the UNE Water Polo Club to include grievance resolution procedures. (Being implemented).
- The electronic return of marked assessment tasks and feedback and not via Australia Post. (Not implemented).
- An amendment to clause 24(j) of the Assessment Policy to allow for natural justice to students. (Implemented).
- An amendment to forms to apply for special assessment. (Not implemented).
- The process around remarks and application under the Academic Assessment Appeals Procedures. (Being communicated).

Leadership

The Vice-Chancellor is the University's Chief Executive Officer (CEO) and is responsible for the management of the University and the implementation of the University's Strategic Plan.

The role of the Vice-Chancellor is determined by the Act and includes official membership of the University's Council. The Vice-Chancellor has charge of UNE's administrative and financial activities and manages the direction of the University's corporate planning, budget activities, and the implementation of policy.

The Vice-Chancellor reports directly to the Chancellor and the University Council and provides supervision to, and receives support from, a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

Senior Management Remuneration

Band ¹	Salary package band	Count/gender
Above band 4	>\$522,500	1 female
Band 4	\$452,251 to \$522,500	1 female
Band 3	\$320,901 to \$452,250	nil
Band 2	\$255,051 to \$320,900	5 males, 1 female
Band 1	\$178,850 to \$255,050	nil

¹ Public Service Senior Executive bands determined by the Statutory and Other Officers Remuneration Tribunal under Statutory and Other Offices Remuneration Act 1975

Senior Executive Team

Vice-Chancellor and CEO

Professor Annabelle Duncan, BSc, DipSc, MSc (Otago), PhD (La Trobe), DSc (Murdoch), PSM

Provost and Deputy Vice-Chancellor

Professor Sue Thomas, BSc (Hons) (La Trobe), PhD (La Trobe), MBA (Tech Mngt) (APESMA/Deakin), Grad Cert Tert Ed (Flinders)

Pro Vice-Chancellor Research

Professor Heiko Daniel, BSc, MSc (Hannover), PhD (UWA)

Pro Vice-Chancellor Academic

Professor Joyce Kirk, BA DipEd (Sydney), MLitt (UNE), MA (Canberra), PhD (UTS), GAICD

Chief Legal and Governance Officer

Mr Brendan Peet, LLB (QUT)

Chief Operations Officer

Professor Peter Creamer, BSc (Aston), PhD (Nott), CEng, FIMechE, MCM

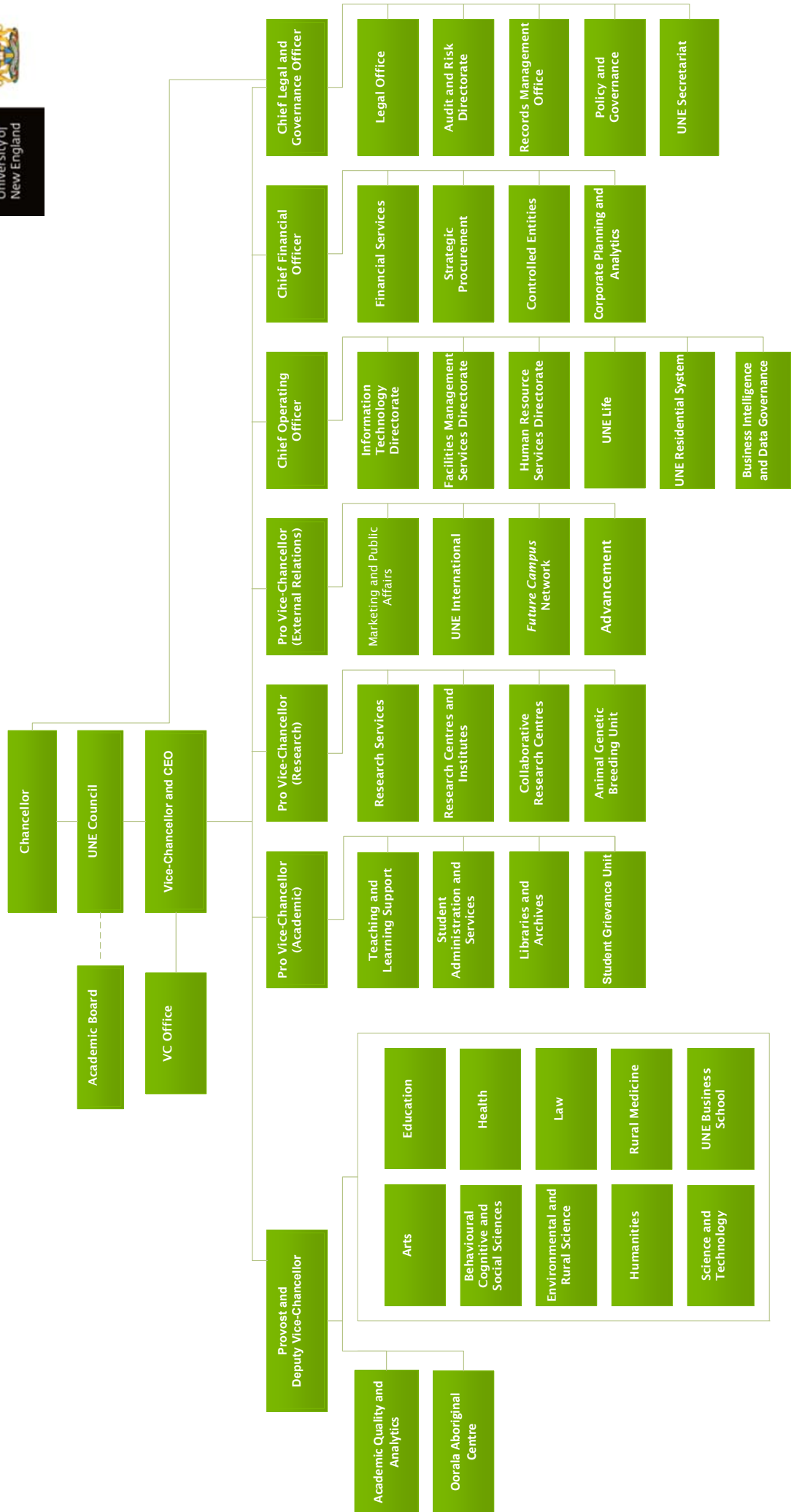
Chief Financial Officer

Mr Kris Kauffmann, BBus (Econ Hons) (USQ), Grad Dip App Fin Inv (FINSIA), MSc (London), MAICD, MFTA

Pro Vice-Chancellor External Relations

Mr Trevor Goldstone, B.App.Sc. (SACAE), GradDipManage (UniSA), FAIM, MAICD

Organisational Structure



Report on Operations

UNE submitted the requisite documentation to renew its registration as an 'Australian University' under the Tertiary Education Quality and Standards Agency (TEQSA) Act 2011. The documentation was reviewed by TEQSA to assess our compliance against the Higher Education Standards Framework and approved.

UNE's *Strategic Plan 2016–2020: Together, we can do this* set a number of strategic priorities against which performance is evaluated on an annual basis.

Strategic Priority 1: Deliver excellent research with high impact

The University of New England's research endeavour was strengthened by a number of engagement activities and successful grant applications in 2016. This included Australian Research Council (ARC) funding of \$2.6 million, the best overall result for UNE in more than a decade.

In April, the University hosted the Indonesian Ambassador to Australia in high-level meetings aimed at building a stronger relationship between UNE and Indonesia. The visit coincided with the roll out of new research projects developed by the Australian Centre for International Agricultural Research for which UNE is the lead Australian research partner. The \$11.7 million investment will focus on integrated beef production and will improve smallholder cattle systems in eastern Indonesia. That, in turn, will benefit the local economy and boost food security. The projects are supported by the Australian Government and are funded by the Department of Foreign Affairs and Trade. Beef production and trade play an important part in Indonesia's relationship with Australia.

UNE was awarded \$440,000 in Competitive Commonwealth grants funding by the Australian Research Council through the Commonwealth government's Linkage Projects scheme to undertake a three-year Aboriginal community health study. Led by Associate Professor Bob Boughton, together with Adjunct Professor Jack Beetson and Dr Lorina Barker, the study investigates the broader social and health benefits of the Literacy for Life campaign, *Yes I can*, as it extends to other communities across the

Top ten 2016 research grant allocations

Project	Principal researcher	School/Business Unit	Funding body	Amount
Advanced genetic evaluation tools and systems enabling faster and more valuable genetic gain in the red meat industries.	Prof. Robert Banks	Animal Genetics and Breeding Unit	Meat and Livestock Australia	\$8,338,400
Sugar from space: improved data access, yield forecasting and targeted nitrogen application for the Australian Sugar industry	A/Prof. Andrew Robson	School of Science and Technology	Sugar Research Australia	\$1,300,000
Platform for African Dairy Genetic Gains in Tanzania and Ethiopia	Prof. John Gibson	School of Environmental and Rural Science	International Livestock Research Institute	\$1,197,900
Securing Pollination for More Productive Agriculture: Guidelines for effective pollinator management and stakeholder adoption (submitted through RIRDC)	Dr Romina Rader	School of Environmental and Rural Science	Rural R&D for Profit	\$975,000
A strategic approach to weed management for the Australian Vegetable Industry	A/Prof. Paul Kristiansen	School of Environmental and Rural Science	Horticulture Innovation Australia	\$900,300
Novel methods for complex trait analyses based on genome-wide approaches	Dr Sang Hong Lee	School of Environmental and Rural Science	Australian Research Council - Future Fellowship	\$719,300
QuickSmart: Improving Numeracy Performance in SA DECD School Clusters: 2016	Prof. John Pegg	School of Education	Department for Education and Child Development	\$524,500
Development of a Livestock (sheep) Research Database	Prof. Paul Kwan	School of Science and Technology	Australian Sheep Industry CRC	\$496,000
Landscapes of Production and Punishment: the Tasman Peninsula 1830-77	Prof. Martin Gibbs	School of Humanities	Australian Research Council - Discovery	\$495,000
Sheep CRC - Program E3 Faster affordable genetic gain	Prof. Paul Kwan	School of Science and Technology	Australian Sheep Industry CRC	\$478,200
Adult literacy and Aboriginal community well-being in western NSW	A/Prof. Robert Boughton	School of Education	Australian Research Council - Linkage	\$440,000
Development of Evidence-base and Field testing of New Tools and Materials	Prof. John Pegg	School of Education	Cardno Emerging Markets (Australia) Pty Ltd	\$410,000

Central West region of NSW. The adult literacy campaign began in 2012, and has since graduated more than 130 people. Completion rates for the campaign are 67 per cent higher than that of other formal training programs.

UNE was a partner recipient of a \$5.2 million research grant for a project led by the Rural Industries Research and Development Corporation (RIRDC). The project will look at ways to secure pollination to increase profitability and productivity within the agricultural industry. The aim of the four-year project is to improve the health, diversity and abundance of pollinators such as bees, birds, insects and butterflies on farms.

UNE's Agile App development team launched RamSelect Plus at LambEx 2016. RamSelect Plus improved on the existing intuitive and easy-to-use design of RamSelect and introduced improved layout, artwork and functionality. The project was funded by the Cooperative Research Centre for Sheep Industry Innovation (Sheep CRC). The successful launch resulted in a further 12 months of funding to broaden app development for the industry. The team is now working on the first app designs for a livestock wellbeing and productivity program that will launch in 2017.

Strategic Priority 2: Deliver an outstanding student experience

UNE was awarded the highest possible five-star ratings for Student Experience and Graduate Outcomes by the 2017 Good Universities Guide. Top marks were also awarded to UNE in the supporting categories of overall quality of educational experience, teaching quality, learner engagement, learning resources, and student support.

The UNE Business School launched a new Work Integrated Learning (WIL) program that provides undergraduate accounting students with access to scholarships and work placements throughout their degree.

In May 2016, UNE was rated best in NSW for the overall quality of the education experience provided to students based on survey results released by the Australian government. UNE received top ratings in five of the 12 categories surveyed. The categories in which UNE received the highest ranking were: overall quality of education experience, teaching quality, learner engagement, student support, and median graduate salary.

More than 700 Year 12 students from 57 schools across NSW attended the University's annual High School Certificate (HSC) Booster Days. All sessions were aligned with the HSC curriculum. The event is designed to broaden knowledge and inspire learning while also providing students with a taste of campus life. The Booster Days are very popular with schools and attendance numbers are increasing on an annual basis.

Six UNE academics received Australian Awards for University Teaching for outstanding contributions to student learning further cementing UNE's reputation for nurturing committed and innovative academic staff.

The *Vice-Chancellor's Scholar Program* recognised 250 undergraduate students for their academic achievement. Students must maintain a grade point average of 6.7 to qualify for the program.

The University also established a working group to improve student engagement and retention. The group will develop a strategic document with key engagement strategies to assist the University in capturing and maintaining student engagement.

UNE's Residential Colleges focused on improving student experience by prioritising three key areas; namely prevention of sexual harassment and assault, mental health and well-being, and responsible consumption of alcohol.

UNE also partnered with other universities across Australia in a national student survey on sexual assault and harassment. The survey was an important part of the Australian university sector's *Respect. Now. Always.* campaign to ensure students and staff are safe from sexual assault and sexual harassment.

Strategic Priority 3: Diversify and grow income

Financial performance for 2016 was favourable due to lower than anticipated payroll and non-payroll expenditure. The Finance Committee also endorsed an adjusted budget for 2016. The amount of commencing student load required to achieve budget is tracking slightly below target while the international fee-paying student load is forecasted to exceed budget by an estimated 4.5%.

The University received two substantial donations to the UNE Foundation that will be used to fund scholarships. UNE also received a donation for a children's science access centre at UNE.

The University has identified an opportunity to grow teaching revenue through offering short course and non-award single units of study to new market segments. Market research and preparation for this latent market project was completed in 2016 and short courses and non-award single units of study will be offered to new market segments in 2017. Preparation included identification of units to be offered, adapting admissions and student management mechanisms, and finalising unit fee structures. The University also identified a banking partner who will provide financial support to students who are interested in these bespoke units.

The refurbishment of the Tamworth Study Centre was completed in 2016. The refurbishment is a subproject of the Integrated Agricultural Education Project and is an important initiative to improve access to tertiary education for regional students.

The University supported a new initiative to develop programs in the Creative Industries, specifically industry-accredited courses in music, by equipping UNE's *FutureCampus* at Parramatta with a portable music laboratory. The music laboratory will launch in 2017.

Strategic Priority 4: Digital dominance

In December 2015, UNE deployed Microsoft Skype for Business to all UNE students. This platform allows staff and students to collaborate at any time from any device without telecommunication costs. In July 2016, the university network environment was reviewed by an external consultancy to ensure transmission speed, quality and architecture were fit for purpose. The review concluded that the network was effectively configured and operating at expected standards.

Support for online teaching was extended to Schools to ensure just-in-time, localised assistance for academic staff working with all Virtual Learning Environment technologies. Learning design teams were placed in Schools to work with academic staff utilising online pedagogies and managing teaching sites. As part of this model, the Teaching and Learning Support unit established

a media team to assist in design and development of high quality educational media. During 2016, the team created more than 500 learning resources for teaching and learning projects across the University.

A new series of Academic Development modules were launched to provide coverage of teaching and learning concepts mapped to the UNE Principles of Quality Teaching. These are just-in-time modules designed to support new academic staff as well as providing a starting point for staff wanting to extend knowledge of contemporary teaching and learning concepts. The resource is available fully online in a self-paced format.

The Academic Skills Office launched their redesigned web presence where many of the familiar and traditional resources offered by this area were transformed to online resources, providing greater flexibility and easier navigation for students. The Academic Skills Office also worked closely with a team of learning design staff to develop the Academic Integrity Module, designed with an interactive storytelling approach to guide students in understanding and adhering to the principles of academic integrity.

Significant upgrades of UNE core technologies were undertaken including LMS (Moodle), lecture capture system (Echo360), originality detection tool (Turnitin), the online marking system (Grademark), online classroom (Adobe Connect), media system (Kaltura), and content repository (Equella).

The installation of an AARNet link at the Taree Study Centre improved digital connectivity for staff and students who now have access to high-speed broadband internet through Australia's national research and education network (AARNet).

Two UNE academics were awarded prestigious Commonwealth grants by the Office of Learning and Teaching (OLTC) aimed at improving teaching and learning at UNE. A/Prof. Sue Gregory will lead the two-year project, involving the School of Education, seven universities and 15 industry providers, to develop a learning hub for UNE's SMART Farm to increase the skills of tertiary and vocational students in a range of new agricultural technologies.

Dr William Billingsley will design a software tool to help UNE's online and on-campus students work together in design studio courses, which will enable students to present and critique each other's work over video as an active member of a cohesive virtual design community.

Strategic Priority 5: Improve Operational Resilience

In March 2016, the University Executive ratified the UNE Environmental Sustainability Plan (ESP) 2016-2020. This plan provides a strategic direction for the University in addressing its current and future sustainability challenges. The ESP responds to the impacts of a changing climate while contributing towards a sustainable economy. Activities and key performance areas include, but are not limited to, environmental planning, sustainable energy management, waste management, research and innovation and teaching and learning outcomes.

A new \$6.6million Solar Farm project was announced, enabling up to 50% of the academic campus energy to be sourced from renewable solar. The solar farm will be built on university grounds adjacent to the campus.

Funding was approved for the Information Technology Data Centres to be migrated to Infrastructure as a Service. This is a three year project that will move end-of-life infrastructure to a cloud service provider. This will achieve increased resilience in the technology architecture and reduce infrastructure maintenance in the Information Technology Directorate. The move will reduce monthly server patching and maintenance that has outage implications for staff and students. There will also be a significant increase in the agility of IT services, allowing infrastructure to be provisioned in minutes rather than months.

The University introduced a Corporate Risk Management Database in 2016 to capture all corporate strategic risks, key operational risks and strategic projects. The database will provide a repository of the University's key risks and facilitate analysis, decision making and reporting to the Senior Executive as well as the Audit and Risk Committee.

The Audit and Risk Directorate also introduced a Continuous Controls Monitoring (data mining) application that was rolled out for accounts payable and vendor master data in Q4 2016. The implementation of this application enables transactional data to be tested and exceptions to be investigated by the business areas, with an annual review by the Audit and Risk Directorate.

The Legal Office has adopted the NSW Government suite of proforma contracts for use in a range of procurement activities. The contracts have been tailored for NSW Government agencies and are more suitable for use by the University than the Australian Standard contracts used previously, which required a higher level of customisation and negotiation with suppliers.

The Policy and Governance Unit has improved the University's systems to bolster compliance with privacy and freedom of information laws, and to respond to audit recommendations made by the regulators in relation to NSW Universities.

UNE also joined with 17 other universities in establishing the University Procurement Hub. This initiative combines the purchasing power of members, with anticipated savings of 8-10% in purchasing of products available through the Hub.

Strategic Priority 6: Create a bold and innovative culture

The University's first organisational wide External Engagement Plan is nearing completion, within which all key external stakeholder groups have been identified along with the strategic benefits sought from effective engagement with each group.

In August 2016, the University's Business School was awarded \$1 million in state funding to establish the UNE SMART Region Incubator. The funding comes as part of the NSW Government's support for business development within New England's North West. The UNE SMART Region Incubator will create an environment where research, knowledge and data can be connected with entrepreneurial ideas to grow high value and innovative businesses.

The University also launched a Centre for Agribusiness that will offer bold, creative and sustainable solutions to big questions in the food industry relating to performance, global food security and best management practice. The Centre will connect local business with international networks and play a key role in building partnerships between all stakeholders in the wider agribusiness community.

Workplace

Workforce Diversity

Workforce Diversity 2016 saw the implementation of the UNE Diversity Framework. In addition, a gender pay equity review was undertaken with generally positive results. This review will be continued on an annual basis to allow for identification of trends or other issues that need to be addressed. A review was also undertaken of the Sex-Based Harassment Policy and Procedures with consultation around the document and finalisation of the process to be completed early in 2017.

UNE has been assessed as compliant under the Workplace Gender Equity Act 2012. The University continues to address the need to increase the representation of women at the senior manager and middle manager level positions. Leadership development opportunities in 2016 resulted in women representing 50% of participants.

To assist the University to meet the targets set out in the Aboriginal and Torres Strait Islander Employment Strategy 2013-2018 an exemption was sought and received from the New South Wales (NSW) Anti-Discrimination Board to target 30 positions towards Aboriginal and Torres Strait Islander peoples. The exemption is provided from 2016-2018. This will enable each School and Directorate to target the employment of one new Aboriginal and Torres Strait Islander staff member in a continuing role.

The University has continued to deliver disability awareness programs in 2016. Learning and development initiatives aimed at building understanding and skills to support and manage staff (and students) with mental health issues were also introduced. Systems have also been upgraded to ensure the employee online self-service tools are W3C compliant.

Trends in the representation of EEO groups - academic staff**

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	60%	40%	42%	44%	45%	46%	45%	47%	47%	45%
Aboriginal people and Torres Strait Islanders	2.63%	1.0%	0.5%	1.1%	1%	1%	1%	1%	0.7%	0.9%
People whose first language was not English	19%	20%	21%	20%	18%	18%	18%	16%	15%	16%
People with disability	n/a**	8%	8%	7%	6%	5%	5%	4%	3.8%	3%
People with a disability requiring work-related adjustment (targeted increase)	1.1% (2011) 1.3% (2012) 1.5% (2013)	2%	2%	2.3%	1.8%	2%	n/a	n/a	n/a	n/a

*Excludes casual staff

**Percentage employment levels are reported but a benchmark level has not been set

Trends in the representation of EEO groups - general staff**

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	60%	61%	61%	61%	61%	61%	63%	62%	62%	61%
Aboriginal people and Torres Strait Islanders	2.63%	2%	2%	2.2%	2.3%	2%	2%	2%	1.8%	2%
People whose first language was not English	19%	5%	3%	3%	3%	4%	4%	5%	4.6%	5%
People with disability	n/a**	6%	7%	6%	6%	6%	5%	5%	4.8%	4%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% (2011) 1.3% (2012) 1.5% (2013)	2%	2%	2.2%	2.3%	3%	n/a	n/a	n/a	n/a

*Excludes casual staff

**Percentage employment levels are reported but a benchmark level has not been set

Trends in the distribution of EEO groups - academic staff*

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	100	79	80	81	81	94	95	95	94	96
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a	n/a	84	84	88	87
People whose first language was not English	100	93	96	99	97	99	100	101	103	102
People with disability	100	93	93	96	101	103	109	107	106	104
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

*Excludes casual staff

Trends in the distribution of EEO groups - general staff*

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	100	85	86	88	87	88	86	88	89	92
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a	83	87	87	80	92
People whose first language was not English	100	94	107	106	110	112	99	101	103	105
People with disability	100	94	93	92	91	93	99	94	98	101
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

*Excludes casual staff

Multicultural policies and services

UNE continued implementation of its Workplace Diversity Framework 2016 - 2018 which captures initiatives directly associated with multiculturalism in the workplace. Initiatives included:

- The introduction of a Key Performance Indicator (KPI) on the implementation of the Workplace Diversity Framework in all Senior Management performance plans;
- Conducting ongoing Staff Code of Conduct Workshops in which respect for diversity including multiculturalism is a significant focus;
- Introducing online equity induction and refresher programs;
- Conducting cultural connections workshops to ensure staff have a greater understanding of Aboriginal and Torres Strait Islander culture

In 2017, UNE will continue to implement the Workplace Diversity Framework 2016 – 2018 and will start implementation of the Workforce Strategy 2017 – 2020. A primary objective of the strategy is to ensure that “Diversity is Valued and Supported”. 2017 will also see the establishment of a broad multicultural competency development program.

Agreements with Multicultural NSW

The University currently has no agreements with Multicultural NSW

Workplace Health and Safety

The Work Health and Safety team has responsibility of risk management and regulatory compliance for the University's diverse research, teaching and administrative operations, including work in remote locations, the use of hazardous substances (biological, chemical and radioactive), plant safety, and wellness initiatives.

In 2016 a number of new WHS initiatives aligned with Australian Standard 4801 – Safety Systems were undertaken and additional dedicated resourcing was allocated in recognition of the importance of safety and emergency management preparedness in the workplace. Initiatives completed or commenced in 2016 include:

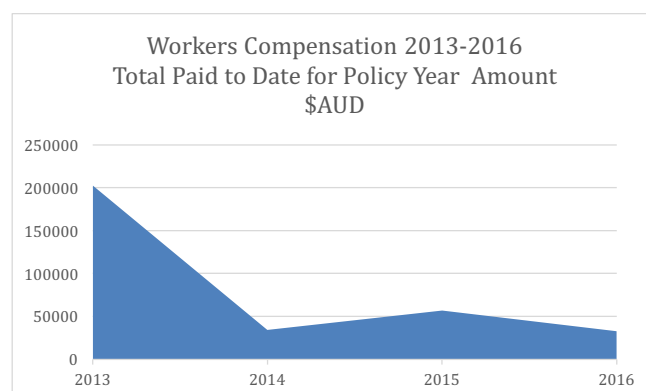
- Health and Safety Representation across the University was reviewed and an interim Work Group structure was put in place. Health and Safety Representative elections will take place in T1 2017.
- The overall safety group reporting structure were reviewed. Eight Work Groups, the Hazardous Substances Group, and the Radiation Safety Group incorporating UNE's Institutional Biosafety Committee (IBC) were put into place.
- A range of Rules and Procedures were reviewed, created and ratified.
- ‘Safety Hub’ - a dedicated Workplace Health and Safety Webpage was developed to host centralised resources and information for all UNE staff and students.
- SkyTrust was implemented to assist with reporting and recording of all injuries, illnesses and incidents.
- An Emergency Management Plan was developed.

In 2016, there were a total of 143 injuries, illnesses and incidents reported.

Workers Compensation data for 2016:

- Total number of claims - 14 claims
- Total Paid to Date for policy year 2016 - \$32,841.99
- Total paid to date for policy year 2015 - \$56,615.46
- Total paid to date for policy year 2014 - \$23,834.49
- Time lost in 2016- 514 hours

There were no WHS-related enforcement notices issued by regulator/s and only one notifiable incident.



Staff in schools	Female	Male	Total
Professor (E) and above	12	52	64
Associate Professor (D)	27	43	70
Senior Lecturer (C)	66	78	144
Lecturer (B)	103	88	191
Tutor (A)	19	18	37
Total academics in schools	227	279	506

HEO 10+	2	2	4
HEO 09	1	5	6
HEO 08	3	6	9
HEO 07	23	19	42
HEO 06	26	17	43
HEO 05	33	19	52
HEO 04	34	5	39
HEO 03	4	0	4
Total non-academic staff	126	73	199
Total staff in schools	353	352	705

Staff in management, administration and support units

Professor (E) and above	4	4	8
Associate Professor (D)	1	3	4
Senior Lecturer (C)	2	2	4
Lecturer (B)	4	7	11
Tutor (A)	8	7	15
ELC	4	0	4
Total academic staff	23	23	46

HEO 10+	21	27	48
HEO 09	16	12	28
HEO 08	29	27	56
HEO 07	35	39	74
HEO 06	62	37	99
HEO 05	87	40	127
HEO 04	50	18	68
HEO 03	9	7	16
HEO 02	3	1	4
HEO 01	0	1	1

Total non-academic staff **312** **209** **521**

Total staff outside schools **335** **232** **567**

Staff in Controlled Entities 13 14 27

UNE Total at 31 March, 2016 **701** **598** **1,299**

UNE Totals at 31 March, 2015 **748** **602** **1,350**

UNE Totals at 31 March, 2014 **714** **594** **1,308**

Finance

UNE budget and structural surplus

Comparison to Budget Parent Entity University of New England	2016 Budget \$M	2016 Actual \$M	2017 Budget \$M
Teaching Income	203.7	200.6	220.1
Research and Grant Income	56.2	61.3	62.2
Other Income	30.6	26.8	28.2
Total Income	290.5	288.6	310.5
Employee Related Expenses	169.0	170.1	179.8
Non Payroll Expenses	98.8	96.1	116.9
Underlying Result	22.6	22.4	13.7
Interest Income	3.6	4.0	3.7
Interest Expense	1.2	0.9	1.2
Depreciation and Amortisation	22.8	21.1	20.5
Operating Profit	2.2	4.5	(4.3)
One Off Income	6.0	6.0	-
One Off Expenditure	2.0	-	-
Operating Result attributable to members of the University of New England	6.2	10.5	(4.3)

Structural Surplus Description	2016		
	Budget \$M	Actual \$M	Variance \$M
Teaching Revenue	203.7	200.6	(3.1)
Operating Revenue	290.5	288.6	(1.8)
Payroll Costs	171.0	170.1	0.8
Non-Payroll Costs	96.9	96.1	0.8
Operating Surplus	22.6	22.4	(0.2)
Interest Inc and Exp and Depreciation	20.4	18.0	2.5
Underlying Surplus/(Deficit)	2.2	4.5	2.3
Net Result	6.2	10.5	4.3

Overseas travel

The Vice-Chancellor travelled to China and the Philippines in 2016 to investigate collaborations between the University of New England and overseas universities, student exchanges and recruitment.

The Pro Vice-Chancellor External Relations undertook two trips: one in April to China and one to Nauru in May to represent the Vice-Chancellor at a Nauruan graduation ceremony.

The Chief Operating Officer travelled to New Zealand in November to attend the APAC Higher Education summit.

Consultants

In 2016 there was one consultant engagement at less than \$50,000. This engagement provided expert advice and a recommendation paper on international student pathways and cost \$30,000.

There were no consultant engagements for amounts greater than \$50,000 in 2016.

Insurances

The primary areas of the university's insurance program were renewed through Unimutual Limited, Austbrokers Canberra Pty Ltd and GIO. These include property protection, general and products liability, professional indemnity, malpractice, management liability and workers compensation. Other classes of insurance held include, but are not limited to, corporate travel, student group personal accident and comprehensive motor vehicle.

Land sales

There were no land sales in 2016.

UNE investments

The majority of UNE investments were placed in term deposits for periods of less than 12 months. Our weighted average return for 2016 was 2.92%, which outperformed the Hour-Glass Cash Facility of NSW Treasury Corporation benchmark of 2.46%.

The Agriculture Business and Research Institute and UNE Foundation placed investments with professional funds manager Russell Investments.

Funds to non-governmental community organisations

Total	61,595	10,191	71,786	
Non- Government Community Group	Sponsorship	Event	Total	Event Description
Armidale Show Society	-	1,100	1,100	Junior Sheep Judging 2016 Show
Australian Red Poll Cattle Breeders	1,364	-	1,364	
Armidale Chamber of Commerce	8,000	-	8,000	
Christian Brothers Drummond Memorial Public School	182	182	364	Fundraising event
Duval High School	100	-	100	
Narwan Eels Old Boys Club	4,000	-	4,000	
New England Regional Art Museum Limited	23,000	-	23,000	
New England Writers Centre	-	500	500	Thunderbolt Prize
Northern Inland Academy	545	-	545	
Northern Nations Football	2,500	-	2,500	
Opera New England	500	-	500	
Parramatta Chamber	5,000	-	5,000	
Regional Development Australia - Northern	-	4,000	4,000	Sponsor 2016 Northern Inland Awards
Rotary Club of Armidale North Inc.	-	500	500	Fundraising event
Southern Australian Meat Research Council	4,000	-	4,000	
ST Vincent De Paul	-	909	909	Sleep out Event
Tamworth Business Chamber	5,455	-	5,455	
The Crawford Fund Ltd	5,000	-	5,000	
Vietnamese Social Club C&S allocation	1,950	-	1,950	

Controlled Entities

In addition to administrative areas and academic schools, UNE has a number of controlled entities.

Agricultural Business Research Institute (ABRI)

ABRI are agribusiness information specialists providing information services to the domestic and international livestock industries.

UNE Life

UNE Life manages a range of operations and facilities previously provided by Services UNE. Services include SportUNE, a student bar and nightclub, childcare facilities, restaurant facilities, hairdressers, a post office and newsagent, a cinema and Graduation Services.

UNE Foundation

The UNE Foundation receives donations from individuals, corporations and public entities to fund scholarships and contribute to the University's teaching and research priorities. While it is administratively supported by the University, the Foundation is managed by an independent Board of Directors — a group of dedicated professionals who volunteer their time and expertise for the benefit of UNE and its students.

UNE Partnerships

UNE Partnerships (UNEP) is the education and training company of the University of New England. It has designed, developed and delivered customised solutions for both organisations and individuals. UNEP programs suit those who balance life, work and family commitments with studies.

Access Arrangements

The UNE website contains a wealth of organisation-specific material and is a key resource for current and prospective staff and students, as well as a reference point for visitors and the media. Go to www.une.edu.au

Office hours

9.00am to 5.00pm Monday to Friday (AEST)

University's switchboard +61 2 6773 3333 during office hours

Physical Address

The University of New England

Elm Avenue

Armidale NSW 2351

Postal Address

The relevant officer or department

The University of New England,

Armidale NSW 2351.

Other enquiries

The University's Chief Legal and Governance Officer/University Secretary

+61 2 6773 3729

legalandgovernance@une.edu.au

Office of the Secretariat

+61 2 6773 3445

secretariat@une.edu.au

University of New England



ABN: 75 792 454 315
Annual Financial Report
for the year ended
31 December 2016