



University of New England

Annual Report 2015



University of New England
Armidale NSW 2351
April 2016

The Honourable Adrian Piccoli, MP
NSW Minister for Education
PO Box 5341
Sydney NSW 2000

Dear Minister,

In accordance with the Annual Reports (Statutory Bodies) Act, 1984, and the Public Finance and Audit Act, 1983, the University of New England Council has the honour to present to you, for tabling to the NSW Parliament, the annual report of the proceedings of the University for the period 1 January to 31 December 2015.



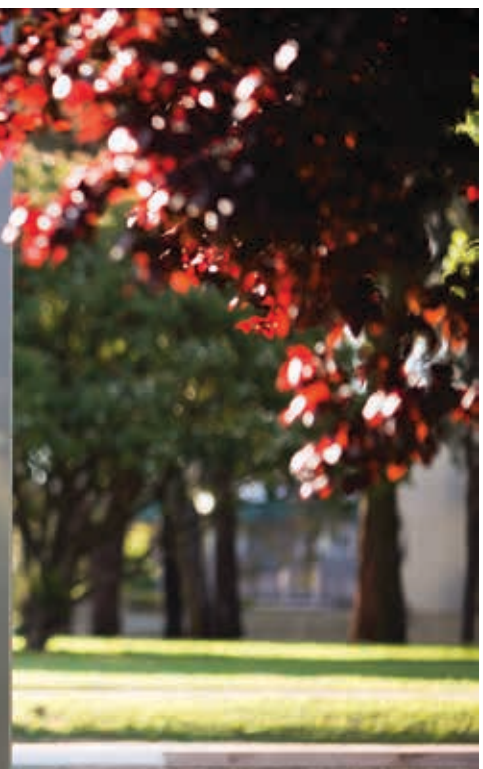
Mr James Harris
Chancellor



Professor Annabelle Duncan
Vice-Chancellor and CEO



University of
New England



MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR	2
ABOUT UNE	3
AT A GLANCE	4
2015 IN REVIEW	6
GOVERNANCE	8
LEADERSHIP	15
REVIEW OF OPERATIONS	17
FINANCIAL REPORTS	33

Message from the Chancellor and Vice-Chancellor

For the University of New England, 2015 was a year of hard work, significant achievement and change.

Following an international recruitment process we strengthened our management and leadership credentials with the appointment of four academic and industry leaders to the Senior Executive.

With significant investment in our research infrastructure and growing collaboration with major industry groups and government agencies, UNE continues to be defined by the quality of its research. UNE achieved exceptional results in the 2015 Excellence in Research in Australia report and 87 per cent of the university's research fields are now rated 'world standard' or above with one quarter of all fields regarded 'well above world standard', the highest acknowledgement. Moreover, our research block funding continued to grow and topped \$15 million in 2015.

Our students, whether they study on campus or online, remain our primary focus. Student enrolment increased and meeting the needs and interests of our students continue to remain a high priority. UNE is justifiably proud of their ongoing achievements in study and the careers they seek to build.

UNE has led the way in distance education for many years and, in 2015, launched the Virtual Institute for Teaching and Learning. UNEVITAL will facilitate collaborative research to assist in refining our online education delivery ensuring that online students get the best educational outcomes possible.

UNE continued to deliver the highest calibre of teaching with two staff members receiving national awards recognising their achievements. For more than a decade UNE has been awarded five stars for Overall Student Satisfaction by the Good Universities Guide and 2015 saw the continuation of this tradition.

Underpinned by sound financial controls, financial performance for 2015 improved on 2014 enabling UNE to deliver a fifth consecutive underlying budget surplus.

Significant new infrastructure has been delivered in 2015 with the opening of the SMART Farm Innovation Centre and the launch of Stage Three of the \$8.3 million Centre for Animal Research and Teaching (CART). The completion of CART progressed the completion of the multi-million dollar Integrated Agriculture Education Project (IAEP) to 80 per cent with the final phase scheduled for delivery in the first quarter of 2016.

As for 2016, expectations and goals are set in the Strategic Plan 2016-2020 *Together, we can do this*, and we take this opportunity to thank all staff for their ongoing support, hard work and commitment to the University.



Professor Annabelle Duncan
Vice-Chancellor and CEO
UNE



James Harris
Chancellor
UNE

The University of New England

The University of New England (UNE) was founded as Australia's first regional university with a mission to provide access to education and research for the regional community. It was the first provider of off-campus tertiary education in Australia and is now a leader in online innovation and flexible tertiary education delivery.

The University's main campus is located in Armidale, NSW, halfway between Sydney and Brisbane, on 260 hectares of picturesque bushland. With 10 regional study centres located throughout northern New South Wales, as well as the FutureCampus in Parramatta and a growing international network of teaching partners, the UNE experience is far reaching, as the latest online technologies are implemented to bring academic experiences to students around the world.

On-campus students enjoy personalised and stimulating interaction with UNE's academic leaders. In addition, UNE's vibrant collegiate community provides networks of friends, academic support, social and sporting activities.

Our academic staff members have developed a strong network of international research partners, delivering improvements in agriculture, environmental sciences, mental health, medicine, education, local government and productivity to communities not only in rural and regional Australia, but also globally. True to our unique regional setting, UNE has built strong industry links and knowledge partnerships that are reflected in its major roles in Cooperative Research Centres for bush fires and natural hazards, sheep, poultry, spatial information, polymers, remote economic participation and invasive animals.

UNE hosts a number of flagship research centres including the Animal and Genetics Breeding Unit (AGBU); the Centre for Agriculture and Law (AgLaw); Centre for Local Government; Institute for Rural Futures (IRF); the Paleoscience Research Centre; and the National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SiMERR).

Mission

UNE is a regionally based, globally networked university that is renowned for the quality of its student experience, the excellence of its research, its commitment to innovation and inclusivity and its responsiveness to the aspirations of its students, staff, partners, and the New England community.

UNE will deliver a distinctive student experience characterised by a formative on-campus student tradition and academic culture, accessible education and service delivery, and research that is relevant to the communities it serves.

Vision

UNE will:

- Be known for the quality and accessibility of its on-campus and online education.
- Deploy the latest educational technologies to connect, enhance academic study, and interact with staff and students all around the world.

- Be a desirable place to work.
- Provide an unsurpassed residential college system and on-campus university experience.
- Focus on research that has a positive impact on regional communities via knowledge transfer and applied outcomes.
- Remain known for its inclusiveness as both an education provider and employer.
- Be known as lead collaborator across a range of partnerships with the community, the professions, business, industry and government.
- Have greater international connectivity in terms of course delivery, course content, pedagogical practice, benchmarking and human capital.
- Have systems and processes in place that facilitate quick and innovative responses to changes in market demand, industry needs, advances in pedagogy and delivery modes.
- Be a financially and environmentally sustainable organisation.

Values

- **Formative** – providing a study and work environment that encourages intellectual and personal development, flexibility in terms of attitude, knowledge and skills.
- **Respectful** – encouraging respect for our students, staff and partners and celebrating their diversity
- **Inclusive** – providing an academic and work environment that is accessible to and engaged with the communities we serve.
- **Flexible** – promoting a culture that is responsive to change and the needs and expectations of all stakeholders.
- **Innovative** – promoting a culture that develops and incorporates creative approaches to academic and administrative service delivery across all areas of the University.

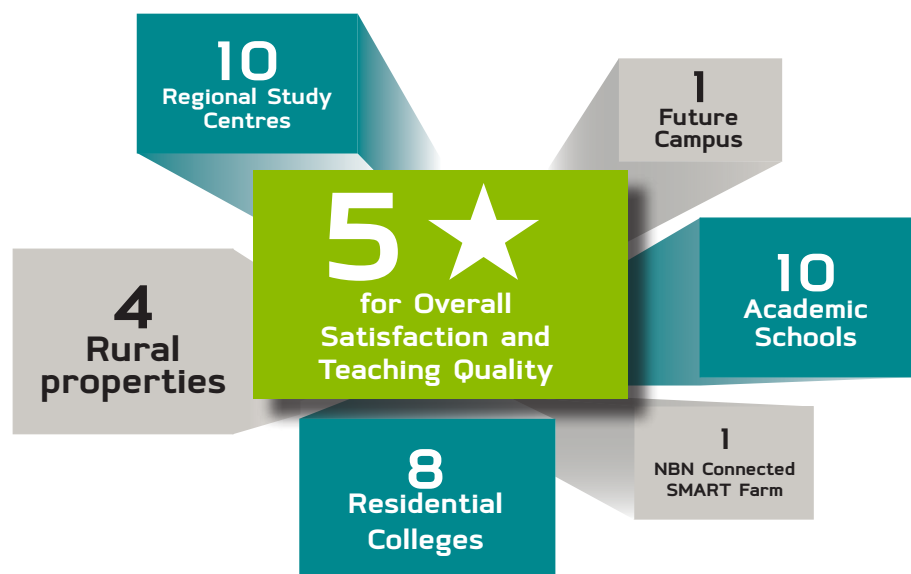
Strategic Priorities

- To distinguish ourselves by the quality of our student experience
- To adopt innovative educational technology in support of student learning
- To achieve international distinction in all our specialist fields of research
- To maximise access to a quality higher education
- To be a well-managed organisation that meets the expectations of students and staff

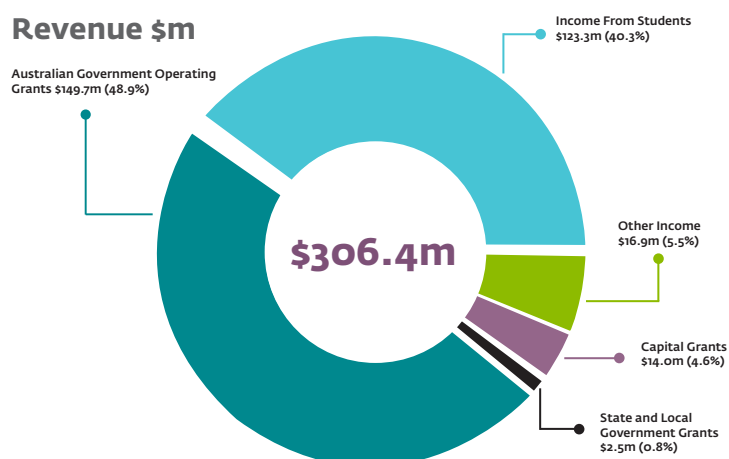
Enablers

- Governance and leadership
- Our people
- Quality business processes
- Financial sustainability

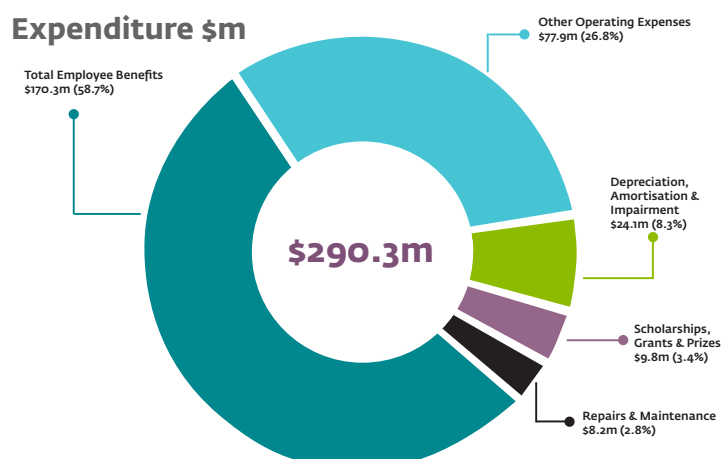
At a glance



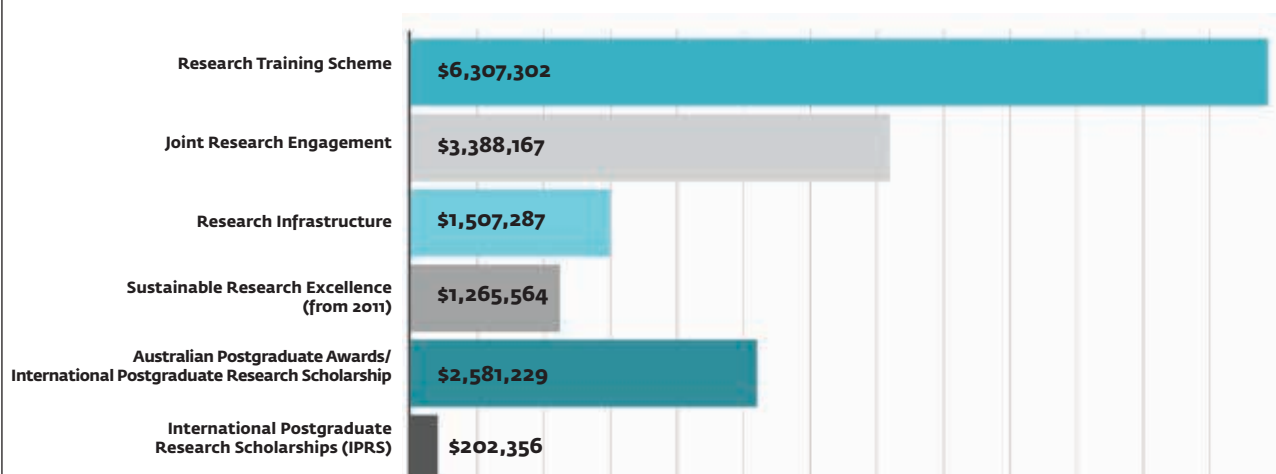
Revenue \$m



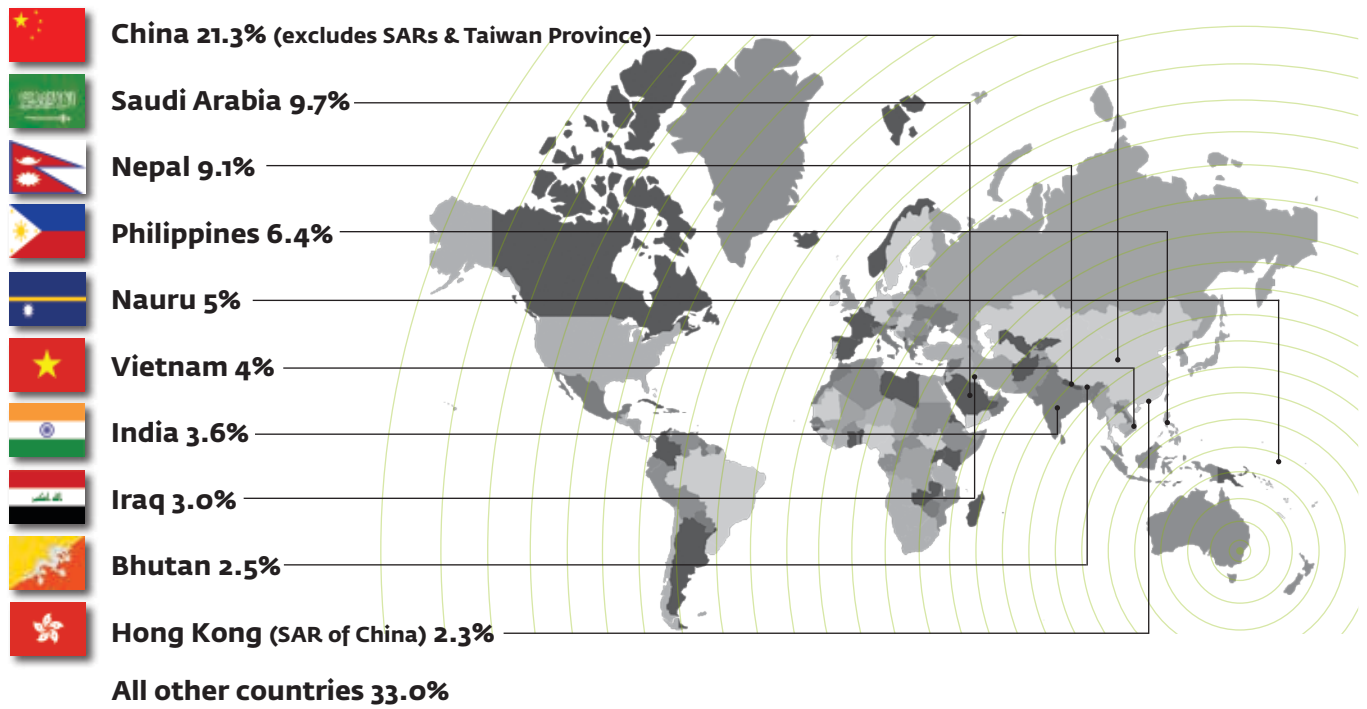
Expenditure \$m



Research Block Grant Income - Total \$15,251,905



Top Ten Countries Represented by International Students



2015 Student Enrolment Demographics

Off-campus students

18,652 (80.0%)

On-campus students

4,669 (20.0%)

Female students

15,451 (66.2%)

Male students

7,870 (33.7%)

Commencing students

9,787 (42.0%)

International students

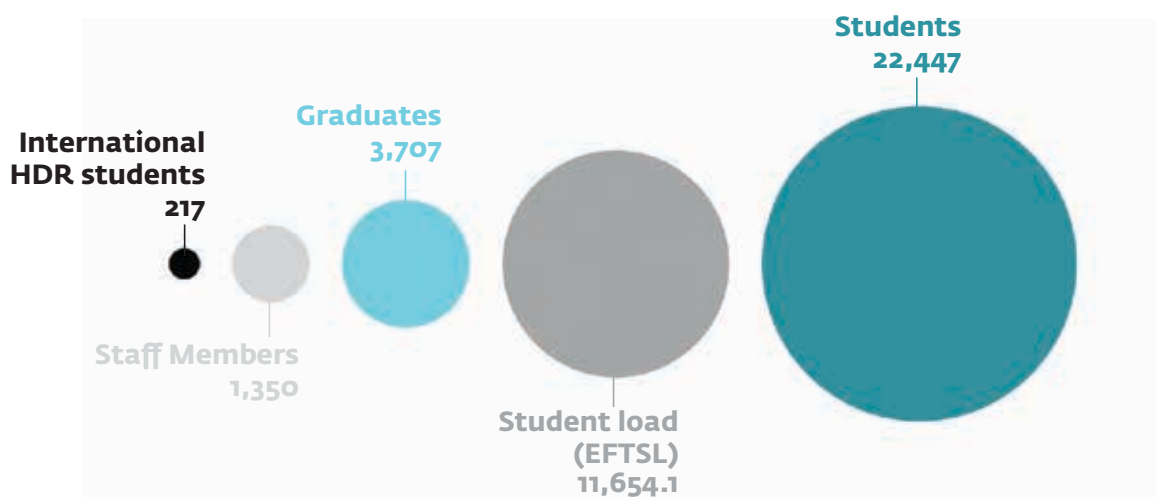
1,029 (4.4%)

Indigenous students

690 (3.0%)

Postgraduate students

6,491 (27.8%)



2015 in Review

January

- The UNE Medical Centre relocated operations to the newly built Tablelands Clinical School next to the Armidale Hospital.
- Dr Brian Denman was elected Secretary-General of the World Council of Comparative Education Societies (WCCE).
- Deputy Chancellor Jan McClelland was named a member of the Order of Australia.
- UNE and Robb College donated \$10,000 to the Buy a Bale Fundraising campaign to assist farmers in need.
- Dr Hamish Campbell led a group of scientists in developing methodology to better predict the occurrence of large aquatic carnivores around areas frequented by humans.

February

- The refurbished UNE Tamworth Centre opened its doors with upgraded fibre optic connectivity improving global collaboration between students and academics.
- UNE researchers led development of a national-scale forecasting model of livestock disease spread and control called the Australian Animal Disease Model (AADIS).
- Construction commenced on UNE's new Agricultural Education Building.
- Researchers at UNE embarked on the first Australian study into antimony contamination and its effects in the aquatic food chains of the Macleay River.

March

- Dr Greg Falzon won the Australian Wool Innovation Award at the 2015 Science and Innovation Awards for Young People in Agriculture, Fisheries and Forestry, for his Electronic Shepherd project, a surveillance and warning system for wild dog control.
- Dr Jean Drayton received the Dairy Australia Award at the 2015 Science and Innovation Awards for Young People in Agriculture, Fisheries and Forestry, for her research into dung beetles.

- Minister for Agriculture and Federal Member for New England, the Honourable Barnaby Joyce MP, launched the Regional Universities Network (RUN) Precision Agriculture Flagship at UNE.
- Professor Elaine Scott, University of Washington Bothell academic and leading expert in higher education research, visited UNE as part of the Senior Fulbright Scholarship Program.
- Associate Professor Darren Ryder, in partnership with Eco Logical Australia, was awarded two five-year projects to monitor and evaluate the effects of environmental watering of key rivers and wetlands in the northern Murray-Darling Basin.
- The Honourable Barnaby Joyce MP and UNE Vice-Chancellor Annabelle Duncan opened the SMART Farm Innovation Centre.

April

- The newly built Wright Residential College was opened by Chancellor James Harris and Vice-Chancellor Annabelle Duncan.
- Professor Iain Young was appointed onto two National Committees charged by the Federal government with responsibility for the oversight of the development of Primary Industries Research and Development.
- UNE, in conjunction with Queensland Agriculture Training College, provided commercial beef-production systems and feedlot-environment training to 30 industry professionals from Indonesia.
- UNE strengthened its management and leadership credentials with the appointment of four industry leaders to its Senior Executive team.

May

- The Honourable Michael Kirby presented a special lecture at UNE entitled *Whatever Happened to the AIDS Epidemic?*
- Associate Professor Bob Boughton was awarded the Order of East Timor for his contribution and support of East Timor's self-determination struggle.

- Fifteen of Australia's leading research, industry and government organisations working in the area of on-farm profitability, productivity and sustainability through the development of Precision Agriculture Systems (PAS) formed a national Research & Innovation Network for Precision Agriculture Systems (RINPAS).
- Associate Professor Tiffany Jones launched the first Australia-wide survey exploring intersex people's social health, education and life experiences.

June

- Researchers from UNE and the University of Wollongong (UoW) discovered a 2,000-year-old natural marine pearl after archaeological excavations on the remote north-west Kimberley coast of Western Australia.
- A report into the mental health and well-being of transgender and gender diverse children by UNE and La Trobe University recommended broad changes in government, schools and the medical profession.
- The UNE Schools Acquisitive Art Prize (UNESAP) attracted more than 650 entries from students between the ages of five and 19 years across north-west NSW.
- Construction commenced on UNE's Natural History Museum, which forms part of the Integrated Agriculture Education Project.
- The Regional Universities Network (RUN) launched its collaboration with member universities to teach languages and creative and performing arts.

July

- Sidney Jones, world authority on extremism and conflict in Southeast Asia, presented a talk at UNE on *Support Networks for ISIS in Indonesia*.
- Scientists from UNE, in collaboration with elders from the Kamillaroi Nation, discovered a link between traditional indigenous smoking rituals and the treatment of skin fungal problems.

- Dr Alan Baxter joined an international research team that investigated the geological evolution of the Galapagos Islands and the Central America Volcanic Arc to gain a deeper understanding of the relationship between volcanoes and tectonic plates.
- The UNE Enactus team won the 2015 Australian Enactus Championships in Melbourne and represented Australia at the World Championship in Johannesburg, South Africa.
- Research by UNE showed that more than \$20 billion worth of infrastructure in the South Pacific is dangerously close to the coastline and could be at risk to rising sea levels.
- Senator Penny Wong delivered the Earle Page College Annual Politics Lecture entitled *Regulating Rivalry, Mediating Deliberation: The Role of Parties of Government in Australian Democracy*.

August

- UNE was again awarded a five-star rating for Overall Satisfaction and Teaching Quality in the 2016 Good Universities Guide.
- UNE signed a Memorandum of Understanding with The Northern Region Forum – an umbrella group representing 14 local Aboriginal Land Councils – to promote access to education for local Aboriginal people.
- Chemistry and Pharmacy research facilities at UNE received a major upgrade with the installation of a \$650,000 nuclear magnetic resonance (NMR) spectrometer.
- UNE signed an agreement with Wildlife ACT enabling Zoology students to travel to Southern Africa for practical experience in conservation environments.
- A study conducted by the University of New England found that while crime rates generally have fallen across Australia, and in much of the western world, this is not the case for rural crime.

September

- UNE research revealed that over one million people in Sub-Saharan Africa will contract malaria this year because they live near a large dam and that the 78 new dams to be built in this area will lead to an additional 56,000 malaria cases annually.
- Alumni Grant Hehir, Commonwealth Auditor-General, and Professor Michael Smith AM, archaeological expert on Aboriginal histories, were presented with Distinguished Alumni Awards for their outstanding leadership, professional and personal qualities.

- Associate Professor Anne Pender was awarded an Australian Bicentennial Fellowship for 2016 at King's College London.
- The Annual Science Investigation Awards – part of the Growing Regional and Agricultural Students in Science (GRASS) program – attracted 300 high school students interested in careers in agriculture sciences from across New England.
- Australia's Chief Scientist, Professor Ian Chubb, launched the Virtual Institute for Teaching and Learning (VITAL) in Science, Technology, Engineering and Mathematics Education.
- Dr John Moore, Dr Saeed Mahini, Mr Rex Glencross-Grant and Dr Robert Patterson were awarded the 2015 Chapman Medal for best academic journal article by the Board of the College of Structural Engineers, Engineers Australia

October

- UNE student, Mrs Dunya Alruhaimi, won the 2015 NSW International Student Awards in the category of Higher Education for her philanthropic work within the Arab-speaking community in Armidale NSW.
- UNE, in partnership with Cooperative Research Centre for Sheep Industry Innovation (Sheep CRC), received \$1 million in federal funding to develop a new sheep data management system.
- Poultry Hub Australia, the transition body arising out of the Poultry Cooperative Research Centre (Poultry CRC), was established at the University of New England.
- UNE secured more than \$1 million in research funding from the Australian Research Council (ARC).
- UNE's Bachelor of Engineering Technology degree received full accreditation.
- UNE's engineering discipline was awarded the Special Engineering Excellence Award from the Institute of Public Works Engineering Australia (IPWEA).
- The newly introduced Chancellor's Research Medal was awarded to six doctoral students for excellence in theses or research portfolios at the Spring Graduation.
- Vice-Chancellor Annabelle Duncan hosted an inaugural Open Garden Day at her historically significant residence, Trevenna.

November

- The UNE GRASS Teacher Professional Development event was attended by 100 teachers from NSW and Queensland.
- Vice-Chancellor Annabelle Duncan officially opened Stage 3 of the Centre for Animal Research and Teaching (CART).
- Adjunct Professor Diana Eades co-convened an international working group that released guidelines on how to communicate rights to non-native speakers of English in police interviews.
- Associate Professor John Paterson was awarded the 2016 Anton Hales Medal by the Australian Academy of Science (AAS).
- Universities Australia and the nationally funded German Academic Exchange Service (DAAD) awarded funding across four UNE research projects as part of the inaugural round of the Australia-Germany Joint Research Cooperation Scheme.
- The UNE Women's Soccer Team won gold at the Australian University Games defeating Western Sydney University 2-1.

December

- Professor Rhonda Marriott presented the Annual Frank Archibald Memorial Lecture entitled *Valuing Ngaarda Ways in Research*.
- Four Aboriginal students received full postgraduate scholarship funding under UNE's newly-introduced ATSI Creative Practice Scholars Program to assist them to further their studies in Creative Practice.
- Dr Mark Trotter was awarded a grant to develop a new learning hub for the SMART Farm to increase skills of tertiary and vocational students in a range of new agricultural technologies.
- Dr William Billingsley was granted government funding to design a software tool to help distance and on-campus students work together in design studio courses.
- UNE's long-running New England Awards (NEA) program was nationally recognised with a Program that Enhance Learning Award by the Office for Learning and Teaching.
- Professor David Lamb received the 2015 Research Excellence Award at the Cooperative Research Centre for Spatial Information annual awards ceremony.

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, and 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.

Academic Board

The Act also established an Academic Board, which is the principal academic body of the University and reports to the UNE Council. The Board's functions include the oversight of the academic governance of the University's mission, the oversight of the quality of the University's academic programs, the provision of advice to the Council and the Vice-Chancellor on academic matters, and the provision of a forum for the discussion of issues within the academic community.

During 2015, the Academic Board completed a major revision of the Board and its Committees' roles and terms of reference. This followed on from recommendations arising from an external review conducted in 2014. As a result, the Board now concentrates on academic quality issues and strategic issues affecting the University and the higher education sector. The development of academic rules, policies and procedures are the responsibility of the respective Pro Vice-Chancellors Academic and Research, who are supported by their expert teams, and who report through several University Committees and Subcommittees to the Academic Board.

These changes ensure that the University has a robust academic governance system that meets its responsibilities under the statutory Higher Education Standards Framework (Threshold Standards) 2011.

Dividends are already being realised with strong and contemporary new and revised rules and policies that receive full collegial consultation and debate, and significantly increase opportunities for discussion on the major academic issues affecting the University.

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 (NE)
	Vice-Chancellor, Professor Annabelle Duncan	20/08/2014	19/08/2019	BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch), PSM
	Chair Academic Board, Professor Nick Reid	02/04/2013	**/02/2017	BSc (Hons), PhD (Adelaide)
MINISTER	Mr James Harris	17/08/2014	20/11/2014 – Appointed as Chancellor. See above.	
	Ms Rosemary Leamon	17/08/2014	16/08/2016	BFA (NE), CA, GAICD
	Mr Les Ridgeway	17/08/2014	16/08/2017	BEEd, DipTech (NCAE)
	Ms Meredith Symons	17/08/2014	16/08/2016	BFA (NE), ACA
	Ms Patricia Anne Myers	01/12/2014	30/11/2016	MBA AGSM, GAICD
	Dr Geoffrey Fox	17/08/2014	08/02/2015	BRurSc (Hons), PhD (NE), MA (ANU)
EXTERNAL	Ms Janette McClelland AM (Deputy Chancellor – 20/11/2014 to 19/11/2016)	02/10/2014	31/12/2017	BA (Hons) (Syd), BLegS (Macq), FACEL, FAIM, FACID
	Mr Robert Finch	25/11/2012	31/12/2015	ACA, FLGAA
ACADEMIC	Professor Margaret Sims	21/08/2014	20/08/2016	BA, MA, PhD Auckland, DIM NZ, DipEd (Massey)
	Professor Donald Hine	21/08/2014	20/08/2016	BSc (University of Alberta), MA, PhD (University of Victoria)
NON-ACADEMIC	Dr Jeannet van der Lee	21/08/2014	20/08/2016	BNatRes, PhD (NE)
UNDERGRADUATE	Mr Michael Kirk	12/10/2014	11/10/2016	
POSTGRADUATE	Mr Stuart Robertson	5/10/2014	4/10/2016	BSocSc (NE)
GRADUATE	Dr John Hobbs	18/08/2014	17/08/2018	BSc (Hons) (Lond), CertEd (Nott), MSc PhD (NE), FRMetS, JP
	Dr Robyn Muldoon	18/08/2014	17/08/2018	BA DipEd, M.Ed, EdD (NE)

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

**Term expires the day before the first Academic Board meeting of 2017.

Committees

Supporting UNE Council are the following Council Committees and the University's Academic Board:

- Standing Committee of Council
- Finance Committee of Council
- Audit and Risk Committee of Council
- Infrastructure Committee of Council
- Remuneration Committee of Council
- Nominations Committee of Council
- Tender Committee of Council (to May 2015)
- Honorary Degrees Titles and Tributes Committee of Council
- Standing Committee of Convocation

University Ombudsman

The University Ombudsman may, consistent with the University Ombudsman Rule, investigate staff or student matters of appeal, where the grounds for an appeal relate to the process or procedure followed to arrive at the decision.

The University Ombudsman deals with complaints that were not resolved through internal complaints handling processes through the Human Resources Unit for staff matters and through the Student Grievance Unit for student matters.

The University's Chief Ombudsman resigned in July 2015 and the University currently has a number of acting Ombudsmen in place. Complainants are entitled to exercise a right of appeal to the NSW Ombudsman without using the University Ombudsman. No recommendations from the NSW Ombudsman were referred to the Council during 2015.

Privacy

The Australian Government's privacy law reform and its subsequent changes to legislation provided a catalyst for the review of UNE's Privacy Management Policy and its associated Privacy Management Plan throughout 2014 - 2015. As a result, the University of New England's Privacy Management Rule was developed, absorbing the two separate policy documents into a single, principles-based Rule. The Rule was approved by UNE Council and published on the UNE website on 1 October 2015.

The UNE Privacy Management Rule, a short video to explain its application to the UNE environment, and contact details for the UNE Privacy Officer, were made available through the Privacy link at the bottom of every page of the UNE website. The Rule can also be accessed through the University's online Policy Register.

The University's Privacy Officer provided ongoing advice and support to staff and students about UNE-related privacy matters in 2015. All privacy issues and concerns were successfully addressed at a local level, with none escalating to the NSW Privacy Commission.

Government Information Public Access

Review of proactive release program – Clause 7(a)

Under section 7 of the *Government Information Public Access Act 2009* (NSW) (the GIPA Act), agencies must review their programs for the release of government information in order to identify the kind of information that can be made publicly available. This review must be undertaken at least once every 12 months.

UNE's program for the proactive release of information involves monitoring the nature of the GIPA applications received and identifying information that may be 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 by identifying and discussing, at a senior level, possible additional open access information. During this review, no further open access information was identified for release.

Number of access applications received – Clause 7(b)

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

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

During the reporting period, UNE refused no access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act.

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	0	1	0	0	0	0	0	0
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)	4	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

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**	4	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	1	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	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.
- ** 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).

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	0
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)	5
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	5

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 review
Agency-initiated transfers	0
Applicant-initiated transfers	0

Public Interest Disclosure

During 2015, UNE, as part of its induction program for new employees, provided training on the UNE 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, including Public Interest Disclosures.

The electronic Performance Planning Development and Review process requires existing staff to certify that they have completed the compulsory compliance training within the required timelines.

Statistical Information on the number of Public Interest Disclosures (PIDs) received and completed is contained in the table below.

Particulars	Period: 1 January to 31 December 2015
Number of public officials who made PIDs	0
Number of PID's received	0
Of the PID's received, number primarily about:	
• Corrupt Conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
Number of PID's finalised	0

Legal Change

Pursuant to the Annual Report (Statutory Bodies) Regulation 2010 (NSW), UNE is required to report on changes in Acts and subordinate legislation as well as significant judicial decisions affecting the agency.

Changes in Acts and Subordinate Legislation

Child Protection Legislation Amendment Bill 2015

This Bill amended the *Adoption Act 2000*, the *Child Protection (Working with Children) Act 2012*, the *Children and Young Persons (Care and Protection) Act 1998* and other Acts with respect to the suitability of persons to be carers, adoptive parents and guardians of children and young people; and for other purposes.

Defence Trade Controls Amendment Bill 2015

This Bill amended the *Defence Trade Controls Act 2012* (Cth) in relation to providing an additional 12 month implementation period before offence provisions and record-keeping requirements commence; removing controls on the supply of Defence and Strategic Goods List (DSGL) technology; extending the exception to the offence of supplying DSGL technology without a permit; narrowing the scope of publication and brokering offences; establishing offences for brokering dual-use DSGL goods or technology; including additional exceptions to the brokering offence; prohibiting the brokering of military or dual-use DSGL technology where the supply would prejudice Australia's defence, security or international relations; directing a person to seek a permit for brokering dual-use DSGL goods or technology; requiring the minister to consider prescribed criteria when deciding whether an activity would prejudice Australia's security, defence or international relations; and providing for reviews of the operation of the Act.

Education Services for Overseas Students (Registration Charges) Amendment (Streamlining Regulation) Bill 2015

This Bill amended the *Education Services for Overseas Students (Registration Charges) Act 1997* to clarify that a registered education provider pays all entry to market charges but is not charged more than once if its registration period is less than two years and it seeks renewal of that registration.

Environmental Planning and Assessment Amendment (Public Authorities) Regulation 2015 (NSW)

The Amendment Regulation allows 10 of the 11 NSW Universities recognised under the *Higher Education Act 2001* (NSW) to carry out environmental impact assessment functions required under Part 5 of the *Environmental Planning and Assessment Act 1979* (NSW) (EP&A Act) of development on University land that does not require development consent under the State Environmental Planning Policy (Infrastructure) 2007.

Higher Education Support Amendment (VET FEE-HELP Reform) Bill 2015

This Bill amended the *Higher Education Support Act 2003* to require VET FEE-HELP approved training providers to develop and apply appropriate student entry procedure requirements; require students under the age of 18 to seek their parent's approval before requesting a VET FEE-HELP loan; broaden the circumstances in which a student can seek a re-credit of their VET FEE-HELP loan debt balance and remission of a debt; add to the eligibility criteria required for admitting new VET providers to the VET-FEE-HELP loan scheme; provide for an infringement notice scheme with a civil penalty regime for VET providers who engage in inappropriate marketing behaviours and administrative practices; extend the Commonwealth and national VET Regulator's powers with respect to monitoring and investigation; and make consequential amendments.

Intellectual Property Laws Amendment Bill 2014

This Bill amended the:

- *Patents Act 1990* to implement the Protocol amending the World Trade Organization Agreement on Trade-Related Aspects of Intellectual Property to enable Australian pharmaceutical manufacturers to supply developing countries with generic versions of patented medicines; and make technical amendments;
- *Plant Breeder's Rights Act 1994* to enable the owners of plant breeder's rights in a plant variety with the option to take action in the Federal Circuit Court against alleged infringers;
- *Designs Act 2003*, *Patents Act 1990*, *Plant Breeder's Rights Act 1994* and *Trade Marks Act 1995* to provide for a single trans-Tasman patent attorney regime and single patent application and examination processes for Australia and New Zealand; and
- *Designs Act 2003*, *Patents Act 1990* and *Trade Marks Act 1995* to remove document retention requirements.

Privacy and Personal Information Protection Amendment (Exemptions Consolidation) Bill 2015

This Bill amended the *Privacy and Personal Information Protection Act 1998* and certain other Acts and an instrument to consolidate and rationalise certain exemptions from the operation of that Act.

Tertiary Education Quality and Standards Agency Amendment Bill 2014

This Bill amends the *Tertiary Education Quality and Standards Agency Act 2011* in relation to quality assessments of higher education providers; the delegation of decisions; extending periods of accreditation or registration; the appointment of commissioners; the roles and responsibilities of the Chief Commissioner and Chief Executive Officer; notifying providers of decisions; the scope of ministerial directions; and ministerial approval being required for legislative instruments which determine fees to be charged.

Significant judicial decisions affecting agency

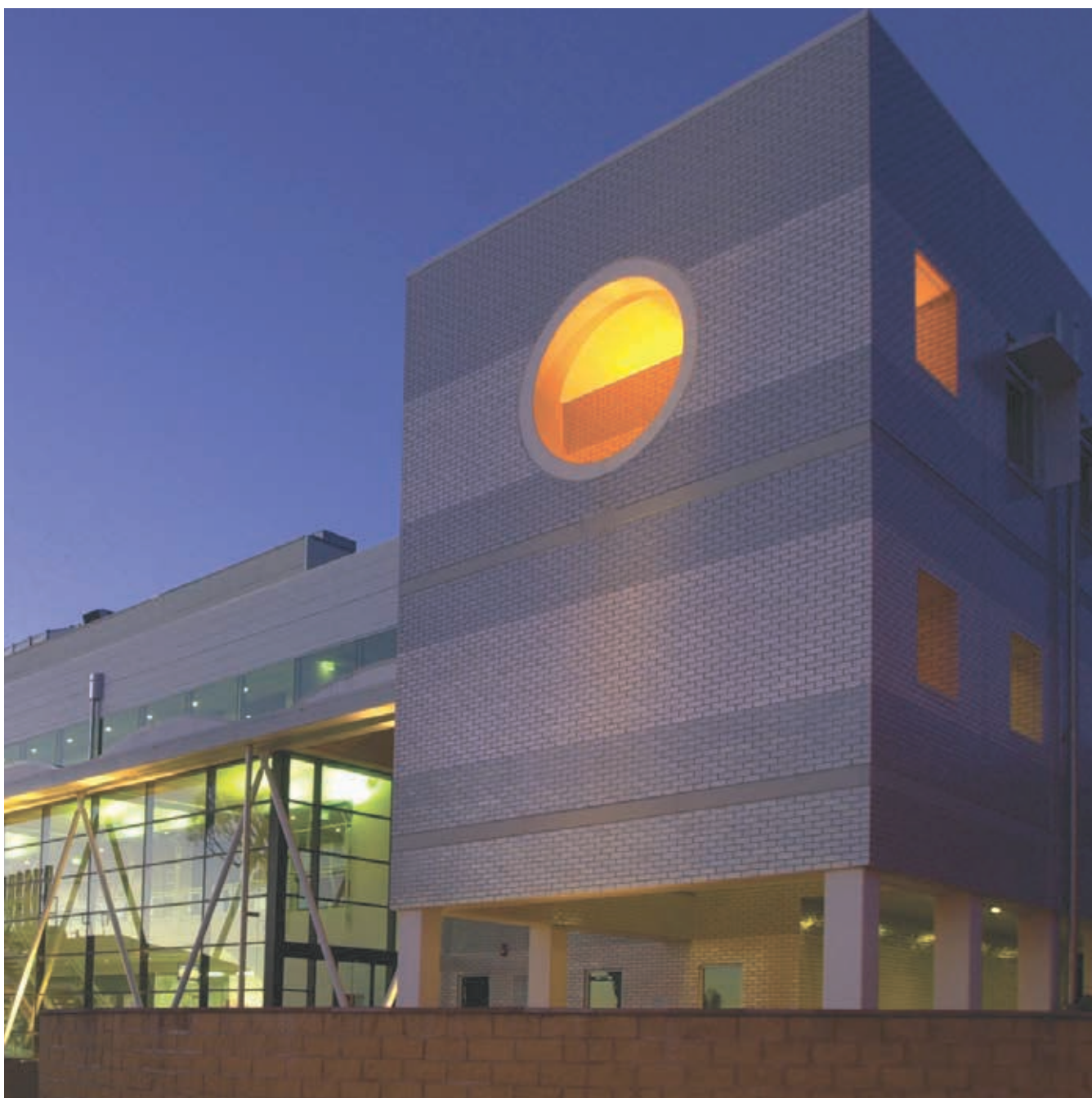
There were no significant judicial decisions affecting UNE.

Digital information security policy attestation

The University's Digital Security Policy consists of a collection of topic specific rules and policies, including:

- Information Communication and Technology Facilities and Services Rule (pending approval)
- Information Security Rule (pending approval)
- General Password Policy
- CCTV Rule
- Information Communication Technology Infrastructure Rule (pending approval)
- Digital Identity Rule (pending approval)

During 2016, UNE's Digital Security Policies will continue to be reviewed in line with UNE's policy framework and the ISO 27001 IT Security Standard.



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 position of Vice-Chancellor and its functions are 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 as well as managing 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 as well as providing supervision to and receiving support from a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

Senior Executive Team

Chancellor

Mr James Harris, HonDUniv (NE)

Deputy Chancellor

Ms Jan McClelland AM BA (Hons)(Syd), BLegStuds (Macquarie), FACEL, FAIM, FAICD

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 Academic

Professor Catherine MacKenzie, MA (Oxon), MA (Cantab), MEd (Sydney), PhD (ANU), Grad Cert Higher Ed (ANU), Grad Dip Higher Ed (Oxon), Barrister (England & Wales, NSW, Qld, ACT, High Court of Australia), FHEA.

Pro Vice-Chancellor Research

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

Pro Vice-Chancellor External Relations

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

Chief Services Officer

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

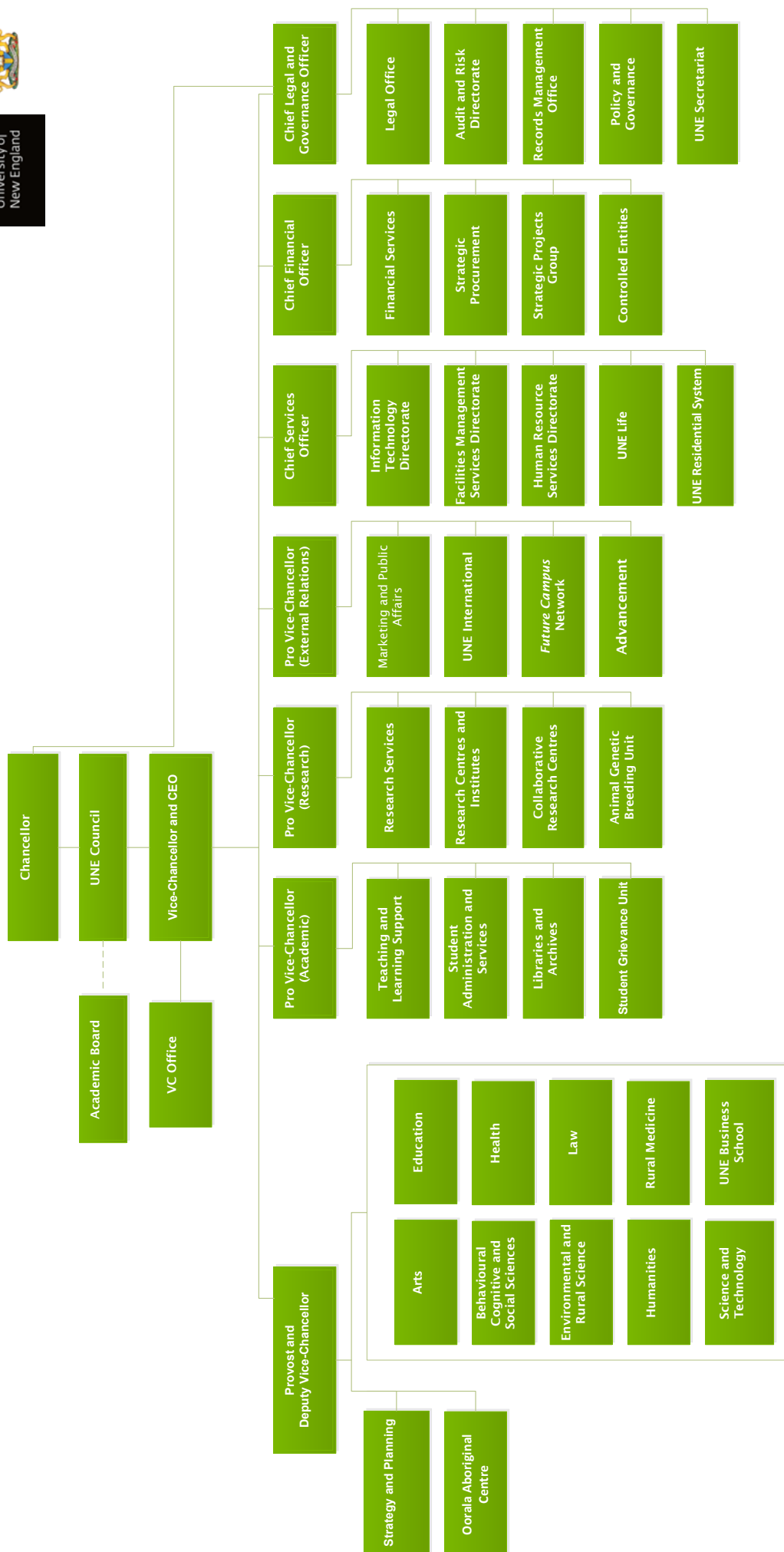
Chief Legal and Governance Officer

Mr Brendan Peet, LLB (QUT)

Chief Financial Officer

Ms Michelle Clarke, BCom (USQ), MCom (USQ), FCPA, GAICD

Organisational Structure



Review of Operations

UNE's Strategic Plan 2011 – 2015 and Business Plan and Budget 2015 – 2017 set a number of strategic priorities against which performance is evaluated on an annual basis.

Students

Student engagement

The drive to develop new market opportunities for UNE and further strengthen engagement with students gained momentum with the deployment of the online UNE MyFutureFinder tool for school leavers and mature-aged students. The past year saw more than 3,600 students and 1,200 adults use the tool and receive a personalised MyFutureFinder report.

In 2015 the new Online Early Entry system for 2016 admission into Trimester 1 (T1) was implemented and deployed. The new system delivered significant improvements in the customer experience of school-leaver applicants whilst simultaneously improving UNE's efficiency in assessing applications and making timely offers, enabling UNE to make more than 2,156 Early Entry Offers for T1, 2016, which represents an increase of over 500 offers from the previous year.

The UNE FutureCampus, located in Parramatta, Western Sydney, hosted a number of student engagement activities that saw visitor numbers rise by 35% from 2014. A total of 10,415 people visited the FutureCampus participating in 444 activities that included lectures, intensives, tutorials and special events. The FutureCampus continues to pilot a range of academic and skills delivery programs to assist entry-level students in business, education and law units.

UNE supported a wide range of projects aimed at improving the participation in higher education of people from low socio-economic status backgrounds, and supporting their retention and academic success. One such example is the highly successful UNE Growing Regional and Agricultural Students in Science (GRASS) project that used 2015 Australian Government's Higher Education Participation Program (HEPP) funds to engage with teachers and students in target schools from rural, remote and low socioeconomic regions across northern New South Wales creating awareness towards careers in science through a range of engagement activities.

UNE and TAFE New England (TNE) have worked together for the past four years to provide improved opportunities and clearer pathways for transition from school to the workforce through the Vocational Education and Training (VET) and Higher Education systems.

- The HEPP funded UNE – TNE Joint Regional Study Centres project is due for completion in early April 2016. The existing UNE regional studies centres, located on TNE campuses in Moree, Inverell, Narrabri, Coonabarabran, Gunnedah, Tenterfield and Glen Innes, are being renovated. The renovation will result in significant improvements to download speeds and will better meet the needs of today's students studying online. The Centres will be re-launched in full partnership with TNE, as TNE moves further into online delivery and as more students choose to study from a distance. This encourages greater interaction between students of both institutions and provides greater reach for both UNE and TNE into our New England/North West



regional communities. The Study Centres webpage is also being redesigned to ensure all students have ready access to information about the Centres and the services accessible at those Centres.

- The TNE Pathways web page is continually updated with information for students wishing to continue their studies past Certificate IV or Diploma level. The University continues to work with Schools and TNE Faculties to identify transition and advanced standing options.

The following activities further contributed to improved student engagement and service delivery:

- The Library expanded and upgraded its range of self-help online tutorials to support students' acquisition of research skills.
- As part of the provision of a range of student peer-support programs, students had access to Study Skills Advisors and First Year Advisors who provided individual consultations on academic literacy, maths literacy and study skills.
- Throughout the year workshops were offered to all UNE students on academic writing, referencing, exam preparation, time management, critical thinking and literature reviews.
- UNE launched an updated academic integrity online module and online academic fact sheets.
- The introduction of 'tUNE up', a two-week online course for ongoing students, allowed students to revisit basic academic and digital literacy skills.
- The Student Grievance Unit (SGU) developed and implemented a service survey for clients to guide SGU service improvement across the University.
- The New England Award program was reviewed in 2015 to increase completions. Recommendations will be implemented in 2016.

International student engagement

During 2015, UNE International increasingly focused on providing the best level of support for international students via targeted events, trips, social activities, and by responding to student feedback from the 2014 International Student Barometer survey.

UNE International also continued to build and capitalise on its existing international students' recruitment channels and partnerships. Existing and new overseas markets were developed through agent networks, partner institutions and via in-country AUSTRADE business development collaboration with Sri Lanka, Philippines, India, Indonesia, Africa, China and South America.

UNE signed an articulation agreement with the International Institute of Health Sciences (IIHS), Sri Lanka, which will see IIHS Biomedical Diploma students come to study UNE's Bachelor of Biomedical Science on campus under a two year + two year articulation model. The first on campus intake is expected in T1 2017 and UNE is now negotiating with IIHS concerning a similar articulation in the business discipline.

UNE International is currently exploring new partnerships in the Philippines (Far Eastern University, Manila and Saint Louis University, Baguio), and is in the exploratory phase in relation to a range of partnership opportunities with a Section 1 Indian institution.

The development and implementation of a University-wide international strategy in line with the new 2016 – 2020 Strategic Plan *Together, we can do this* will begin in 2016.

Alternative entry and exit pathways

A suite of new Integrated Health Degrees in Health Practice and Community Services was introduced in 2014. These degrees allow students to achieve a Certificate IV and a Diploma in their chosen major area of study while also working towards a Bachelor's Degree in just three years. Students enrol at only one institution, UNE, and pay a single HECS debt. This model saves both time and money for the student without compromising quality. Units of study are carefully designed to ensure the hands-on skills development and higher order education are fully integrated from the very beginning. Reviews are now underway to determine whether the model can be used in other areas of the curriculum.

Students graduating from TNE with an appropriate Certificate IV who are wishing to enrol in one of these Integrated Health degrees are guaranteed entry, and those graduating with a relevant Diploma are guaranteed the equivalent of one year of advanced standing towards the degree.

The UNE Pathways enabling course provides students with the skills and knowledge required for entry to most UNE undergraduate degrees. The average transition to an award course over 2009 to 2012 was 76%.

The development of a range of articulated qualifications is currently under review and is expected to progress in 2016 in conjunction with UNE Partnerships (UNEP). UNE is also working with UNEP to produce a tertiary pathways options paper as part of work in the re-design and development of the Maritime Logistics Course for the Royal Australian Navy. This may become the prototype for a range of new Diploma courses, ideally suited to first-in-family and mature age students as pathways to degrees.

ATSI Access and Participation

The Oorala Aboriginal Centre offers support services to Aboriginal and Torres Strait Islander students who study at UNE. Oorala offers two alternative entry programs for Aboriginal and Torres Strait Islander students who would like to apply for admission to UNE undergraduate courses. They are:

- The Internal Selection Program (ISP), a two-day program of workshops, testing and assessment held on campus at Oorala, and
- The TRACKS Tertiary Preparation Program (TRACKS), a 12-month enabling course that prepares Aboriginal and Torres Strait Islander students for university study and offers personalised academic, pastoral and professional support. The number of students enrolled in the TRACKS course has more than doubled in 2015, well above 2014 levels. Based on current results and participation, 23 students should progress to UNE undergraduate courses in 2016.

Commencing numbers for Aboriginal students remained stable in 2015 from the previous year with continuing student numbers showing a slight increase. Seven out of the 10 academic Schools secured 100% retention rates for Aboriginal and Torres Strait Islander students in 2015.

The UNE Aboriginal Employment Strategy assists Aboriginal and Torres Strait Islander students with bridging the gap between learning and employment. It has a strong focus on recruitment, employment retention and career development for current and future staff of UNE. The strategy also guides the development of appropriate workplace culture and practices, employment opportunities, and career development plans and pathways for both staff and students. The Provost and Deputy Vice-Chancellor chairs the ATSI Employment Strategy Governance Committee that provides advice to the Vice-Chancellor in the oversight of the implementation of the strategy.

Consumer Response

The Student Grievance Unit (SGU) made business improvement recommendations across the University and has identified disparities within University policies and procedures that have resulted in amendments being made to the relevant policies.

The SGU, together with other relevant units, are now working to enclose the information loop for complaints through cross unit reporting. The unit is also working closely with Oorala Aboriginal Centre to improve the complaints handling process for Aboriginal and Torres Strait students and to ensure cultural sensitivity.

The unit has reviewed the College Code of Conduct to ensure procedural fairness and has drafted 'Managing Complainant Unreasonable Conduct' procedures to improve transparency.

Teaching and Learning

UNE delivered preparatory, undergraduate and postgraduate courses on campus and online through 10 academic Schools, 10 regional study centres and the UNE FutureCampus.

In 2016 the University will be submitting its application to the Tertiary Education Quality and Standards Agency (TEQSA) for re-registration.

Teaching citations and awards

Five citations were awarded for Outstanding Contribution to Student Learning:

- Dr Subba Reddy Yarram, UNE Business School
- Dr Sascha Morrell, School of Arts
- Dr Susan Feez, School of Education
- Associate Professor Amanda Kennedy, School of Law
- Associate Professor Lillian Corbin, School of Law

Seven Teaching Recognition awards were presented to:

- Dr Tony Ramsay, UNE Business School
- Dr Nathan Wise, School of Humanities
- Dr Adam Rock, School of Behavioural, Cognitive and Social Sciences
- Dr Gavin Clark, School of Behavioural, Cognitive and Social Sciences
- Dr Keita Takayama, School of Education
- Ms Julie Shearer, School of Arts
- Dr Mitch Parkes, School of Education

UNE nominated six staff for the Australian Award for University Teaching in the Citations category. Dr Subba Reddy Yarram, UNE Business School, received a Citation for Outstanding Contribution to Student Learning as part of the Australian Awards for University Teaching. Dr Sascha Morrell, School of Arts, received an Office of Learning and Teaching Citation for inspiring teaching in English and Writing.

Develop innovative partnerships and learning solutions

As a member of the Regional Universities Network (RUN), UNE works cooperatively with other regional universities to improve educational outcomes for regional students. In 2015, UNE launched shared teaching arrangements for creative arts and language units; hosted events which led to a RUN 'Peer Review of Teaching' benchmarking arrangement; and facilitated the RUN Collaboration in Teaching and Learning project.

UNE is also a member of the RUN Transforming Practice Program project and is a partner in the Office of Learning and Teaching project 'Shaping the 21st Century Student Experience in regional universities.'

There is also ongoing collaboration between UNE and the regional study centres to encourage student participation.

Higher Degree Research

During 2015, UNE enhanced its Higher Degree Research (HDR) program by implementing key strategies focused on attracting high-calibre candidates and strengthening existing support services to improve retention and ensure course completion.

- Seven HDR candidates received scholarships under the Hardship and Participation Scholarship program. Three UNE scholars commenced in 2014, and four Aboriginal and Torres Strait Islander scholars commenced in 2015. Investment in these scholarship programs will continue in 2016 – 2017.
- With a view to increasing the number of international HDR students enrolled at UNE, UNE International and the Pro Vice-Chancellor Research developed a country-specific HDR International Recruitment strategy. The strategy uses UNE's research strengths and existing research projects in various countries to boost HDR recruitment efforts. There are currently 68 high-quality International candidates in receipt of scholarships.
- Ten Memoranda of Understanding with Indonesian universities were finalised and have been submitted in support of an agreement for consideration by the Indonesia Endowment Fund for Education (LPDP) and the Directorate General Resources for Science, Technology and Higher Education (DG-RSTHE). This collaboration is expected to increase international HDR student enrolments at UNE.
- Staff development programs to increase the number of qualified HDR supervisors resulted in 75 trained principal supervisors with another 60 expected to be trained by the end of 2017.
- Stage One of the strategy to improve the completion rate of HDR students was completed with Completion Scholarships continuing to be offered through to 2017. Stage Two of the strategy will focus on closer student engagement and monitoring through HDR Progress Reporting and milestone reminders to students and supervisors.



Research

UNE has a proud history of producing high quality research outcomes, with a particular emphasis on tackling regional issues of global significance. Programs such as the Distinguished Research Visitor Program, Participation Fellowships and jointly funded research positions enhanced the portfolio throughout 2015 with continuation plans in place for 2016 and 2017.

Excellence in Research Australia (ERA)

Since the last assessment in 2012, UNE has continued to build its research capacity in key identified areas, such as the agricultural, biological, environmental and health sciences. UNE has sustained world standard excellence across the social sciences, humanities and creative arts.

UNE's 2015 ERA results reflect a significant improvement, with publication output up by 11%, a rise in research income of 31%, and 87% of research areas assessed at or above world standard:

- Nine areas attained the top rating of five (well above world standard) compared to none in 2012;
- 11 areas were rated four (above world standard) compared to three areas in 2012; and
- 20 areas were rated three (world standard) as compared to 26 areas in 2012.

Funding achievements

	Australian Competitive Grants (Cat. 1)	Category 1 Funding	Other Public Sector Research Funding (Cat. 2)	Category 2 Funding	Industry And Other Research Funding (Cat. 3)	Category 3 Funding	CRC Participant Funding (Cat. 4)	Category 4 Funding	TOTAL Research Grants Approved	Funding Total for Research Grants
Agricultural & Genetics Breeding Unit (AGBU)	1	-	1	\$164,621	2	\$277,500	-	-	4	\$442,121
Arts	-	-	-	-	-	-	-	-	-	-
Behavioural, Cognitive & Social Science (BCSS)	2	\$290,133	5	\$308,632	2	\$33,995	-	-	9	\$632,760
Education	1	\$15,165	1	\$255,000	6	\$1,194,490	-	-	8	\$1,464,655
Environment & Rural Science (ERS)	17	\$4,185,026	14	\$2,148,220	10	\$1,020,643	12	\$1,495,994	53	\$8,849,883
Health	-	-	-	-	1	\$92,573	-	-	1	\$92,573
Humanities	2	\$21,469	1	\$15,000	-	-	-	-	3	\$36,469
Law	1	\$283,245	1	\$27,500	-	-	-	-	2	\$310,745
Rural Medicine	-	-	-	-	-	-	-	-	-	-
Science & Technology	4	\$1,594,831	2	\$173,772	1	\$2,000	1	\$138,231	8	\$1,908,834
UNE Business School	3	\$164,373	-	-	1	\$138,431	-	-	4	\$302,804
TOTAL	31	\$6,554,242	25	\$3,092,745	23	\$2,759,632	13	\$1,634,225	92	\$14,040,844

Source: Research Services – Approved Grants 1 Jan – 31 Dec 2015

Excludes Travel Grants, Scholarships and UNE Seed Grants. Includes Grants where UNE is not the lead institution

Top ten funded research grants in terms of funding amount

Rank	Amount Awarded	Principal Researcher	Project Title	Funding Body	Category of Funding	School
1	\$1,542,671	A/Prof Andrew Robson	Multi-scale Monitoring Tools for Managing Australian Tree Crops - Industry Meets Innovation	Horticulture Innovation Australia Limited (HIAL)	1	School of Science and Technology
2	\$551,350	A/Prof Pep Serow	Pacific Community Health and Wellbeing Education Project	Department of Foreign Affairs and Trade (DFAT)	3	School of Education
3	\$547,737	Mr Brendan Griffiths	Cotton Production Course	Cotton Research and Development Corporation (CRDC)	1	School of Environmental and Rural Science
4	\$539,000	Prof Geoff Hinch	Smart data management for Smart livestock production	Department of Agriculture (DoAG)	2	School of Environmental and Rural Science
5	\$517,251	Dr Brian Wilson	Soil Systems Research - physical, chemical and biological processes for plant growth and nutrient cycling down the whole soil profile	Cotton Research and Development Corporation (CRDC)	1	School of Environmental and Rural Science
6	\$425,116	Dr Isabelle Ruhnke	Nutritional Management of Free-Range Laying Hens	Australian Egg Corporation Limited (AECL)	1	School of Environmental and Rural Science
7	\$404,999	Dr Rhiannon Smith	Managing riparian corridors on cotton farms for multiple benefits	Cotton Research and Development Corporation (CRDC)	1	School of Environmental and Rural Science
8	\$387,822	A/Prof Cedric Gondro	Development of new strategies to improve genomic selection in Hanwoo (Korean cattle)	National Institute of Animal Science of the Rural Development Association, Korea (NIAS/RDA)	3	School of Environmental and Rural Science
9	\$375,000	Dr Sang Hong Lee	Novel statistical algorithms and methods to quantify and partition pleiotropy between complex traits in populations	Australian Research Council (ARC)	1	School of Environmental and Rural Science
10	\$372,000	Dr Clare Stawski	Key mammalian survival strategies in a rapidly changing environment	Australian Research Council (ARC)	1	School of Environmental and Rural Science
TOTAL	\$5,662,946					

Source: Research Services – Approved Grants 1 Jan – 31 Dec 2015; results are based on funding amount awarded and includes grants which are funded externally

Research facilities

- The fully connected SMART Farm Innovation Centre was opened in March 2015. The Innovation Centre is the electronic heart of the highly regarded UNE SMART Farm and serves as a research, education and community engagement facility showcasing the integration of technology, science and farming.
- Following the successful unveiling of Stages 1 and 2 of the \$8.3m Centre for Animal Research and Teaching (CART) at its Armidale campus in 2014, UNE officially opened Stage 3 in November 2015. Stage 3 marks the completion of CART, with state of the art teaching facilities, post mortem laboratories, a new surgery, a large modern feed mill to manufacture pelleted feed, and expanded facilities for sheep research.

Research Partnerships and Grants

- Grant development workshops were offered for both targeted and general cohorts to develop competitive Category 1 applications and included strong mentoring support sessions, as well as vigorous peer review assessments.
- UNE successfully applied to the Australian Research Council (ARC) with one Discovery Early Career Research Award (DECRA), two Discovery Projects and one admission to the College of Experts to the Australian Research Council this year.
- The Seed Grants scheme was not offered in 2015, as it is under review by the UNE Research Committee. It is anticipated that the new scheme will be more targeted towards the aims of the UNE Strategic Research Plan. Support funding continues to be offered strategically on a case-by-case basis.
- Although UNE did not enter into any partnerships in 2015, three ARC Linkage Program applications were submitted in 2015 with the outcome to be advised in 2016. UNE was successful in gaining one externally funded ARC Linkage Infrastructure, Equipment and Facilities (LIEF) grant through the University of Sydney.

Research matters

UNE academic staff engaged in a number of high profile research projects during 2015:

- The Precision Agriculture Research Group in the School of Science and Technology led a successful bid for \$7,542,147 to the Commonwealth Department of Agriculture Rural R&D for Profit program. This project was one of 12 awarded nationally, and the only one awarded to UNE. It seeks to develop and utilise the latest high resolution satellite imaging systems, cloud-based computing, data discovery and computationally efficient analytics, on-ground robotics and an increasingly 'connected' producer base offering two key innovation pathways to improved production, auditing, biosecurity and disaster recovery for Australia's tree crop industries.
- The Computational Science group, led by Associate Professor Paul Kwan, Dr William Billingsley and Dr David Paul, are collaborating with the Sheep Cooperative Research Centre to develop easier ways to use complex data to improve industry productivity. Two major innovation projects are currently underway and include the development of 'smart' mobile livestock apps and the creation of a world leading big data platform. The research project is worth approximately \$1.1 million in 2016 with the potential for a multi-year extension that will bring at least six new staff into UNE.
- Dr Greg Falzon, leader of the Intelligent Systems group in computational science, received considerable research funding this year in the field of biosecurity with five grants awarded (four external) totalling \$1,649,160, along with receiving a prestigious national award (the Science and Innovation Award for Young People in Agriculture, Fisheries and Forestry). The Wild Dog Alert project received \$1,403,270 worth of funding over three years to develop technology to alert producers to the presence of wild dogs on their property and also provide biometric identification for population size estimates. Wild Dog Alert is a collaboration between UNE, the Invasive Animals Cooperative Research Centre, NSW Department of Primary Industries (DPI), Australian Wool Innovation and Meat & Livestock Australia.



- Dr Susie Hester, UNE Business School, obtained over \$160,000 from the Centre of Excellence for Biosecurity Risk Analysis (CEBRA) for two projects, one to develop a pest-prioritisation system and another that applies game theory to border inspections. In the latter, game theory and economic experiments are used to improve the efficiency of Australia's border inspection rules. This project involves collaboration with academics at Monash University, The University of Melbourne and the Victorian Department of Treasury and Finance.
- Professor Derek Baker from the UNE Business School, and Institute for Rural Futures' Research Fellow Dr Philip Morley, progressed a \$500,000 Food and Agriculture Organisation of the United Nations-funded project, to develop and test new methods for livestock data recording in Tanzania, Botswana and Indonesia.
- The School of Health played a significant role in the Collaborative Research Network (CRN), which ended in 2015. The researchers and capability from the CRN were incorporated in to one of two newly established research groups within the School. The first, the Mental Health and Wellbeing Research Group, focuses their research on key populations taking into account the layered contexts in which people live and work. Researchers in this group work in collaboration with community organisations and are actively involved in the evaluation of several service providers including the national StandBy Response Service and BackTrack youth works. The second research group focuses on Patient Safety and Leadership, working closely with the Hunter New England Local Health District and other health providers.
- In December, the School of Arts launched the Aboriginal and Torres Strait Islander Creative Practice Scholars program. This initiative, supported by Research Services, assisted four Indigenous scholars to dedicate their time to full-time studies in creative practice. The program also promotes discussions about the idea of indigenising academia and the importance of the Arts in current discussions around knowledge and culture.
- Dr Jason Stoessel, from the School of Arts, commenced work as a Chief Investigator on a University of Queensland administered Australian Research Council Discovery grant project on canonic techniques and musical changes from c.1330 – c.1530. Using innovative computer-assisted music analysis, this project will throw light on undocumented compositional techniques used to create some of the most magnificent examples of polyphonic or multipart vocal music from this period.
- The UNE-led Saruq al-Hadid Archaeological Research Project (SHARP) in the School of Humanities commenced, with excavations in Dubai from January to April 2015. This multi-million dollar, three-year research project has brought two post-doctoral fellows and two PhD students to UNE to study the abundant gold, silver, bronze, iron and organic remains from the site and to work in the newly equipped and refurbished Archaeology Laboratory, as well as funding the work of two full-time artefact conservators in Dubai and collaborations with university researchers in America, Canada, Italy and the UK.
- Lawyers from Australia, Brazil, Costa Rica, Nigeria, South Africa, USA, France, Argentina and Singapore met in Bonn, Germany to consider the next stage of a major project being led by Professor Paul Martin from the Australian Centre for Agriculture and Law (AgLaw) at UNE. That project involves the development and implementation of a methodology for objective evaluation of the effectiveness of environmental laws. The method has been applied to evaluate laws in Australia, Brazil, China, South Africa and New Zealand. Further projects are underway applying the method to different environmental law issues. The work on evaluation will be the foundation for new directions in empirical investigation of the law as an environmental governance instrument.

Community Engagement and Advancement

Public Relations

Community engagement, as set out in the corporate communications strategy, was significantly broadened through initiatives such as the development and distribution of corporate documentation, for example, Expert Guides; improved utilisation of social media to communicate news internally and externally; and the introduction of local business community briefings and Open Days to foster rapport with the Armidale community.

Following on from the very successful Booloominbah Open Day held in 2014, Trevena Garden was opened to the public this year with more than 500 people attending on the day. A UNE SMART Farm Open Day will feature in 2016, showcasing cutting-edge research and applications for the broader community.

The University of New England participated in the higher education policy debate through its membership of the Regional Universities Network, the NSW Vice-Chancellor's Committee and Universities Australia.

Advancement

Fundraising

Donors to the University continued to support a wide variety of programs including scholarships, academic prizes, research, residential colleges, individual UNE Schools and disciplines, study tours and the Dixon library. Fundraising activity was conducted through the tax appeal, workplace giving program, scholarships support, graduate's walk, bequests and major gifts. UNE acknowledges the ongoing generosity of its donors with the tax appeal attracting 30% more than the donations received for the same appeal in 2014.

The University received several large bequests in 2015. These bequests to fund numerous scholarships will enable many students to benefit from a tertiary education at UNE that they may not have otherwise received.

Donor recognition and engagement activities included inviting donors to our supporter events held in Brisbane, Sydney, Melbourne and Canberra. Scholarship donors were also invited to attend the graduation ceremonies and Chancellor's luncheon when the recipient of the scholarship graduated.

Alumni engagement and awards

Alumni continue to be engaged with UNE through participation in social and networking activities, course reviews, delivering lectures and seminars, financially supporting scholarships and prizes, mentoring, and representing the Vice-Chancellor at regional school presentations.

- Events were held in Brisbane, where Dr Jack Hobbs represented the Vice-Chancellor in his roles as both graduate representative on UNE Council and as Chair of the Standing Committee of Convocation (speaker Kas Tebbutt OAM); in Sydney (speaker, Rod McLean AM); in Canberra and in Melbourne (speaker, Marina Jury).
- Apart from individual donations, the South Australian UNE Alumni Association continued to support a scholarship and the UNE Alumni Association in Armidale instituted a new award for an international student.
- Twenty one graduates took part in this year's Women in Science, Technology, Engineering and Maths (WSTEM) project as mentors of first year women enrolled in Science, Technology, Engineering and Maths (STEM) courses.
- Damasa Magcale-Macandog was also recognised by the Philippine Australian Alumni Association as the Most Outstanding Australian Alumna of 2015 during a ceremony held in Manila, Philippines.

Eight graduates were formally recognised by the University in 2015:

Doctor of Science (honoris causa)

- Professor Alan Gaius Ramsay McIntosh – mathematician

Honorary degree recipients were invited to present the Occasional Address at graduation, as well as two other UNE graduates, Mr Warrick McLean and Dr James White PSM.

Distinguished Alumni Award (DAA)

- Paul Brock AM – learning and development researcher
- Sean Grimmond – cancer researcher and administrator
- Grant Hehir – Australian Commonwealth Auditor General
- Damasa Magcale-Macandog – biology and agriculture researcher
- Ronny Noor – Education and Cultural Attaché for Indonesia in Australia
- Mike Smith AM – archaeologist

Young Distinguished Alumni Award (YDAA)

- Jennifer Star – founder of Tara-Ed, a Non-Governmental Organisation (NGO) promoting sustainable quality education in rural India by training teachers.

Organisational Processes and Staff

Improved organisational services

UNE's capacity for evidence-based decision-making through the roll-out of new data analysis and reporting tools was significantly improved by the Infrastructure Redevelopment Project, that delivered the infrastructure and technology to enable flexible, integrated and timely reporting via a range of advanced and sophisticated analytical tools. The technology and data processing architectures utilised are industry best practice frameworks which have been independently audited and verified. The project delivered an Enterprise Data Vault (EDV), where source system data is collated and stored in a single database. The EDV enables improved interrogation and reporting of data within and between systems. It also enables quicker and more cost effective development of new reporting initiatives. The migration and redevelopment also means critical UNE data is curated in a format that simplifies access. There are new, easy to use and familiar data analysis and visualisation tools that simplify finding insights to support strategy imperatives. The capacity and capabilities delivered by the Infrastructure Redevelopment Project gives UNE the opportunity to benefit from its significant data assets and execute the newly developed strategy and associated enabling plans using an evidence-based approach.

Workforce Planning

A Workforce Planning Framework was rolled out across the University with two Schools and two Directorates commencing detailed workforce planning in 2015. In 2016, all operational units will have access to detailed staffing data online, as the staffing data warehouse is now fully operational and accessible.

A draft enterprise-wide integrated planning, resourcing, performance review and continuous improvement framework was developed in 2015.

Development and Promotion

UNE developed and fully implemented a Performance Management Framework in 2015 resulting in:

- A revised induction program for all staff including casual staff.
- The development and implementation of a 'Managing to Improve Performance' training program.
- The introduction of compulsory performance planning processes.

The last quarter of 2015 also saw a review of the performance planning development and review (PPDR) process completed, resulting in changes to the template to ensure that it is more user friendly for the next PPDR cycle.

University leadership development was strengthened by the creation of an integrated learning and development plan, which identifies leadership program requirements. Senior management endorsed a business case for a comprehensive and multi-faceted leadership program and more detailed program planning has commenced. An emerging leaders training program was successfully run in 2015.

Staff development in learning and teaching

UNE invested significantly in staff development by enabling staff to apply for Fellowship, Senior Fellowship and Principal Fellowship of the Higher Education Academy. Staff development in learning and teaching was also increased through the implementation of a formative peer review program with a focus on online teaching and learning.

UNE hosted an inaugural colloquium on 'Celebrating and Sharing Quality Teaching and Learning' in 2015. It featured nationally recognised keynote speakers, and allowed for benchmarking best practices and sharing of ideas amongst academics.

UNE is currently developing a set of 'Principles of Good Teaching at UNE' with implementation to follow.

Workforce Diversity

2015 saw the development of a comprehensive UNE Diversity Framework. The Framework ties together all existing University programs and plans related to diversity as well as providing strategies and actions for new initiatives that have been identified. Implementation of this Framework will be undertaken during 2016. The existing Equal Opportunity Policy has been reviewed and updated as the Equal Opportunity and Diversity Policy.

UNE has been assessed as compliant under the *Workplace Gender Equity Act* 2012. In 2016 senior and middle management positions will be the focus of Leadership Development for women with the aim of increasing representation at these levels. This is in line with the Workplace Gender Equality Agency (WGEA) benchmarking report for UNE. Performance measures for senior executives and senior managers will be introduced in 2016 in relation to the diversity framework.

Implementation of the Aboriginal and Torres Strait Islander Employment Strategy continued during 2015 with a renewed focus on retention of existing employees. Development and delivery of a cultural immersion program is a key initiative and aimed at raising awareness and understanding of Aboriginal cultures for academic and professional staff. The program has been run a number of times during 2015 and has been successful both in terms of demand and positive feedback from participants.

UNE has continued the delivery of disability awareness programs for staff during 2015.

Trends in the representation of EEO groups - academic staff*

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015
Women	50%	40%	42%	44%	45%	46%	45%	47%	46.7%
Aboriginal people & Torres Strait islanders	2.63%	1%	0.5%	1.1%	1%	1%	1%	1%	0.7%
People whose first language was not English	19%	20%	21%	20%	18%	18%	18%	16%	15%
People with disability	n/a**	8%	8%	7%	6%	5%	5%	4%	3.8%
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

*Excludes casual staff

** Per cent 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
Women	50%	61%	61%	61%	61%	61%	63%	62%	62.1%
Aboriginal people & Torres Strait islanders	2.63%	2%	2%	2.2%	2.3%	2%	2%	2%	1.8%
People whose first language was not English	19%	5%	3%	3%	3%	4%	4%	5%	4.6%
People with disability	n/a**	6%	7%	6%	6%	6%	5%	5%	4.8%
People with a disability requiring work-related adjustment (targeted increase)	1.1% (2011)								
1.3% (2012) 1.5% (2013)	2%	2%	2.2%	2.3%	3%	n/a	n/a	n/a	

*Excludes casual staff

** Per cent 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
Women	100	79	80	81	81	94	95	95	94
Aboriginal people & Torres Strait islanders	100	n/a	n/a	n/a	n/a	n/a	84	84	88
People whose first language was not English	100	93	96	99	97	99	100	101	103
People with disability	100	93	93	96	101	103	109	107	106
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

Trends in the distribution of EEO groups - general staff*

EEO group	NSW benchmark or target	2008	2009	2010	2011	2012	2013	2014	2015
Women	100	85	86	88	87	88	86	88	89
Aboriginal people & Torres Strait islanders	100	n/a	n/a	n/a	n/a	83	87	87	80
People whose first language was not English	100	94	107	106	110	112	99	101	103
People with disability	100	94	93	92	91	93	99	94	98
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

Multicultural Policies and Services

UNE's Multicultural Statement and Plan (2015) incorporates targets and activities relating to students and staff which are cross-referenced against UNE's Teaching and Learning Plan, Research Plan, Indigenous Advancement Strategy and the Aboriginal Employment Strategy.

UNE's values in relation to multiculturalism are embedded, where relevant, in all policy and procedure, with specific reference to the UNE Student Charter, Staff Code of Conduct, Student Behavioural Misconduct Rules and Residential Code of Conduct. These values are also embedded within our curriculum via UNE's Graduate Attributes.

Of particular note are projects with long-term benefits in terms of:

- equality of access, service and employment for Culturally and Linguistically Diverse (CALD) staff, students and the members of the wider community;
- the renewal of UNE's Workforce Diversity Framework 2016 – 2018; and
- the development of the Student Progress and Success tool.

In 2015 UNE worked toward renewing its Workforce Diversity Framework 2016 – 2018, implementation of which will commence in 2016. The Framework includes specific strategies to:

- recruit, develop and retain staff who reflect the diverse nature of the community;
- maintain diversity practices in developmental activities; and
- provide an inclusive environment for our staff that supports and embraces a knowledge of, and respect for, diversity and inclusion, and which is free from harassment and discrimination.

This document will become UNE's vehicle for driving improvement in terms of multiculturalism and diversity in relation to its workforce.

UNE also worked towards the development of a Student Progress and Success business intelligence solution to enable the University to monitor student outcomes by various admission pathways and demographics. This will enable UNE, over time, to better target academic and pastoral support to meet the needs of our diverse student cohort.

Other activities and outcomes will be reporting against specific areas of UNE's operations, including:

- Scholarships awarded under the ATSI Creative Practice Scholars Program.
- Review of UNE's internationalisation strategy (Internationalisation at Home and Internationalisation Abroad).
- Annual Frank Archibald Memorial Lecture with 2015 guest speaker Professor Rhonda Marriott.

With the approval of UNE's new Strategic Plan *Together, we can do this*, due to commence in 2016, a new Multicultural Plan will be developed over the course of the year.

Disability Inclusion Action Plan

The Disability Action Plan (DAP) was first implemented in November 2014. The plan is currently under review including a student survey to assess awareness and familiarity of DAP with the student body.

Student Administration and Services (SAS) is also working with Human Resources and the UNE Compliance Officer to review equity committees. The outcome of the review will inform the update of the DAP.

Workplace Health and Safety

Workers Compensation

■ Total number of reported Incidents in 2015	181
■ Total number of claims in 2015	11
■ Total Paid to Date for policy year 2015	\$57,043.50
■ Total paid to date for policy year 2014	\$34,309.00
■ Total paid to date for policy year 2013	\$202,401.66
■ Time lost in 2015	1,188 hours

Staff Numbers

Staff in schools		Female	Male	Total
	Professor (E)	13	42	55
	Associate Professor (D)	26	38	64
	Senior Lecturer (C)	64	76	140
	Lecturer (B)	117	97	214
	Tutor (A)	22	16	38
Total academics in schools		242	269	511

	HEO 10+	3	7	10
	HEO 09		2	2
	HEO 08	6	8	14
	HEO 07	20	9	29
	HEO 06	26	17	43
	HEO 05	31	17	48
	HEO 04	30	5	35
	HEO 03	5		5
Total non-academic staff		121	65	186
Total staff in schools		363	334	697

Staff in management, administration and support units

	Professor (E) and above	3	3	6
	Associate Professor (D)	2	5	7
	Senior Lecturer (C)	4	6	10
	Lecturer (B)	6	9	15
	Tutor (A)	9	6	15
Total academics		24	29	53

	HEO 10+	22	26	48
	HEO 09	18	17	35
	HEO 08	28	27	55
	HEO 07	38	49	87
	HEO 06	73	32	105
	HEO 05	88	42	130
	HEO 04	49	15	64
	HEO 03	9	9	18
	HEO 02	14	6	20
	HEO 01+	3		3

Total non-academic staff **342** **223** **565**

Total staff outside schools **366** **252** **618**

Staff in Controlled Entities 19 16 35

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

UNE Total at 31 March, 2014 **759** **605** **1,364**

Finance

UNE Budget

Comparison to Budget Parent Entity University of New England	2015 Budget \$M	2015 Actual \$M	2016 Budget \$M
Teaching Income	202.2	200.2	202.5
Research & Grant Income	52.5	52.2	46.6
Other Income	33.2	36.2	39.0
Total Income	287.9	288.6	288.1
Employee Related Expenses	168.9	170.6	173.1
Non Payroll Expenses	89.6	90.5	89.4
Underlying Result	29.4	27.5	25.6
Interest Income	3.2	3.8	2.8
Interest Expense	0.8	1.1	1.2
Depreciation & Amortisation	21.2	24.1	23.9
Operating Profit	10.6	6.1	3.3
One Off Income	13.4	14.1	2.6
One Off Expenditure	0.2	4.0	
Operating Result attributable to members of the University of New England	23.8	16.1	6.0

Structural Surplus

Description	2015		
Financials	Budget \$M	Actual \$M	Variance \$M
Teaching Revenue	199.1	200.2	1.1
Operating Revenue	290.4	288.6	(1.8)
Payroll Costs	168.0	170.6	(2.6)
Non-Payroll Costs	92.9	90.5	2.4
Operating Surplus	30.7	27.5	(3.2)
Interest Income & Expenditure & Depreciation	21.9	21.4	0.5
Underlying Surplus/(Deficit)	7.6	6.1	(1.5)
Net Result	21.6	16.1	(5.5)

Overseas travel

There was no overseas travel by the Vice-Chancellor or the Provost & Deputy Vice-Chancellor to promote the University of New England in 2015.

Funds to non-governmental community organisations

UNE contributed \$53,921 in sponsorships and events during 2015.

Total	36,864	17,057	53,921	
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Non- Government Community Group	Sponsorship	Event	Total	Event Description
Armidale and New England Show Society	-	1,000	1,000	Sponsorship of the Armidale and New England Inc. Show 2015
Armidale Business Chamber	8,000	1,625	9,625	Women's Breakfast
Armidale Sheep Dog Club	2,000	-	2,000	
Australian Society for Biophysics	1,000	-	1,000	
Beach Soccer Tournament	-	125	125	Beach Soccer Tournament
Bhutanese Students Association	-	812	812	Sponsorship of Bhutanese Students Association to hold cultural event for the Kings 60th birthday
Country Rugby Union of NSW Referees Association	15,500	-	55,500	
K Wright Community Garden	-	4,279	4,279	K Wright Community Garden
Narwan knockout	-	2,022	2,022	Narwan knockout
New England Writers Centre	-	455	455	Thunderbolt Prize
Opera New England	4,000	4,000	8,000	Performance of Carmen
Rotary Club of Armidale North Inc.	-	1,640	1,640	Techfest
Royal National Capital Agricultural Society	-	1,100	1,100	Canberra Show
Rural Science Undergraduate Society	5,000	-	5,000	
Sheep Breeders Society	1,364	-	1,364	

Insurances

The primary areas of the university's insurance program were renewed through Unimutual Limited, Austbrokers Canberra Pty Ltd and Employers Mutual. 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 2015.

UNE investments

The majority of UNE investments were placed in term deposits for periods of less than 12 months. Our weighted average return for 2015 was 3.15%, which outperformed the Hour-Glass Cash Facility of NSW Treasury Corporation benchmark of 2.42%.

Consultants

Consultant Engagements Less Than \$50,000

Category	No of Engagements	Value \$'000
Engineering	3	69
Finance and Accounting	1	15
Finance and Accounting	1	9
Information Technology	5	59
Management Services	7	88
Organisational Review	2	13
Total	19	253

Consultant engagements greater than \$50,000

Consultant	Project	Amount \$,000	Category
Altis Consulting Pty Ltd	The development and pilot of a student experience system.	127	Information Technology
Scientific Interiors (Australia) Pty Ltd	Design and construction consultancy for Animal Husbandry facility.	137	Engineering
		264	

Infrastructure

Asset Management strategy

The UNE Organisational Asset Management Strategy (OAMS) commenced with the implementation of the Asset Management (Backlog Infrastructure) Plan. This plan provided funding to address the backlog maintenance liability primarily relating to above-ground infrastructure that supports the operations of the University. Implementation of subsequent asset management plans for building interiors and the renewal of in-ground services will follow the 2016 – 2020 Strategic Plan and Campus Master Plan.

Integrated Agricultural Education Project

The Integrated Agricultural Education Project (IAEP) consists of five projects that will enhance UNE's international competitiveness in education and research and allow UNE to proactively engage in training the next generation of agricultural and environmental scientists and industry business leaders to meet a critical shortage of skilled professionals across the sector.

- Component 1 – Construction of a new Agricultural Education Building (\$27m) is due for completion in March 2016.
- Component 2 – Lecture Theatre and Tutorial Room Upgrades in the Natural Resources building (\$1.5m) is now complete.
- Component 3 – Development of the SMART Farm Innovation Centre at Kirby farm (\$2.9m) is now complete.
- Component 4 – Tamworth Study Centre Upgrades (\$2.5m) is now complete.
- Component 5 – Development of the Centre for Animal Research and Teaching (\$8.3m) is now complete

Information Technology and Communication

UNE deployed the Skype for Business collaboration platform (initially Microsoft Lync) to 1,213 professional and academic staff in early 2015 and to 22,000 students in late 2015. This powerful collaboration suite is now fully operational for staff-to-staff, staff-to-student and student-to-student communication. Skype for Business also integrates with the consumer Skype application, allowing staff to communicate with external parties such as non-UNE researchers without incurring additional telecommunication costs. UNE is the first university in Australia to deploy Skype for Business to all of its staff and students, supporting UNE's commitment to being an innovative online university.

Factors affecting operations

The implementation of Callista CAPS and course structure functions was not funded as a strategic project and did not progress.

Access Arrangements

- The University of New England's Annual Report is an official document and a key information resource, listing the University's major activities, statistics, financial statements, its principal officers and services, as well as providing highlights of its community involvement and outreach. The Annual Report is available in electronic form on the University's corporate website, **www.une.edu.au**
- UNE is located approximately 2 km from the GPO on the western edge of the city of Armidale in northern New South Wales. The University can be accessed from the east by Madgwick Drive and from the south by Queen Elizabeth Drive.
- 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 at UNE are generally from 9.00 am to 5.00 pm, Monday to Friday (AEST). Telephone enquiries can be made to the University's switchboard at +612 6773 3333 during office hours.
- Items for postal delivery should be addressed to the relevant officer or department at the University of New England, Armidale, NSW 2351.
- General enquires about UNE's publicly available publications can be directed to the Executive Director, Marketing and Strategy, by phone +612 6773 2777 or email **marketing@une.edu.au**
- General enquiries about UNE's corporate documents or student files can be made to the Manager, Records Management Office by phone +612 6773 2140 or email **rmo@une.edu.au**
- General enquires about UNE's staffing matters can be made to the Director, Human Resource Services by phone +612 6773 2100 or email **staffequity@une.edu.au**
- General information about the Human Services Directorate and staffing matters can also be found on the Directorate's website at **www.une.edu.au/about-une/areas/administration/human-resource-services**
- Enquiries on information about the University's governance, its policies, as well as arrangements for addressing privacy and GIPA matters, can be made to the Legal and Governance Office. The University's Chief Legal and Governance Officer/ University Secretary can be contacted by phone on +612 6773 3729 or email **legalandgovernance@une.edu.au**