Council OPEN Meeting

Schedule	Thursday 31 January 2019, 8:30 — 10:00 AEDT
Venue	Council Room, Booloominbah, University of New England
Notes for Participants	PLEASE NOTE: All attendees for 8.30am start (there is no pre-meeting).
Organiser	Gabrielle Price

Agenda

1. MEETING OPENING AND WELCOME COMMENTS 1

   Recording of meeting: please note that the Secretary may make an audio recording of this meeting for the purpose of assisting with the preparation of the minutes. The recordings are stored securely and are erased at regular intervals after the minutes have been confirmed.

1.1. * Acknowledgement of Country 2

   We acknowledge the traditional custodians of this land we call New England and show respect to their Elders past and present.
   Presented by James Harris

1.2. * Apologies 3
   Presented by James Harris

1.3. * Conflict of Interest Declaration 4

   Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).
   Presented by James Harris

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1.4. Disclosed Register of Interest 6

   Council Members are asked to provide any update to their Disclosed Register of Interest to the Office of the Secretariat (form attached).
   Presented by James Harris

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The Committee is asked to ACCEPT the Order of Business.
The Committee is asked to ACCEPT that non-starred items be adopted.
For Endorsement - Presented by James Harris

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2.1. Confirmation of Minutes 11

Minutes of the meeting held on 23 November 2018 were approved as a true and correct record via email on 11 January 2019.
These minutes are available for viewing in the 'Council Minutes' Document Library.
For Noting - Presented by James Harris

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There are no matters outstanding from previous Open Council meetings.
For Noting - Presented by James Harris

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Council is asked to NOTE the Chancellor’s report to Council, #19004.
For Noting - Presented by James Harris

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Council is asked to NOTE the Vice-Chancellor's Open report to Council, #19005.
For Noting - Presented by Annabelle Duncan

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4.3. * Chair Academic Board Report #19006 31

Council is asked to NOTE the Chair of Academic Board Open report to Council, #19006; and
1)NOTE UNE Research Impact Strategy 2025 (Attachment 1);
2)NOTE the revised Registration of HDR Supervisor Procedures;
3)NOTE the HDR student progress report (Attachment 2);
4)NOTE the 2017 Annual Student Grievance Report (Attachment 3);
5)NOTE the Analysis and Trends Student Progress Report (Attachment 4);
6)NOTE the Academic Integrity Review report (Attachment 5); and
7)NOTE the significant courses proposals endorsed by Academic Board Standing Committee and approved by the Vice-Chancellor (refer to report for list).
For Noting - Presented by Mark Perry

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For Noting - Presented by Brendan Peet

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The next Council meeting is scheduled for Friday, 15 March 2019. This meeting will be held in the Council Room, Booloominbah, University of New England.
Presented by James Harris

1. MEETING OPENING AND WELCOME COMMENTS

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1.1. * Acknowledgement of Country

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Presented by James Harris

1.2. * Apologies

Presented by James Harris

1.3. * Conflict of Interest Declaration

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).

Presented by James Harris

CONFLICT OF INTEREST DECLARATION

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the *University of New England Act 1993 (NSW)*.

5 Disclosure of material interests by Council members

(1) If:

(a) a member of the Council has a material interest in a matter being considered or about to be considered at a meeting of the Council, and

(b) the interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter, the member must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the Council.

(2) A disclosure by a member of the Council at a meeting of the Council that the member:

(a) is a member, or is in the employment, of a specified company or other body, or

(b) is a partner, or is in the employment, of a specified person, or

(c) has some other specified interest relating to a specified company or other body or to a specified person,

is a sufficient disclosure of the nature of the interest in any matter relating to that company or other body or to that person which may arise after the date of the disclosure and which is required to be disclosed under subclause (1).

Council Members should also regularly disclose to the University Secretary (via the Secretariat secretariat@une.edu.au) any additions or changes to their Register of Interests statement. Keeping this "Register of Interests" statement up to date, includes providing details of changes to:

- Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.
- All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.
- Employment of you or a close family member by the University or a subsidiary of the University, including consultancies or other income for services rendered, during this financial year.
- Ministerial appointment of you or a close family member to statutory bodies.
- Material Business ownerships or part ownerships by you or a close family member, where a business has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.
- Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.
- Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.

1.4. Disclosed Register of Interest

Council Members are asked to provide any update to their Disclosed Register of Interest to the Office of the Secretariat (form attached).

Presented by James Harris

DISCLOSURE FORM FOR

UNE COUNCIL AND SENIOR EXECUTIVE

REGISTER OF INTERESTS

Council members and Senior Executive of the University of New England owe certain duties to the University. One aspect of fulfilling those duties is to avoid conflicts of interest in which there may be a professional, business or volunteer position or responsibility that interacts with a Council member / Senior Executive responsibility in a manner which may create a conflict of interest or a perceived conflict of interest. To help manage conflicts, Council members / Senior Executive should disclose material interests in other situations or areas in which it might appear that there are conflicting duties. Council members / Senior Executives should additionally take other steps, such as avoiding deliberation and resolution of certain issues, and making appropriate declarations in respect of conflict of interests at Council and Management meetings, if it is determined that those steps are necessary to protect against legal liability to the Council member or to the Senior Executive member personally arising from conflicts of interest.

This Register of Interests will be maintained by the Secretariat of the University of New England.

Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.

All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.

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Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.

Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.

Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.

Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.

I know of no other position of responsibility or material interest that might give rise to a conflict of interest or the appearance of a conflict of interest.

I declare that the information I have completed on this document is true and correct and not misleading.

Name:	Date:
Signature:	

1.5. * Order of Business

The Committee is asked to ACCEPT the Order of Business.
The Committee is asked to ACCEPT that non-starred items be adopted.

For Endorsement

Presented by James Harris

2. MINUTES OF PREVIOUS MEETING

2.1. Confirmation of Minutes

Minutes of the meeting held on 23 November 2018 were approved as a true and correct record via email on 11 January 2019.
These minutes are available for viewing in the 'Council Minutes' Document Library.

For Noting

Presented by James Harris

2.2. Matters Arising

There are no matters outstanding from previous Open Council meetings.

For Noting

Presented by James Harris

3. PRESENTATIONS

4. LEADERSHIP REPORTS

4.1. * Chancellor's Report to Council #19004

Council is asked to NOTE the Chancellor’s report to Council, #19004.

For Noting

Presented by James Harris

ITEM 4.1 Chancellor's Report to Council #19004

Council OPEN meeting – 31 January 2019

Purpose

To provide Council with the Chancellor's Report for the January 2019 Council Meeting.

Origin of report: Scheduled work plan item.
Related to Terms of Reference: Providing strategic leadership to the University.

Recommendation **Mr James Harris, Chancellor**

Council is asked to NOTE the Chancellor's report to Council, #19004.

Executive Summary

In late December I had the pleasure of presiding over our inaugural summer graduation ceremonies, held over three days, the 13th, 14th and 15th December. With stormy weather (and yes, even some rain), the ceremonies were held indoors in UNE's Lazenby Hall. Due to UNE's usual quality preparations, the ceremonies proceeded without issue and were well received by graduands and guests. With well over 100 graduands and many family and friends in attendance at each ceremony, there seems no doubt that the timing of the graduations was popular. I would like to thank everyone involved and also our Occasional Address speakers, Professor Myfanwy Maple for the Faculty of Medicine and Health graduation; Dr Kerry Schott AO (who also received an Honorary Doctorate from UNE) for the Faculty of Science Agriculture, Business and Law graduation; and Mrs Mary Anne Evans for the Faculty of the Humanities, Arts, Social Sciences and Education gradation.

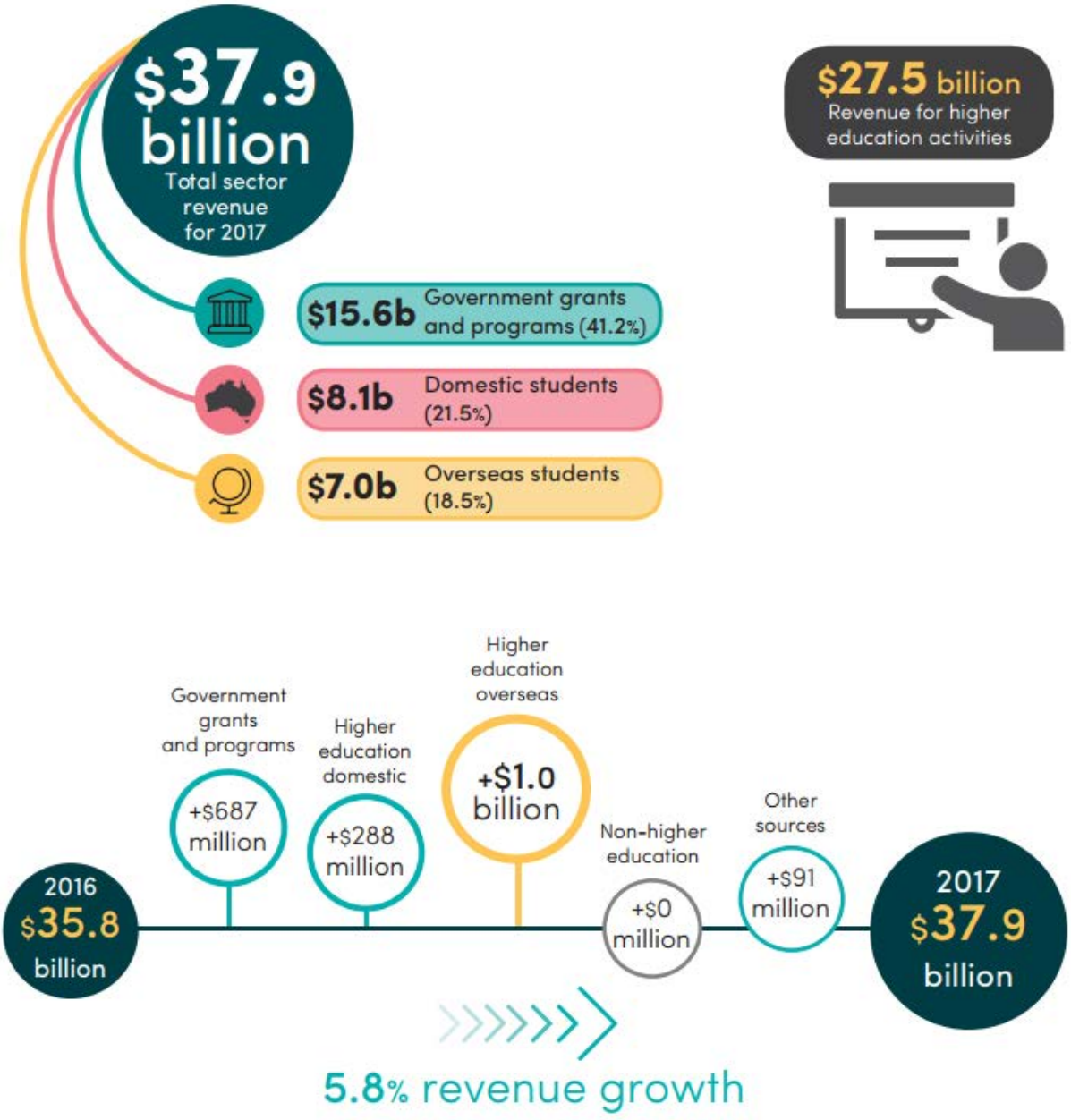
In late December I attended a morning tea with staff from UNE Partnerships, with this controlled entity of UNE having recently relocated to UNE's Armidale campus. The relocation of UNE is more than symbolic, being part of a planned closer working relationship with UNE Partnerships and UNE. UNE Partnerships offering potential pathways for students into higher education, and options for additional specific job-ready skills training for UNE graduates.

In terms of sector news, the Tertiary Education Quality and Standards Agency (TEQSA) released a financial snapshot and analysis of the Australian Higher Education sector (data as at 2017) in mid-December 2018. A summary of specific findings (Source: TEQSA) and a summary sector diagram are outlined below, while the full report is available on the TEQSA website.

- Government grants 41 per cent of total higher education sector revenue.
- Staff expenditure continues to be the largest expense.
- Total revenue in 2017 grew by 5.8% to $37.9 billion.
- Income from domestic students increased by 4% in 2017.

- International student revenue increased by approx. 17%.
- Dual sector providers less profitable than those operating solely in the higher. education sector, and spend slightly more on employees as a proportion of revenue.

Source: TEQSA, 'Latest financial snapshot and analysis of Higher Education sector 2017' released 12 December 2018



4.2. * Vice-Chancellor's Report to Council #19005

Council is asked to NOTE the Vice-Chancellor's Open report to Council, #19005.

For Noting

Presented by Annabelle Duncan

ITEM 4.2 Vice-Chancellor's Report to Council #19005

Council OPEN meeting – 31 January 2019

Purpose

To provide the Council's open session with an update regarding the performance, management and operations of the University.

Origin of report: Scheduled work plan item.
Related to Terms of Reference: Monitor the performance of the University and Vice-Chancellor/CEO.

Recommendation **Professor Annabelle Duncan, Vice-Chancellor**

Council is asked to NOTE the Vice-Chancellor's Open report to Council, #19005.

Executive Summary

This report provides an update on the following:

- List of key outreach activities undertaken by the Vice-Chancellor since the last Council meeting;
- University in focus.

Key Information

VC Outreach Activities

26 November 2018	Met with Otto Henfling of Growing Potential Limited to discuss partnership.
27 November 2018	Met with Nick Kaye in Sydney regarding the Sydney School of Entrepreneurship activities update and further support opportunities. Attended NSW Vice-Chancellor's Committee meeting. Travelled to Canberra, attended AARNet Board dinner.
28 November 2018	Attended AARNET Board meeting.
29 November 2018	Attended the UNE Partnerships welcome event held in their new office on campus.
30 November 2018	Attended UNE's Indigenous Researchers lunch. Travelled to Tamworth for the 2018 Archibald Prize Regional Tour Opening at the Tamworth Regional Gallery.
3 December 2018	Participated in the SMART Region Incubator Outreach Launch with Minister Adam Marshall. Met with the visiting University of Bengkulu (Indonesia) delegation, a follow up activity of our recently signed MOU. Met with Chris Abbott to discuss the Boilerhouse/UNE Discovery Project.

4 December 2018	Various meetings in Sydney: - Greg West and Geoff Cohen of Education Australia to discuss disbursement of dividends. - Chuck Smeeton of The Royal Institution of Australia regarding STEM education.
5 December 2018	Participated in a Regional Australia Institute teleconference. Attended the Universities Australia End of Year Drinks event in Canberra.
6 December 2018	Attended the Universities Australia Board meeting. Attended a Regional Australia Institute Board meeting.
7 December 2018	Hosted the Vice-Chancellor's End of Year Celebration event for all UNE staff.
10 December 2018	Participated in a teleconference with John Martin regarding the Australia Awards Indonesia in regional universities.
11 December 2018	Participated in a Regional Australia Institute teleconference. Met with Shelly Hepworth for an update on The Conversation's activities and recent work.
12 December 2018	Attended UNE Council Committee meetings.
13 December 2018	Participated in an interview with the Northern Daily Leader regarding the NSW Premier's proposed incentives for international students to encourage them to study at regional universities. The story can be viewed here. Attended UNE's Graduation ceremony for the Medicine, Health and Psychology awards, including the Indigenous Student Sashing Ceremony.
14 December 2018	Attended the Tin Humpy and the Trucked off Performance, a major part of the "Looking Through Windows Project" by Dr Lorina Barker and her team, which was followed by the Elder's Christmas Gathering. Attended UNE's Graduation ceremony for the Science, Agriculture, Business and Law awards, including the Indigenous Student Sashing Ceremony.
15 December 2018	Attended UNE's Graduation ceremony for the Humanities, Arts, Social Sciences and Education awards, including the Indigenous Student Sashing Ceremony.
17 December 2018	Participated in a Regional Universities Australia teleconference.
18 December 2018	Toured the Library and visited the UNE Regional Archives at the Heritage Centre.
19 January 2019	Attended Victor Brigg's presentation in Canberra, which is part of the National Library of Australia's event *Cook and the Pacific*.
21 January 2019	Attended the farewell for outgoing CEO of the Regional Australia Institute, Jack Archer.

23 January 2019	Participated in an MOU Signing Ceremony with Homes North for the purpose of exploring collaborations under the Housing Essential Project which aims to benefit people who experience socio-economic disadvantage in the New England North West region.
29 January 2019	Participated in an MOU Signing Ceremony with the Gyeongsangbuk-do Gimcheon Office of Education, which is in relation to the Australia-Korea ConneXion program. Attended a media event hosted by the Armidale Regional Council and Transport NSW on campus for the launch of the Autonomous bus. Met with Hamish Webb and Professor David Hume regarding a concept for commercializing UNE research.
30 January 2019	Met with the Regional Education Expert Advisory Group for the Australian Government's National Regional, Rural and Remote Education Strategy in Newcastle. The Group was established to develop the strategy and advise Government on the ongoing education and training needs of regional, rural and remote communities.

University in Focus

UNE's Emergency Control Organisation Desktop Exercise

UNE's major annual Emergency Control Organisation (ECO) exercise for 2018 took place on the Academic Campus at 1100hrs on the 18th December. All ECO members and specialists were invited to attend the desk top based scenario which was in collaboration with the Information Technology Directorate who were running a disaster recovery exercise based around the Callista program.

The aim of the day was to learn about and practice our emergency response capability and to test/further develop a new ECO app which was introduced on the day. The App is an electronic incident reporting system and is being constructed to streamline our response within the University in terms of quick communications, accurate documentation and post event reporting.

Armidale Regional Driverless Vehicle Initiative

The Armidale Regional Driverless Vehicle conducted route mapping on campus from 12 to 21 December. The vehicle performed a number of technical tasks during this period to create a digital map of the route so that it can accurately identify its location and operate in automated mode. A number of large signs were installed along Elm Avenue to provide fixed reference points for the vehicle's lidar sensors and assist the vehicle to accurately determine its position on the road.

I attended the official launch of the initiative on 29 January 2019 with Transport NSW and the Armidale Regional Council, which will see the bus commence a trial route through UNE's campus.

UNE Indigenous Engagement Committee

Commencing in January 2019, the UNE Indigenous Engagement Committee (UNEIC) will have oversight of all Indigenous strategy at UNE.

UNEIEC will function as a governance committee of the University in regards to the development, implementation, progression and evaluation of UNE's Aboriginal education, employment and research strategies, providing advice and recommendations directly to the Vice-Chancellor.

UNEIEC will be chaired by Dr Lorina Barker, with Mr Michael Brogan as co-chair, Mr Colin Ahoy as the UNE Elder in Residence and Ms Hayley Ford as Secretary. Lorina and Michael will be known to many members of the University as our senior Aboriginal academics on campus, with many years' experience in the education sector, and specifically at UNE, and are well known in the Aboriginal communities of the northern region of NSW. Colin has been associated with UNE for many years, most recently as Elder in Residence. Ms Hayley Ford has significant experience working with Aboriginal students as part of the student support team in Oorala and is currently providing support to our Indigenous researchers in Research Services.

Further information, and terms of reference and link to the Discussion Board, are available on the UNEIEC webpage.

UNE Collections Committee

The University of New England collects and maintains cultural and historical objects, scientific specimens, scholarly information, documents and art for the benefit of the University's students, staff and wider community. The collections of the University enrich our environment and form an inseparable part of the teaching, learning, research and outreach.

To recognise the richness, diversity and potential of our collections, I have established a University Collections Committee to determine collections management policy, procedure and aid and review decisions. This Committee will be made up of University Executives and staff to ensure that our internal stakeholders with specific expertise can contribute to the governance and management of the collections, and will be chaired by Professor Heiko Daniel, DVC Research.

Once the University Collections Committee is established and has put policy and governance in place, it is anticipated there will working groups established to address more specific collections needs and issues, and to create a framework for developing, managing, preserving and showcasing all of our collections and installations.

The Terms of Reference has recently been approved, and is available for your viewing and use. In accordance with clause 4(g) of the Terms of Reference, we are now seeking to appoint up to four members of staff (academic or professional) as members of the Committee. Representatives will be selected on the basis of relevant knowledge and professional expertise.

Academic Promotions

The following staff members were successful in their application for promotion, which took effect on 1 January 2019:

Promoted to Lecturer (Level B)
Dr Zihan Yin – Learning and Teaching Transformation
Dr Adrienne Burns – School of Science and Technology, Biomedical Science
Ms Michelle De Souza – School of Law

Promoted to Research Fellow (Level B)
Dr Natalie Connors – Animal Genetics and Breeding Unit
Dr Priscilla Gerber – School of Environmental and Rural Science, Animal Science
Dr Natalie Morgan – School of Environmental and Rural Science, Animal Science
Dr Manu Saunders – UNE Business School, Economics

Promoted to Senior Lecturer (Level C)
Dr Phillip Bell – School of Environmental and Rural Science, Earth Sciences
Dr Luke Milan – School of Environmental and Rural Science, Earth Sciences
Dr Isabelle Ruhnke – School of Environmental and Rural Science, Animal Science
Dr David Paul – School of Science and Technology, Computer Science
Dr Timothy Schaerf – School of Science and Technology, Mathematics
Dr Mitchell Welch – School of Science and Technology, Computer Science
Dr Brendan Wilkinson – School of Science and Technology, Chemistry
Dr Emilio Morales – UNE Business School, Economics
Dr Ines Anton-Mendez – School of Humanities, Arts and Social Sciences, Linguistics
Dr Valentina Gosetti – School of Humanities, Arts and Social Sciences, French
Dr Sarah Lawrence – School of Humanities, Arts and Social Sciences, Classics and Ancient History
Dr Theodosia Prodromou – School of Education, Science Education
Dr Frances Quinn – School of Education, Science Education
Dr Subhashni Taylor – School of Education, Science Education
Promoted to Senior Research Fellow (Level C)
Dr Eva Strucken - School of Environmental and Rural Science

Promoted to Associate Professor (Level D)
Dr Lisa Lobry de Bruyn – School of Environmental and Rural Science, Ecosystem Management
Dr Sujana Adapa – UNE Business School, Management
Dr Stuart Mounter – UNE Business School, Economics
Dr Nathan Wise – School of Humanities, Arts and Social Sciences, History
Dr Elizabeth Hale – School of Humanities, Arts and Social Sciences, English
Dr Jackie Lea – School of Health, Nursing
Dr Stuart Wark – School or Rural Medicine, Medicine

Promoted to Professor (Level E)
Dr Andrew Swan – Animal Genetics and Breeding Unit
Associate Professor Nigel Andrew – School of Environmental and Rural Science, Zoology
Associate Professor Lily Pereg – School of Science and Technology, Biomedical Science
Associate Professor Huy Phan – School of Education, Learning and Teaching

Recent Appointments to UNE Controlled Entity Boards

UNE Partnerships

- Dr Jessie Harman, Non-Executive Director appointment recommended, VET Sector experience / International and Partnerships engagement (appointment in process – waiting on acceptance)

UNE Foundation

Non-Executive Director appointments recommended, from 6 March 2019 at AGM:

- Mr Robert (Bob) McCarthy AM - Strong leadership and commercial acumen/ strong financial background; UNE Alumni (public sector/health, natural resources, regional development)
- Ms Chanelle McEnallay - Strong governance / Risk and Compliance background / experience with service delivery; UNE Alumni (health sector)
- Emeritus Professor Robert (Bob) Officer – Strong Education, Leadership and Governance understanding; Economics and corporate and international finance expertise; UNE Alumni (university/public sector)
- Ms Nicole Patterson - Strong financial and Investment skills, Foundation experience; UNE Alumni (banking)
- Ms Marea Salisbury - Chartered accountant; Strong financial skills experience; previously held public officer roles; UNE Alumni (not-for-profit sector/audit experience)
- Mr John Walker AM - Extensive Investment Markets experience; Financial Expertise; Leadership; UNE Alumni (investment banking sector)

Expected retirements from UNE Foundation from 6 March 2019 – due to having reached limits of their terms on the Board:

- Mr Paul Barratt
- Mr Geoff Gorrie

Superstars of STEM

UNE's Dr Debbie Bower has joined an elite group of women promoting Australian science as part of 'Superstars of STEM' (Science, Technology, Engineering and Mathematics). Debbie joined UNE in April 2018 as a Lecturer in Ecosystem Rehabilitation and was recently awarded a full scholarship to participate in Superstars of STEM, funded by the federal Department of Innovation, Industry and Science. The program aims to increase the visibility and capacity of women in STEM to change the perception of what a scientist looks like. Science is benefited by diversity and yet women are underrepresented, particularly in leadership positions. Debbie is also representing the program as an LGBTQI and rural scientist, two groups facing additional challenges. Through mentoring and media training, Superstars of STEM aims to shift these imbalances and promote strong role models as leaders.

Over the next two years, Debbie will join 59 other participants in training in public speaking, advanced media and communicating with influence. She will also attend 'Science Meets Parliament', helping build influential networks for herself and UNE. The program will generate media coverage to the value of $150,000 for program participants and their employers. The inaugural program run in 2017/18 generated media coverage worth an estimated $3.98 million and reached a combined audience of more than 15,000,000 Australians.

Debbie has recently started writing a weekly column for *The Armidale Express* and has been actively involved in outreach events in the local community since arriving in Armidale. Her role and training as a Superstar of STEM will help both her and UNE further the goal of increasing diversity in STEM and improving science literacy in the community.

2018 Graduate Outcomes Survey

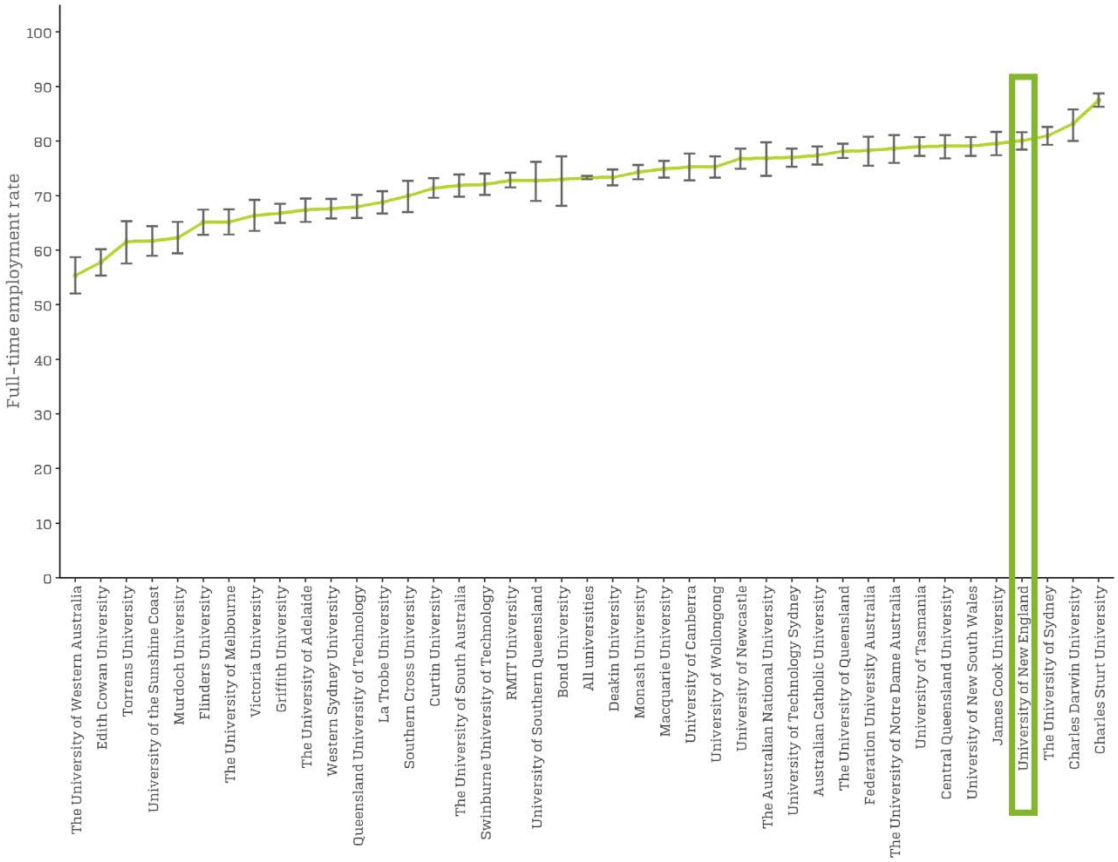
UNE has again ranked as one of the top Australian universities for providing undergraduates with a path into full-time employment. The 2018 Graduate Outcomes Survey, released on 11 January, reveals that nearly 80% of UNE undergraduates seeking full-time work have found full-time employment. UNE was ranked fourth among all 41 Australian universities for full-time undergraduate employment.

UNE was also ranked fourth among Australian universities for 'Undergraduate Median Full Time Salary', and according to the survey, UNE undergraduates enjoy a median full-time salary of $64,700, against the industry average of $60,000.

The new survey backs up the 2019 Good Universities Guide, released late in 2018, which awarded UNE its top five-star rating for Graduate Employment and Median Graduate Salary.

The 2018 Graduate Outcomes Survey drew its conclusions from the annual Quality Indicators for Learning and Teaching (QILT) survey, which is funded by the Australian Government Department of Education and Training.

Figure 3 **Undergraduate full-time employment rate by university, 2018 (%)**



Research Income – Sector Analysis

UNE's position on overall research income remains the same as for 2016 where we are ranked 25th on absolute numbers, however our position has improved from 4th to 3rd in terms of rural research and development income, and from 8th to 6th in terms of Category 4 (CRC income, foremost Sheep, Poultry, Invasive Animals CRC projects). When adjusted for the size of our institution, and as in 2016, UNE leads the sector on a per FTE basis both in of rural research and development income and CRC income. With the major agricultural CRCs being wound up, UNE's CRC income from 2019 is estimated to reduce, with projects transitioning to Category 1 (eg. Agrifutures and Poultry Hub) and Category 3 (eg. Centre for Invasive Species Solutions) income.

Please see Attachment 1 for the sector comparisons.

Attachments

Attachment 1 – Research Income Sector Analysis

Attachment 1

Sector Comparison of **Total Income** by Australian Higher Education Provider 2017

Total Research Income 2017

Rank	Higher Education Provider	
1	The University of Melbourne	$485,334,581
2	University of New South Wales	$380,662,475
3	The University of Queensland	$366,878,742
4	The University of Sydney	$364,354,478
5	Monash University	$342,126,507
6	The Australian National University	$305,220,600
7	The University of Adelaide	$167,651,290
8	The University of Western Australia	$166,647,956
9	University of Newcastle	$100,768,787
10	University of Tasmania	$100,289,018
11	Queensland University of Technology	$100,113,843
12	Curtin University	$95,357,184
13	University of South Australia	$80,907,690
14	La Trobe University	$73,872,098
15	Griffith University	$73,025,470
16	University of Wollongong	$72,298,354
17	Deakin University	$67,164,724
18	Macquarie University	$65,736,591
19	University of Technology Sydney	$62,398,311
20	RMIT University	$52,693,712
21	Flinders University	$48,111,773
22	Charles Darwin University	$47,167,086
23	James Cook University	$44,631,462
24	Western Sydney University	$35,391,278
25	University of New England	$34,015,168
26	Swinburne University of Technology	$31,703,560
27	Murdoch University	$28,585,261
28	University of the Sunshine Coast	$21,789,214
29	Edith Cowan University	$20,081,686
30	University of Canberra	$16,350,445
31	University of Southern Queensland	$14,726,164
32	Victoria University	$13,758,932
33	Charles Sturt University	$13,233,965
34	Australian Catholic University	$12,275,478
35	CQUniversity	$11,425,506
36	Southern Cross University	$10,004,078
37	Federation University Australia	$6,292,557
38	Bond University	$3,626,173
39	University of Divinity	$2,578,352
40	The University of Notre Dame Australia	$1,684,983
41	Torrens University Australia	$1,121,111
42	Batchelor Institute of Indigenous Tertiary Educat..	$247,344

Median

Average

$0M $100M $200M $300M $400M $500M

Total Research Income

Average Total Research Income by Total Research FTE 2017

Rank	Higher Education Provider	
1	Charles Darwin University	$226,765
2	The Australian National University	$199,491
3	The University of Melbourne	$168,519
4	University of New South Wales	$148,580
5	The University of Queensland	$141,816
6	The University of Sydney	$133,610
7	The University of Western Australia	$133,532
8	The University of Adelaide	$120,266
9	Monash University	$117,287
10	University of Tasmania	$102,755
11	University of Newcastle	$97,361
12	Curtin University	$88,457
13	University of South Australia	$87,943
14	Batchelor Institute of Indigenous Tertiary Educat..	$82,448
15	Queensland University of Technology	$76,248
16	University of Wollongong	$75,076
17	University of New England	$73,309
18	La Trobe University	$66,672
19	James Cook University	$65,828
20	Flinders University	$61,920
21	Griffith University	$60,054
22	Murdoch University	$58,697
23	Macquarie University	$58,537
24	University of the Sunshine Coast	$56,013
25	University of Technology Sydney	$54,687
26	Deakin University	$52,844
27	Torrens University Australia	$50,987
28	University of Canberra	$50,464
29	Swinburne University of Technology	$48,182
30	Southern Cross University	$46,968
31	Edith Cowan University	$46,271
32	Western Sydney University	$39,945
33	RMIT University	$37,692
34	University of Divinity	$34,843
35	Australian Catholic University	$34,289
36	CQUniversity	$31,826
37	University of Southern Queensland	$28,429
38	Charles Sturt University	$26,521
39	Victoria University	$26,158
40	Federation University Australia	$20,631
41	Bond University	$18,222
42	The University of Notre Dame Australia	$5,015

Median

Average

$0K $50K $100K $150K $200K $250K

Average Total Research Income per FTE

2017 Research Income Data

Source: Department of Education and Training, 2016-2017 Research Income and HDR Completions Data. Published 17 December, 2018. Retrieved from: https://docs.education.gov.au/node/51896

Includes: HERDC 2017 Research Income including Category 1 (Australian Competitive Grants); Category 2 (Other Public Sector Research Funding); Category 3 (Industry and Other Funding for Research); Category 4 (Cooperative Research Centre Funding).

Excludes: 2017 Research Block Grant Allocations

2017 FTE Staff Data

Source: Department of Education and Training, 2017 Staff full-time equivalence. Published 15 December 2017. Retrieved from: https://www.education.gov.au/selected-higher-education-statistics-2017-staff-data

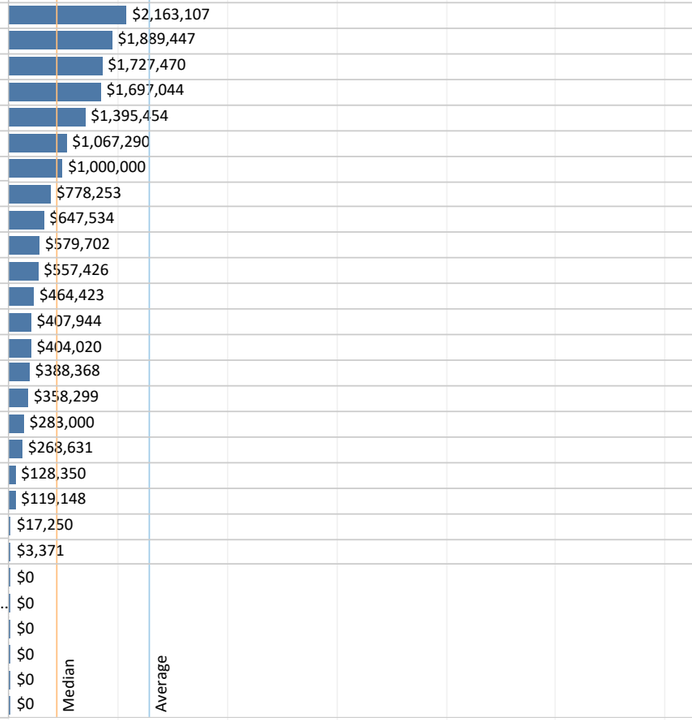
Includes: FTE Staff Count by Institution (Work Contract=Full-Time and Fractional Full-Time and Year=2017 and Function=Research only function, Teaching and research function and Current Duties Classification=Above Senior Lecturer, Senior lecturer (Level C), Lecturer (Level B), Below lecturer (Level A)).

Excludes: Teaching only; Other functions; and Casual staff.

Sector Comparison of **Rural R&D Income** by Australian Higher Education Provider 2017

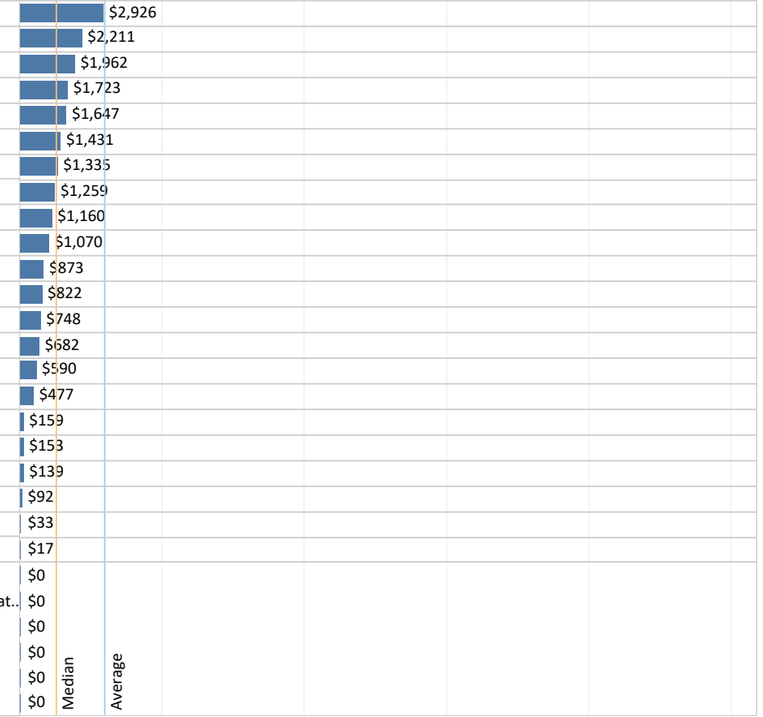
Category 1 (Rural R&D) Research Income 2017

Rank	Higher Education Provider	
1	The University of Adelaide	$11,024,400
2	The University of Queensland	$10,517,902
3	University of New England	$10,386,952
4	The University of Sydney	$10,263,414
5	Murdoch University	$9,015,052
6	Curtin University	$7,074,111
7	University of Tasmania	$6,718,270
8	University of Southern Queensland	$5,035,774
9	The University of Western Australia	$4,831,254
10	The University of Melbourne	$4,122,348
11	Macquarie University	$3,597,153
12	The Australian National University	$3,382,481
13	Charles Sturt University	$2,985,502
14	Western Sydney University	$2,592,548
15	Queensland University of Technology	$2,163,107
16	University of Wollongong	$1,889,447
17	University of the Sunshine Coast	$1,727,470
18	Deakin University	$1,697,044
19	La Trobe University	$1,395,454
20	University of South Australia	$1,067,290
21	Federation University Australia	$1,000,000
22	University of Technology Sydney	$778,253
23	Southern Cross University	$647,534
24	Griffith University	$579,702
25	James Cook University	$557,426
26	Edith Cowan University	$464,423
27	University of New South Wales	$407,944
28	Monash University	$404,020
29	Swinburne University of Technology	$388,368
30	Charles Darwin University	$358,299
31	University of Canberra	$283,000
32	CQUniversity	$268,631
33	RMIT University	$128,350
34	Flinders University	$119,148
35	Victoria University	$17,250
36	Bond University	$3,371
37	Australian Catholic University	$0
	Batchelor Institute of Indigenous Tertiary Educat..	$0
	The University of Notre Dame Australia	$0
	Torrens University Australia	$0
	University of Divinity	$0
	University of Newcastle	$0



Average Category 1 (Rural R&D) Research Income by Total Research FTE 2017

Rank	Higher Education Provider	
1	University of New England	$22,386
2	Murdoch University	$18,511
3	University of Southern Queensland	$9,722
4	The University of Adelaide	$7,908
5	University of Tasmania	$6,883
6	Curtin University	$6,562
7	Charles Sturt University	$5,983
8	University of the Sunshine Coast	$4,441
9	The University of Queensland	$4,066
10	The University of Western Australia	$3,871
11	The University of Sydney	$3,764
12	Federation University Australia	$3,279
13	Macquarie University	$3,203
14	Southern Cross University	$3,040
15	Western Sydney University	$2,926
16	The Australian National University	$2,211
17	University of Wollongong	$1,962
18	Charles Darwin University	$1,723
19	Queensland University of Technology	$1,647
20	The University of Melbourne	$1,431
21	Deakin University	$1,335
22	La Trobe University	$1,259
23	University of South Australia	$1,160
24	Edith Cowan University	$1,070
25	University of Canberra	$873
26	James Cook University	$822
27	CQUniversity	$748
28	University of Technology Sydney	$682
29	Swinburne University of Technology	$590
30	Griffith University	$477
31	University of New South Wales	$159
32	Flinders University	$153
33	Monash University	$139
34	RMIT University	$92
35	Victoria University	$33
36	Bond University	$17
37	Australian Catholic University	$0
	Batchelor Institute of Indigenous Tertiary Educat..	$0
	The University of Notre Dame Australia	$0
	Torrens University Australia	$0
	University of Divinity	$0
	University of Newcastle	$0



2017 Research Income Data

Source: Department of Education and Training, 2016-2017 Research Income and HDR Completions Data. Published 17 December, 2018. Retrieved from: https://docs.education.gov.au/node/51896

Includes: HERDC 2017 Research Income including Category 1 (Australian Competitive Grants); Category 2 (Other Public Sector Research Funding); Category 3 (Industry and Other Funding for Research); Category 4 (Cooperative Research Centre Funding).

Excludes: 2017 Research Block Grant Allocations

2017 FTE Staff Data

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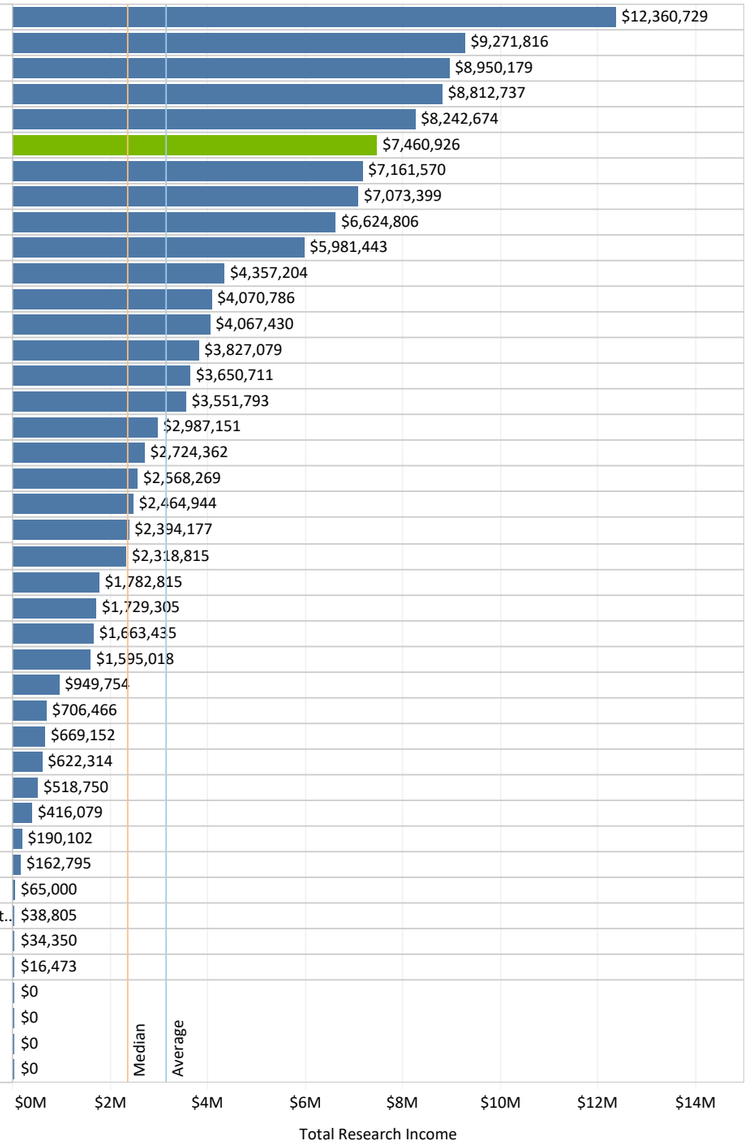
Includes: FTE Staff Count by Institution (Work Contract=Full-Time and Fractional Full-Time and Year=2017 and Function=Research only function, Teaching and research function and Current Duties Classification=Above Senior Lecturer, Senior lecturer (Level C), Lecturer (Level B), Below lecturer (Level A)).

Excludes: Teaching only; Other functions; and Casual staff.

Sector Comparison of **Category 4 Income** by Australian Higher Education Provider 2017

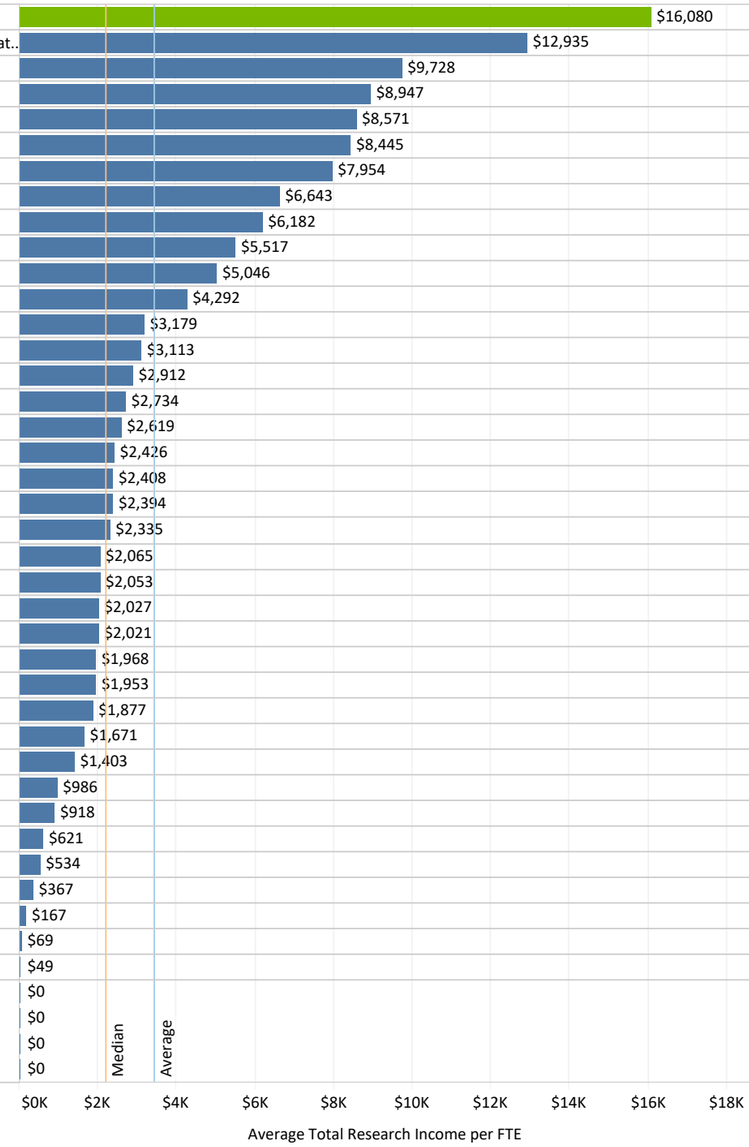
Category 4 (CRC) Research Income 2017

Rank	Higher Education Provider	
1	The University of Melbourne	$12,360,729
2	Monash University	$9,271,816
3	University of South Australia	$8,950,179
4	La Trobe University	$8,812,737
5	University of Tasmania	$8,242,674
6	University of New England	$7,460,926
7	Curtin University	$7,161,570
8	The University of Queensland	$7,073,399
9	Queensland University of Technology	$6,624,806
10	University of New South Wales	$5,981,443
11	Murdoch University	$4,357,204
12	RMIT University	$4,070,786
13	Swinburne University of Technology	$4,067,430
14	The University of Sydney	$3,827,079
15	The University of Adelaide	$3,650,711
16	University of Technology Sydney	$3,551,793
17	The University of Western Australia	$2,987,151
18	Macquarie University	$2,724,362
19	Deakin University	$2,568,269
20	Griffith University	$2,464,944
21	Edith Cowan University	$2,394,177
22	University of Wollongong	$2,318,815
23	Charles Darwin University	$1,782,815
24	University of Newcastle	$1,729,305
25	Western Sydney University	$1,663,435
26	Flinders University	$1,595,018
27	The Australian National University	$949,754
28	CQUniversity	$706,466
29	University of Canberra	$669,152
30	James Cook University	$622,314
31	Victoria University	$518,750
32	Southern Cross University	$416,079
33	University of Southern Queensland	$190,102
34	Federation University Australia	$162,795
35	University of the Sunshine Coast	$65,000
36	Batchelor Institute of Indigenous Tertiary Educat..	$38,805
37	Charles Sturt University	$34,350
38	The University of Notre Dame Australia	$16,473
39	Australian Catholic University	$0
	Bond University	$0
	Torrens University Australia	$0
	University of Divinity	$0



Average Category 4 (CRC) Income by Total Research FTE 2017

Rank	Higher Education Provider	
1	University of New England	$16,080
2	Batchelor Institute of Indigenous Tertiary Educat..	$12,935
3	University of South Australia	$9,728
4	Murdoch University	$8,947
5	Charles Darwin University	$8,571
6	University of Tasmania	$8,445
7	La Trobe University	$7,954
8	Curtin University	$6,643
9	Swinburne University of Technology	$6,182
10	Edith Cowan University	$5,517
11	Queensland University of Technology	$5,046
12	The University of Melbourne	$4,292
13	Monash University	$3,179
14	University of Technology Sydney	$3,113
15	RMIT University	$2,912
16	The University of Queensland	$2,734
17	The University of Adelaide	$2,619
18	Macquarie University	$2,426
19	University of Wollongong	$2,408
20	The University of Western Australia	$2,394
21	University of New South Wales	$2,335
22	University of Canberra	$2,065
23	Flinders University	$2,053
24	Griffith University	$2,027
25	Deakin University	$2,021
26	CQUniversity	$1,968
27	Southern Cross University	$1,953
28	Western Sydney University	$1,877
29	University of Newcastle	$1,671
30	The University of Sydney	$1,403
31	Victoria University	$986
32	James Cook University	$918
33	The Australian National University	$621
34	Federation University Australia	$534
35	University of Southern Queensland	$367
36	University of the Sunshine Coast	$167
37	Charles Sturt University	$69
38	The University of Notre Dame Australia	$49
39	Australian Catholic University	$0
	Bond University	$0
	Torrens University Australia	$0
	University of Divinity	$0



2017 Research Income Data

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2017 FTE Staff Data

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Includes: FTE Staff Count by Institution (Work Contract=Full-Time and Fractional Full-Time and Year=2017 and Function=Research only function, Teaching and research function and Current Duties Classification=Above Senior Lecturer, Senior lecturer (Level C), Lecturer (Level B), Below lecturer (Level A)).

Excludes: Teaching only; Other functions; and Casual staff.

4.3. * Chair Academic Board Report #19006

Council is asked to NOTE the Chair of Academic Board Open report to Council, #19006; and
1)NOTE UNE Research Impact Strategy 2025 (Attachment 1);
2)NOTE the revised Registration of HDR Supervisor Procedures;
3)NOTE the HDR student progress report (Attachment 2);
4)NOTE the 2017 Annual Student Grievance Report (Attachment 3);
5)NOTE the Analysis and Trends Student Progress Report (Attachment 4);
6)NOTE the Academic Integrity Review report (Attachment 5); and
7)NOTE the significant courses proposals endorsed by Academic Board Standing Committee and approved by the Vice-Chancellor (refer to report for list).

For Noting

Presented by Mark Perry

ITEM 4.3 Chair Academic Board Report #19006

Council OPEN meeting – 31 January 2019

Purpose

To advise the Council regarding key academic matters approved or considered by the Academic Board since the last Council meeting, including:

- strategic academic matters (such as new academic developments, priorities and policy related issues) and any recommendations;
- the quality and delivery of academic programs, including teaching and learning and research, including risks or significant issues, major developments and key changes;
- progress against academic quality initiatives, including performance against agreed academic quality measures; assurance regarding compliance with Higher Education Standards Framework (HESF) and Education Services for Overseas Students (ESOS) regulatory frameworks; and details of any risks or significant issues identified and their proposed treatments;
- updates re key academic partnerships;
- details of Academic Board's use of the authorities delegated to it by the Council, such as some academic policy approvals; and
- other significant academic matters impacting the sector or University relevant to the functions of the Council.

Origin of report: Scheduled work plan item.
Related to Terms of Reference: Oversee and monitor the academic activities of the University.

Recommendation **Professor Mark Perry, Chair of Academic Board**

Council is asked to NOTE the Chair of Academic Board Open report to Council, #19006; and

1) NOTE UNE Research Impact Strategy 2025 (Attachment 1);
2) NOTE the revised Registration of HDR Supervisor Procedures;
3) NOTE the HDR student progress report (Attachment 2);
4) NOTE the 2017 Annual Student Grievance Report (Attachment 3);
5) NOTE the Analysis and Trends Student Progress Report (Attachment 4);
6) NOTE the Academic Integrity Review report (Attachment 5); and
7) NOTE the significant courses proposals endorsed by Academic Board Standing Committee and approved by the Vice-Chancellor (list of approved proposals below).

Executive Summary

The following report provides an overview of key matters discussed by the Academic Board at its 3 December 2018 meeting, and matters considered by the Academic Board Standing Committee out of session. Outcomes of the Academic Board Standing Committee meeting planned for 30 January 2019 will be reported to the March Council meeting.

Some highlights for Council following the recent meeting of the Board include:

- the Annual Student Grievance Report indicates UNE is generally managing student grievances well and in a timely fashion. The proportional grievances from on campus students compared to online students may need to be monitored going forward;

- that in terms of Student Progress in 2017 a general trend downwards in terms of progression rate (including a drop in pass rates between 2016 and 2017) was considered a key area of focus, with detailed information referred to Faculties for actions;
- UNE's ratings in both 'Learner Engagement' (may relate to design of some online units in Moodle) and 'Learning Resources' (may relate to course materials, text books) fell below five stars in the 2019 Good Universities Guide and will be an area of focus for the Board; and
- the UNE Research Impact Strategy sets out actions to support research excellence at UNE going forward; and
- an acknowledgment that the completion of the significant review and rewrite work still 'in progress' in the academic policy space, and the resolution of some conflicts of delegated authority within policies and with Board and Committee terms of reference, as soon as possible, is important to improve clarity and consistency of academic governance processes for staff in 2019.

Key Information

1. **Strategic Discussions:** The Board had a number of strategic discussions as summarised below:

- *Integrity & Governance:* The Chair led a discussion regarding integrity and governance, discussing the importance of Board members staying informed; the lessons to be learned in terms of the key role of transparency, integrity and a culture of respect in an effective governance system, given the absence of these behaviors in recent high profile poor governance case studies including the Financial Services royal commission. Post meeting the Chair circulated an article by Tomlinson, Michael (of TEQSA); "With respect it's clear governance is the key", The Australian Newspaper; 4 December 2018' including key observations including:
    - "for a [Higher Education] provider to operate effectively and efficiently, a strong and respectful relationship must be fostered between the corporate and academic governing bodies and management"; and
    - "this respectful relationship should allow academic governing bodies to have a fundamental influence on the operations of a provider. The corporate governing body will set corporate directions; set and monitor performance targets; proactively identify and mitigate risks; monitor financial viability and sustainability; and influence corporate culture. This frees the academic governance to provide competent academic oversight and monitoring of all academic activities at the institutional level and below."

- *Higher Education Standards Framework - Learning Environment:* The Board considered areas of focus for continuous improvement in terms of meeting these standards. Particular discussion was had regarding 'out of formal learning' support for students and the trend towards development of online communities for students.

- *Board Communications:* Deputy Chair of Academic Board, Professor Robyn Bartel led a discussion about options to support Board members to better engage with their colleagues regarding the Board's role and decisions. A number of strategies were discussed including communication protocols and the important role of the Academic Board summary.

2. **Vice-Chancellor's Report:** The Vice-Chancellor spoke to the Board providing an update regarding the encouraging upward trend in external student market share; recent very positive outcomes for Aboriginal students and UNE; the maintenance of overall five star rating in the 2019 Good Universities Guide; positive international outreach, engagement and opportunities following a recent trip to Jakarta and Kuala Lumpur; changes to on-campus student sponsorship model to remove club sponsorship by licensed premises; and an update on student load.

3. **Chair Academic Board Standing Committee**: The Chair tabled the draft Academic Delegations register and noted that this was a significant piece of work by the PDVC's Academic Quality Unit and the Policies area. A copy of the final register is expected to be finalised early next year, following a final review and the resolution of a relatively small number of potential inconsistencies, and will be provided to the Council at this time.

4. **Chair of Research Committee report.** The Chair of Research Committee, Professor Jane Edwards, acknowledged the UNE Research Impact Strategy 2025 and the draft ARC Leadership Strategy 2018-2021 prepared by Deputy Vice-Chancellor Research, Professor Heiko Daniel and the actions outlined to support Research excellence. The Committee had discussed possible changes to the Graduate Research Examinations Board Terms of Reference and Research Committee Terms of Reference, and referred these matters to the Policies Committee. Professor Edwards noted that working was continuing on UNE's response to the human ethics processes external review, noted the HDR Progress Reports and importance of HDR metrics information in supporting oversight of HDR progression at UNE. The Board endorsed on recommendation of the Committee the Registration of HDR Supervisor Procedures. Please refer to Attachment 1 - UNE Research Impact Strategy 2025; the link to the revised Registration of HDR Supervisor Procedures; and to Attachment 2 - HDR student progress report for further information.

5. **Chair Teaching and learning Committee Report.** The Chair of Teaching and Learning Committee report included key information for the Board around student grievance and student progress trends 2017 Report (see comments above in Executive Summary); outlined the support of the committee to reintroduce supplementary assessment for students achieving within a narrow band (5%) of a pass; provided information on the recent external Academic Integrity Review. Please refer to Attachment 3 for the full Annual Student Grievance Report 2017; to Attachment 4 for the Summary Annual Student Progress Report for 2017 and to Attachment 5 for a copy of the recommendations from the Academic Integrity Review. The detailed 2017 Annual student progress reports for undergraduate, and postgraduate student progress reports are also available within Council's Document Library on Convene.

6. **Curriculum Committee Chair Report**: The Chair Curriculum Committee, Professor Darren Ryder noted a number of course amendments and proposals that were to be implemented for 2019. There was a general discussion about the timing of these proposals so close to commencement of T1 2019, and the need to balance flexibility and the need for good academic quality and governance in changes to course offerings. The reaccreditation process for the Bachelor of Nursing program was recognized as a major piece of work and the School of Health and others

involved acknowledged for their work. The current process for approval of significant course proposals (via Faculty, Curriculum Committee; Academic Baord and the Vice-Chancellor) was discussed and a further review suggested by some members. The Board were provided with background information regarding the following significant course proposals, that were later endorsed and recommended by the Committee to the Academic Board Standing Committee (endorsed by flying minute) and to the Vice-Chancellor for approval, including:

a. New Courses, including:
   i. Graduate Certificate in Law
   ii. Master of Disability
   iii. Master of Neuroscience
b. Significant course amendments to:
   i. Graduate Certificate in Disability
   ii. Graduate Certificate in Science
   iii. Graduate Diploma in Disability
   iv. Graduate Diploma in Science
   v. Master of Professional Accounting
   vi. the inclusion of HORT420 Horticultural Science and Management Unit in a series of Agriculture and Science Courses
   vii. Bachelor of Social Science
   viii. TRACKS Tertiary Preparation Program
   ix. Bachelor of Nursing

7. **Student Report:** The student report highlighted the importance of clear course plans which support student progression in a timely fashion; suggested improving student access to student related policy information, particularly key policies such as Teaching and Learning Expectations for Staff and Students and Cyber ethics policies, and to information on the UNE website generally. The students proposed a motion to include in the Academic Board membership an elected Indigenous Student member, and this was endorsed by the Board.

8. **Other Matters:** In other general matters, the Board discussed freedom of speech, congratulated colleagues for their recent success in ARC grants, noted generally the quality and importance of reports such as the Research Impact Strategy (DVCR Portfolio); Student Grievance report (PVCAI Portfolio) and the Student Progress Reports (PDVC Portfolio); and endorsed the Board's work plan for 2019.

Attachments

Attachment 1: UNE Research Impact Strategy 2025

Attachment 2: HDR Progress Report

Attachment 3: 2017 Annual Student Grievance Report

Attachment 4: Annual (Summary) Student Progress Report 2017 – full progress reports also available via Convene.

Attachment 5: Academic Integrity Review report

Attachment 1

Research Impact Strategy 2025

Date	Prepared by	Version
October, 2018	Deputy Vice-Chancellor Research	3.0

STATEMENT OF STRATEGIC INTENT

As part of the National Innovation and Science Agenda (NISA), the Australian Government has launched a raft of reforms aimed at increasing university-industry (end-user) collaboration (see Appendix 3).

The *UNE Strategic Plan 2016-2020*[1] identifies research excellence and achieving impact as an overarching University goal:

> *Deliver excellent research with high impact*
> *We will achieve international distinction in research in our chosen fields, which will positively impact and strengthen our communities.*

This institutional priority stems from a longstanding social contract between UNE and the communities we serve to support innovation and improve social outcomes for rural and regional communities locally, nationally and throughout the world.

At UNE, we recognise the importance of pursuing high-quality scholarship and scientific enquiry, with the goal of translating this knowledge into tangible outcomes for our beneficiaries, who or wherever they may be.

We also understand that the challenges facing our communities continue to grow in scale and complexity. Seemingly intractable problems today, require a truly interdisciplinary and socially-embedded R&D approach. Significant societal challenges — such as environmental degradation, rural suicide, declining agricultural productivity, drought resilience and social exclusion — require multifaceted strategies and input from a range of expertise if they are to be successful.

While UNE is internationally recognised for its research in agricultural production, we are equally committed to supporting the people, culture and environment that sustain it. With our communities at the centre of our research agenda, all disciplines are compelled to come together to help address these emerging challenges.

Despite these growing concerns, public investment in Australian research is likely to become increasingly constrained. Competition between institutions and even disciplines may lead to a further concentration of resources — potentially away from regional providers and regional issues. More than ever, we must excel at what we do.

[1] www.une.edu.au/about-une/executive/vice-chancellor/strategic-plan

For Internal Use Only

This inaugural *UNE Research Impact Strategy 2025* sets-out a number of priority areas aimed at growing our research capacity and enhancing our approach to translational research in continued partnership with the communities we serve.

KEY PRINCIPLES

The development of this strategy was guided by several key underpinning principles, including:

- Collaboration encourages adoption, which leads to impact.
  Maximising the translation of knowledge into community benefits is the focus of this strategy. Collaboration is seen as one of the most powerful catalysts for achieving this. By expanding its collaborations with end-users and stakeholders, UNE aims to enhance its reach in the community, and to promote, support and participate in adoption and innovation amongst our partners.
- Problem-based research requires novel and interdisciplinary approaches.
  The most significant challenges threatening our communities are complex and interconnected. To adequately respond to these challenges, our approach must be ambitious and go beyond traditional disciplinary boundaries to address real-world complexities and actively anticipate the social and cultural impact of transformative ideas and technologies.
- All forms of research have the potential to create impact.
  Impactful innovations are often underpinned by high quality, 'breakthrough' research. UNE values academic freedom as well as the important contributions made across the full spectrum of human enquiry, including discovery, experimental and applied research.

STRATEGIC PRIORITIES

1. Foster a high-performing research culture that promotes interdisciplinary collaboration and end-user engagement.

UNE will be renowned for its distinctively interdisciplinary and pioneering approach to R&D. Organisations that collaborate with us will gain access to a bold research environment — one that is committed to tackling problems holistically and developing truly innovative opportunities.

Research careers at UNE will result in well-rounded professional experiences. Our researchers will continuously develop deep, internationally recognised expertise in their fields of study, while also actively developing and contributing to interdisciplinary projects and joint R&D programs with end-users.

Research projects will be designed with an excellent understanding of engagement principles to ensure our research is adopted and its potential to deliver community benefits is realised.

For Internal Use Only

ACTIONS

1.1 We will invest in excellence — University research support funding, such as the Postdoctoral Research Program and HDR stipends, and specific Faculty-funded Research Program areas, are an investment in UNE's future research strengths and leaders. This support will be targeted to help enhance capacity in high-performing research teams, as demonstrated through:

- Excellence - ERA ratings of 4 ('above world standard') and higher, and/or Category 1 (competitive) or Category 3 (industry) grants within the last 3 years.
- Leadership – active and responsive senior researchers and mentors, a high-quality research training environment and HDR completion track record.
- Interdisciplinary collaboration – research projects that incorporate different disciplinary expertise to tackle complex problems, including those arising from the rapid acceleration of technologies into society.

1.2 Mobilise a university-wide transition toward interdisciplinary research by implementing intra and cross-faculty research collaboration strategies.

1.3 Review and enhance the range of research support services, including a coordinated training calendar covering all researcher development opportunities available at UNE.

1.4 Develop training and resources specifically aimed at supporting researchers in embedding engagement and impact monitoring activities at a project/program level and to ensure adoption pathways are identified from the onset.

2. Champion regional development priorities and innovation through increased collaboration with community and industry partners.

UNE will champion regional innovation on a national and international scale, by strengthening our connections to rural industries, government, health and community organisations, as well as through improved knowledge-exchange practices.

We will increase our collaboration with current partners, as well as develop new partnerships with organisations that share mutual interests and complementary capabilities. Our researchers will facilitate influential professional networks with practitioners, policy-makers, NGOs and industry groups. Through these partnerships, UNE will develop the innovative engagement strategies required to better understand and prioritise community R&D needs.

We will also maintain our position as one of Australia's leading universities for research commercialisation and will continue to develop a pipeline of innovative products and services that meet industry needs.

ACTIONS

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2.1 Strengthen our capacity to respond to the distinct needs of regional communities through the creation of major regional centres for translational research, such as the New England Institute of Healthcare Research (NEIHR) and Poultry Hub Australia (PHA), and expansion in scope of existing centres, such as Animal Genetics and Breeding Unit (AGBU) and SiMERR. These centres should provide the appropriate institutional settings needed to:

- Stage interdisciplinary R&D programs across UNE's tri-faculty structure.
- Facilitate collaborative research ventures with regional stakeholders and attract co-investment by other research funding bodies.
- Foster a dynamic research training environment for HDR and early career researchers.
- Deliver research and knowledge exchange services that link community partners with UNE expertise (e.g. extension and training, consultancy, etc).
- Promote public debate.

2.2 Improve access to UNE's expertise for regional service providers, community organisations and SMEs, by developing community-based research networks. These, less-formal and open networks will provide a forum for researchers and our stakeholders to collectively identify research priorities and potential areas for collaboration (e.g. Community Research and Innovation Network (CRaIN) for health and wellbeing in regional, rural and remote communities; Water Resources and Information Network (WRaIN)).

2.3 Increase industry collaboration, co-investment and adoption of our innovations, by developing a *UNE Commercialisation and Knowledge Exchange Framework.* In developing this framework, UNE will review, explore and refine its approach to a number of knowledge exchange activities, such as:

- Easy Access IP and 'no cost' licenses.
- Training and extension.
- Technology transfer and business development functions and entities.
- Consultancy services and commissioned research.
- Marketing platforms for product and service offerings.

The intention of this framework will be to outline UNE's overall approach to commercialisation and business development, including the roles and responsibilities of the different business units involved.

2.4 Access existing Commonwealth collaborative funding programs (such as ARC Linkage and CRC Projects) to help seed longer-term partnerships with industry groups.

2.5 Develop stronger links with industry by providing work integrated learning opportunities within our Higher Degree Research (HDR) program, and in particular, via UNE's unique, project-based Doctor of Philosophy (Innovation) program.

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3. Promote our expertise and research strengths to the world.

Leading high-impact research will become a central pillar of the 'UNE brand'. We will be recognised throughout industry, government and community sectors for our innovative and community-centric approach to R&D.

We will improve how we interface with industry through the implementation of more effective research engagement tools and by providing clearer information and options for accessing our expertise.

Members of the public and the press will be able to easily identify our experts, as well as freely access their research outputs. National media outlets will invite UNE researchers to provide critical insights and commentary, where they will help initiate and inform important national debates on issues of public concern.

ACTIONS

3.1 Increase access to our experts by implementing a comprehensive online academic profile system. All researchers will have one, easily discoverable UNE profile that allows them to promote their work to other researchers, prospective HDR candidates, industry partners, and media as well as indicate their availability for collaboration and/or supervision.

3.2 Provide an effective web presence for prospective partners by developing an industry-focussed webpage. This will outline how organisations can collaborate and partner with us, (including consultancy, commercialisation, demonstration sites, research training, etc.), and who to contact. This webpage will reflect the processes and service offerings outlined in the *UNE Commercialisation and Knowledge Exchange Framework (refer to 1.3).*

3.3 Allow communities throughout the world to freely access UNE's research outputs by ensuring:

- Full-text copies of our research publications are available either via open access publishing, or via archived copies made available through the institutional repository.
- Where possible, that research datasets are captured and made available for reuse.

3.4 Develop communication materials that profile our interdisciplinary research strengths and demonstrate both our impacts in the community and our capacity and potential for impact into the future.

3.5 Implement a strategy for managing research-related web content across faculty, schools, research centres and the corporate website.

MONITORING AND EVALUATION

This strategy seeks to deliver high-impact R&D through increased co-investment and collaboration with the community partners. Therefore, its overall effectiveness will be monitored

annually, primarily by analysing changes in UNE's overall R&D inputs by funding source. Key performance indicators will include:

- Total $ specified[2] Category 1 (Australian Competitive Research Grant)*
- Total $ Category 2 (Other public sector)*
- Total $ Category 3 (Industry and other)*
- Total $ Category 4 (Cooperative Research Centre)*
- Average $ per FTE
- Total $ Commercialisation income**

The impact of UNE's research will also be independently evaluated every three years at a disciplinary level, as part of the ARC Engagement and Impact (EI) national assessment program. These assessments use a combination of quantitative (as above) and case study methodologies.

Data Sources

* *Higher Education Research Data Collection* (HERDC) — reported annually to Department of Education and Training.

** *National Survey of Research Commercialisation* — reported annually to Department of Industry, Innovation and Science

CONSULTATION AND IMPLEMENTATION

Activity	Timeframe
Completed:	
Planning for Research Impact workshop	1 June 2017
Consultation with University Research Committee on draft *Research Impact Strategy V1.0*	July 2017
Consultation on ARC draft guidelines for the 2018 Engagement & Impact Assessment	November 2017
Engagement & Impact Assessment submission period for University Impact Case Studies	May to July 2018
Consultation with key stakeholders on draft *Research Impact Strategy V2.0*, including: Associate Deans Research; Directors AGBU, PHA, NEIHR, SiMERR; Director of Strategic Research Initiatives; Deputy Director, Graduate Studies; Pro Vice-Chancellor External Relations; University Librarian.	October 2018
Review and Endorsement by the Research Committee	14 November 2018

[2] Includes ARC Linkage and Rural R&D programs (see ARC Research Engagement and Impact assessment indicators)

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Inclusion in Faculty, Research Centre and Directorate Planning	2019 – TBC
Implementation	2019 – TBC

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APPENDIX 1 - DEFINITIONS

Engagement* - The interaction between researchers and research end-users outside of academia, for the mutually beneficial transfer of knowledge, technologies, methods or resources.

Impact* - The contribution that research makes to the economy, society, environment or culture, beyond the contribution to academic research.

Interdisciplinary research** - Research that is conducted across the research landscape alongside other discipline-specific or single-discipline modes of enquiry. Interdisciplinary research ranges from applied through to theoretical research. Interdisciplinary research can be a distinct mode of research or a combination of researchers, knowledge and/or approaches from disparate disciplines. Interdisciplinary research is taken as an overarching term that incorporates a multitude of terms used to describe research approaches that do not fit within a traditional single disciplinary structure. Examples may include researchers from different disciplines working together in a team, researchers collaborating to bring different perspectives to solve a problem, researcher(s) utilising methods normally associated with one or more disciplines to solve problems in another discipline and one or more researchers translating innovative blue sky or applied research outcomes from one discipline into an entirely different applied research discipline.

Research*** - The creation of new knowledge and/or the use of existing knowledge in a new and creative way to generate new concepts, methodologies, inventions and understandings. This could include the synthesis and analysis of previous research to the extent that it is new and creative. This definition of research is consistent with a broad notion of research and experimental development comprising creative and systematic work undertaken in order to increase the stock of knowledge and to devise new applications of available knowledge.

Research end-users* - An individual, community or organisation external to academia that will directly use or directly benefit from the output, outcome or result of the research. Examples of research end-users include governments, businesses, non-governmental organisations, communities and community organisations. Specific exclusions of research end-users are:

- publicly funded research organisations (CSIRO, etc.)
- other higher education providers (including international universities)
- organisations that are affiliates, controlled entities or subsidiaries (such as Medical Research Institutes) of a higher education provider.

Sources

* ARC Engagement and Impact 2018 Framework

** ARC Statement of Support for Interdisciplinary Research

*** ARC Excellence in Research for Australia 2018 Submission Guidelines

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APPENDIX 2 - STRATEGIC ALIGNMENT

The UNE Research Impact Strategy aligns directly to a number of key institutional goals identified in the *UNE Strategic Plan 2016 – 2020*[3], including to:

- Deliver excellent research with high impact
  - Maintain a culture of research excellence.
  - Invest strongly in research areas of critical mass where UNE will be a leader.
  - Develop and implement a strategy for growth in international partnerships.
  - Recognition as a thought leader in our communities.
- Diversify and Grow Income
  - Develop and diversify resources for sustainable growth.

The implementation of this strategy also complements other key university initiatives, as outlined in:

- *UNE Research Plan 2016 - 2020*
- *UNE ARC Leadership Strategy*
- *UNE Indigenous Researcher Leadership Strategy*
- *Faculty Plans*

APPENDIX 3 - POLICY CONTEXT

The emergence of the 'research impact' agenda reflects an important shift in policy focus, whereby publicly funded research is increasingly targeted toward particular areas of national interest and economic growth.

- In 2015, the Prime Minister introduced the National Science and Research Priorities, 'designed to increase investment in areas of immediate and critical importance to Australia and its place in the world'[4]. These nine priorities include food; soil and water; transport; cybersecurity; energy; resources; advanced manufacturing; environmental change; and health.
- In 2017 - as part of the National Innovation and Science Agenda - the Commonwealth Government introduced new research block grant funding arrangements for universities. These measures are 'designed to drive greater research-industry engagement by substantially boosting incentives for collaboration with business and organisations which use the outcomes of research'[5].
- In 2018, the Australian Research Council (ARC) introduced the research Engagement and Impact (EI) assessment framework. This process evaluates the extent to which universities translate research into economic, social and other benefits.

[3] www.une.edu.au/about-une/executive/vice-chancellor/strategic-plan/strategic-plan-2016-2020/2016-priorities
[4] www.minister.industry.gov.au/ministers/macfarlane/media-releases/national-science-and-research-priorities
[5] www.education.gov.au/news/new-arrangements-research-block-grants-2017

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- These measures also align with other changes to the funding of individual research projects. ARC assessors now place greater emphasis on the impact and feasibility of each grant application. To be competitive, proposals must clearly articulate pathways to impact, strong engagement and, where appropriate, collaboration with end-users.

The combination of these drivers are designed to encourage universities to play a greater role in Australia's innovation system and to demonstrate the contributions that publically-funded research makes to improving societal and other outcomes.

Attachment 2

Annual HDR Progress Reporting

1 October 2017 to 1 October 2018

Round 2 (October) 2017

Number of HDR Candidates contacted: 669

School	%Candidate Participation	%Supervisor Participation	%Reports Resolved (HoS completed)	#Unsatisfactory Progress Reports Identified & actioned
AGBU	100	100	100	0
Arts	52	84	36	0
BCSS	84	87	99	0
Education	55	77	100	0
ERS	77	82	93*	7
Health	69	88	100	0
Humanities	62	67	0	0
Law	63	100	0	0
Rural Med	40	100	100	0
S&T	71	82	100	0
UNEBS	71	81	100	0

Round 1 (May) 2018

Number of HDR Candidates contacted: 674

School	%Candidate Participation	%Supervisor Participation	%Reports Resolved (HoS completed)	#Unsatisfactory Progress Reports Identified & actioned
AGBU	100	100	100	0
Education	61	84	100*	1
ERS	85	79	77	0
HASS	77	76	100*	10
Health	74	74	98	0
Law	58	100	100	0
Psych&BS	84	95	100	0
Rural Med	43	100	100	0
S&T	85	82	0	0
UNEBS	69	82	100	0

*These Schools took part in the Unsatisfactory HDR Progress Report Program which has become a standard follow up to HDR Progress Reporting. We would like to acknowledge the HDR Coordinators for their support of this process.

HDR Examination Outcomes

1 October 2017 to 1 October 2018

HDR Examination Outcomes	%
Award with Chancellor's Medal	5.9
Award without Amendments	5.9
Award with Minor Amendments	50.5
Award with Amendments	13
Award with Major Amendments	23.5
Not awarded	1.2

Research Office, October 2018