



University of New England Annual Report 2017



Letter of submission

University of New England
Armidale NSW 2351
April 2018

The Honourable Robert Stokes MP
NSW Minister for Education
Parliament House
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 presents the annual report of the proceedings of the University and its audited financial statements for the year ended 31 December 2017.



Mr James Harris
Chancellor



Professor Annabelle Duncan
Vice-Chancellor and CEO



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Message from the Chancellor

2017 has been a successful year for UNE in many respects.

Our students again provided positive feedback regarding their satisfaction with the University in 2017, particularly in teaching quality, overall experience and graduate outcomes. This is a very good result, and UNE management and staff remain focused on improving the student experience, to include students in decision-making and to innovate in terms of academic policy, program offerings and delivery.

UNE continued to build on its core research strengths, achieving many exceptional research outcomes throughout the year.

In terms of financial performance, the University remains in a strong financial position and has achieved a modest surplus in 2017. This financial result, combined with the introduction of a new faculty structure within the Academy, will enable UNE to be flexible and responsive to market challenges in 2018 and beyond.

On behalf of the UNE Council, I express our thanks to Professor Annabelle Duncan, Vice-Chancellor, and her senior management team, and applaud all University staff for their efforts and achievements in 2017.



James Harris
Chancellor
UNE

Message from the Vice-Chancellor

Throughout 2017 the University has risen to the challenge of implementing its Strategic Plan 2016-2020 *Together, we can do this*. Australian higher education has been in the public spotlight as our nation decides how best to equip the workforces of the future. UNE has continued to serve our community by undertaking research of significant impact and turning out graduates ready to contribute to an ever-changing world.

Through our investment in research and research partnerships, UNE continues to lead the way in collaborations with the agricultural industry to provide research with real impact, both domestically and internationally. 2017 saw the announcement of a major collaborative research partnership agreement with Meat and Livestock Australia (MLA), the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the NSW Department of Primary Industries (DPI). This partnership aims to lift the productivity of Australia's livestock industry, and has the potential for up to \$50 million worth of collaborative projects over the next five years.

UNE has retained its five-star student satisfaction rating for the 12th consecutive year. The International Student Barometer also ranked us highest of all Australian universities for the overall experience of our international students. Our responsibility to provide a safe and respectful learning environment is as important as equipping students to succeed in the workplaces of the future. This year we undertook several new programs that focused on improving the student experience, with an emphasis on student health and wellbeing, and academic success and support. The world-class teaching and research undertaken at UNE is carried out by a diverse and supportive community of staff.

In 2017 we reviewed our academic structure and governance, with a view to providing a more flexible and dynamic working environment. As an organisation, we need to ensure that our staff are supported to respond to a fast-changing world and the many opportunities it presents.

Again, we have delivered an underlying surplus in our budget. We look forward to the challenges that 2018 brings.



Professor Annabelle Duncan PSM
Vice-Chancellor and CEO
UNE

About UNE

A 'northern university'

The University of New England was established as Australia's first regional university. Early pioneers fought to establish a 'northern university' outside Sydney to provide access to education and research for the benefit of regional communities. UNE remains true to that vision today.

UNE pioneered off-campus tertiary education in Australia and remains a leader in online innovation and flexible delivery. Its campus is located in Armidale, New South Wales, halfway between Sydney and Brisbane, on 260 hectares of picturesque bushland.

Study, both online and on campus, is characterised by a high level of personal support. Industry has recognised the UNE Study Centres team, a key element of this support, for its outstanding engagement with geographically remote and disadvantaged students.

Access to tertiary education is strengthened by 10 regional study centres throughout northern New South Wales, the FutureCampus in Parramatta (rebranded UNE Sydney in 2018), and an ever-increasing international network of teaching partners using the latest online technologies and pedagogies to bring the finest academic experiences to students anywhere in the world.

Our 10 academic schools offer more than 180 courses at undergraduate, postgraduate coursework and higher degree research levels, offering our students both choice and specialisation. The Schools are:

- School of Arts;
- School of Behavioural, Cognitive and Social Sciences (BCSS);
- School of Education;
- School of Environmental and Rural Science (ERS);
- School of Health;
- School of Humanities;
- School of Law;
- School of Rural Medicine;
- School of Science and Technology (S&T); and
- UNE Business School.

Our vibrant collegiate community provides students in residence with networks of friends, peer support and academic mentoring, as well as a diverse range of sporting and cultural activities.

Our academic staff, in collaboration with their strong teaching networks and research partners, continue to deliver improvements in agriculture, environmental sciences, mental health, education, local government, business, law, social sciences and productivity to communities throughout rural and regional Australia and across the world.

UNE undertakes fundamental and applied research in many disciplines. Our research is supported by strong industry links and knowledge partnerships, with Cooperative Research Centres (CRCs) specialising in sheep, natural hazards and spatial information, and Poultry Hub Australia, which transitioned out of the Poultry CRC in 2016. Other flagship research centres and institutes that augment our research and engagement include:

- The Animal and Genetics Breeding Unit (AGBU);
- The Centre for Agribusiness;
- The Centre for Agriculture and Law (AgLaw);
- The Centre for Local Government;
- The Institute for Rural Futures (IRF);
- The Palaeoscience Research Centre; and
- The National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SiMERR).

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

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

Aspiration

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

Purpose

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

Strategy

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

Values

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



At a glance

- Ranked best online university in Australia
- Ranked top three nation-wide for Arts, Business, Education, Law and Science
- The 2018 Good Universities Guide has awarded UNE five stars for:



2017 student enrolment demographics

Off-campus students

19,772 (80.4%)

On-campus students

4,833 (19.6%)

Female students

16,440 (66.8%)

Male students

8,144 (33.1%)

Other students

21 (0.1%)

Commencing students

10,498 (42.7%)

International students

1,185 (4.8%)

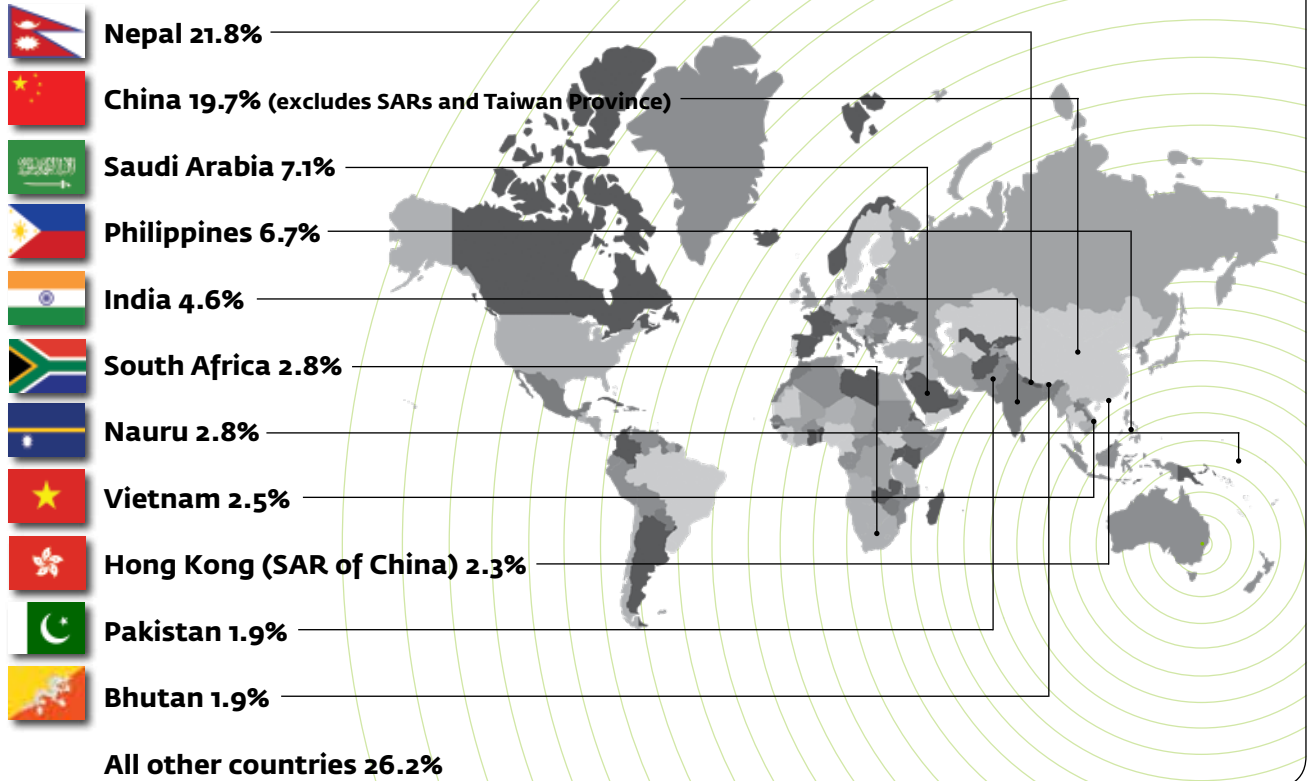
Indigenous students

878 (3.6%)

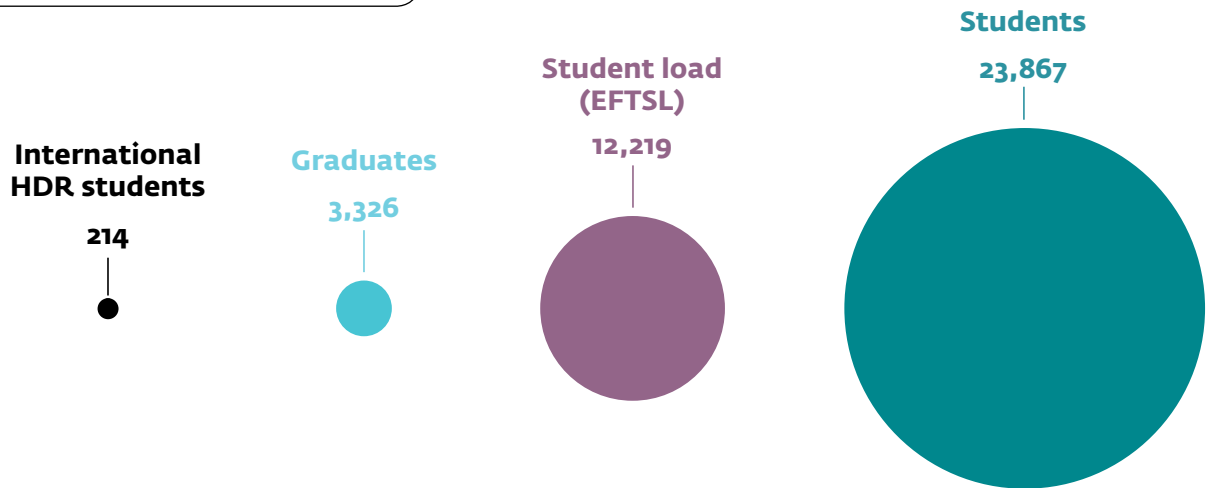
Postgraduate students

6,981 (28.4%)

Top Ten Countries Represented by International Students in 2017



Other Student Information



Governance

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

Council

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

The University Council and its committees oversee the operation of UNE for the benefit of its students, staff, academic community and the wider community as a whole. The Council may make rules in relation to any activity or function of the University provided they are consistent with the University of New England Act 1993 and the University's by-laws. The Council seeks to make decisions that contribute to the learning environment and the interests of the University's stakeholders in a positive and transparent manner.

Voluntary Code of Best Practice

UNE complied with the Voluntary Code of Best Practice for the Governance of Australian Universities in 2017.

Academic Board

The Academic Board oversees academic governance at the University. It monitors the standards and quality assurance of the University's academic programs, advises the Council and Vice-Chancellor on academic matters, and provides a forum for discussion on teaching and research-related issues. In 2017 the Board held strategic discussions on numerous academic matters, including:

- Student progress and success;
- UNE's Indigenous Strategy;
- Student participation in University decision-making;
- Academic innovation;
- Course profiles, course reviews and professional accreditation;
- The Academic Quality Assurance Framework; and
- UNE's Institutional Benchmarks for Academic Quality.

The Board improved its communication with members, students and the broader Academy this year. New Board and Committee members were inducted and had the opportunity to participate in academic governance training workshops, at which members of the UNE Council presented.

In addition, the Board improved its reporting framework to better indicate how reports to the Board aligned with the University's Strategic Plan and related to the University's statutory obligations. The Board also conducted its annual self-review and, in anticipation of the introduction of the new faculty structure, began a review of its terms of reference and committee structure, and adopted revised Standing Orders.

Members of Council

Table 1: Members of Council, their qualifications and term of appointment

Appointment	Council Members	Date Elected ¹	Expiry Date	Qualifications
Official	Chancellor, Mr James Harris	20/11/2014	19/11/2019	HonDUniv (UNE)
	Vice-Chancellor, Professor Annabelle Duncan PSM	20/08/2014	n/a	BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch)
	Chair Academic Board, Professor Nick Reid (re-appointed)	02/04/2013 20/02/2017	19/02/2017 19/02/2019	BSc (Hons), PhD (Adelaide)
Minister	Ms Meredith Symons	17/08/2016	16/08/2019	BFA (UNE), ACA
	Mr David van Aanholt	17/08/2016	16/08/2018	BBA (Western Sydney), GradDipMgt, MBA (UNE), FAPI
UNE Council	Deputy Chancellor, Ms Janette McClelland AM	02/10/2014	31/12/2017	BA (Hons) (Syd), BLegS (Macquarie), FACEL, FAIM, FACID
	Mr Russell Evans	17/08/2016	16/08/2018	BBA (Charles Sturt), MBA (UNE), GAICD
	Ms Patricia (Anne) Myers	01/12/2016	30/11/2019	MBA, AGSM, GAICD
	Ms Rosemary Leamon	17/08/2016	16/08/2019	BFA (UNE), CA, GAICD
	Mr Robert Finch	25/11/2016	31/12/2018	ACA, FLGAA
Academic	Professor Margaret Sims	21/8/2016	20/08/2018	BA, MA, PhD (Auckland), DIM NZ, DipEd (Massey)
Non-academic	Mr Charles Hebblewhite	25/10/2016	20/08/2018	BEd BSc (ANU), BTh (MTC), GDipCompSci (UoN)
Student	Ms Catherine Millis	12/10/2016	11/10/2018	BSc (Nutrition) (Virginia Tech), BCompSc, MCompSc (UNE)
Graduate	Dr Robyn Muldoon	18/8/2014	17/08/2018	BA DipEd, MEd, EdD (UNE)
	Dr John Hobbs	18/8/2014	17/08/2018	BSc (Hons) Lond, CertEd (Nott), MSc PhD (UNE), FRMetS, JP

Council Committees

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

- Audit and Risk Committee;
- Finance and Infrastructure Committee;
- Honorary Degrees, Titles and Tributes Committee;
- Innovation and Development Committee;
- Nominations Committee;
- Remuneration Committee; and
- Standing Committee of Council.

University Ombudsman

The University did not receive any recommendations from the NSW Ombudsman concerning the University or its Council in the reporting period.

Privacy

The University's Privacy Officer provided ongoing advice and support to staff and students on UNE-related privacy matters in 2017. There was a notable increase in the provision of advice relating to data storage and Information Technology (IT) security as it relates to the management of personal and sensitive data stored in the cloud. All privacy issues and concerns were successfully addressed at a local level, with none escalating to the NSW Privacy Commission.

¹Council members may have served for previous terms or may be re-elected. The election date and term shown is for the current term.

NSW Audit Office Recommendations

In 2017 the NSW Audit Office issued audit recommendations as follows:

Table 2: Audit recommendations

Audit	Date of Letter/Report	Total Recommendations	Finalised at 31/12/17	In progress but outstanding at 31/12/17
2016 Audited Financial Statements Final Management Letter	13 April 2017	11	4	7
2017 Report to Parliament	6 June 2017	2	1	1

Risk Management

- The University's Corporate Risk Management Framework is consistent with AS/NZS ISO31000:2009. An external review team assessed the framework in 2017, finding that risk management at UNE is generally sound, with opportunities to further integrate risk management into everyday activities and to build a risk-conscious culture throughout the university.
- A Corporate Risk Management Database is used to capture strategic risks and associated risk assessment data. Other corporate, operational and project risks are identified, assessed and captured in the database on an ongoing basis.

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;
- Information Security Rule;
- General Password Policy;
- CCTV Rule;
- Information Communication Technology Infrastructure Rule;
- Digital Identity Rule (pending approval); and
- Administrative and Testing Account Review Protocol.

UNE's digital security policies will continue to be reviewed in line with our policy framework and the ISO 27001 IT Security Standard.

Internal Audit and Risk Management Attestation Statement for the 2017 Financial Year for the University of New England

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

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

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

Risk Management Framework

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

Internal Audit Function

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

Audit and Risk Committee

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

Membership

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

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

Professor Annabelle Duncan
Vice-Chancellor and CEO
19 January 2018

Agency Contact Officer
David Tanner
Director
Audit and Risk Directorate

x 

Government Information Public Access (GIPA)

Review of the University's proactive release program

The University's proactive release of information program monitors the nature of GIPA applications received, and identifies information that may be of interest to the general public. In 2017 we reviewed the relevance and accuracy of open access information available on our website, and discussed possible new open access information to be added. No new information was released during the reporting period.

Number of access applications received

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

Number of applications refused

No access applications were refused, either wholly or in part.

Table 3: Schedule 2, statistical information about access applications (Clause 7)

Table 3(A): Number of applications by type of applicant and outcome ²								
	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	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	2	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	1	0	0	0	0	0	1

Table 3(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 ³	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	3	0	1	0	0	0	1
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

²More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 3(B).

³This is an access application for personal information, as defined in clause 4 of Schedule 4 to the Act, about the applicant (the applicant being an individual).

Table 3(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 3(D): Conclusive presumption of overriding public interest against disclosure	
	Number of times consideration used⁴
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

Table 3(E): Other public interest considerations against disclosure	
	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
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 3(F): Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	5

Table 3(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 ⁵	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NSW Civil and Administrative Tribunal	0	0	0
Total	0	1	1

⁴More 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 to Table E.

⁵The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table 3(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)	1

Table 3(I): Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)	
Number of applications transferred	
Agency-initiated transfers	0
Applicant-initiated transfers	0

Each agency referred to in Schedule 3 of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Schedule 3

Not applicable

Public Interest Disclosure

As part of our induction program for new employees, we provide training on the UNE Public Interest Disclosure Rule and Public Interest Disclosure procedure. In addition, compulsory compliance training was provided to existing staff on six key policy areas, including Public Interest Disclosures. Furthermore, the electronic Performance Planning Development and Review (PPDR) process requires existing staff to certify that they have completed the compulsory compliance training within the required timeframe.

Table 4: Number of PIDs received and completed

Particulars	Period: 1 January to 31 December 2016
Number of public officials who made PIDs	5
Number of PIDs received	5
Of the PIDs received, number primarily about:	
• Corrupt conduct	2
• Maladministration	3
• Serious and substantial waste	0
• Government information contravention	0
Number of PIDs finalised	2

Legal Change

Legal changes with the most direct impact on the University are set out below.

Copyright (Disabilities and Other Measures) Act 2017 (Cth)

Among other things, the Act simplifies statutory licences for education.

Environmental Planning and Assessment Amendment (Universities) Regulation / State Environmental Planning Policy (Educational Establishments and Child Care Facilities) 2017 (SEPP)

Among other things, the SEPP allows universities to pursue planning pathways on land that they manage or lease, in addition to land they own, and provides specific opportunities for exempt developments.

Telecommunications (Interception and Access) Act 1979 (Cth)

The Act requires organisations to retain a particular set of telecommunications data for a prescribed period. There were no significant judicial decisions that required reporting.

Significant judicial decisions affecting agency

There were no significant judicial decisions that affected UNE to report.

Consumer Response

The Student Grievance Unit (SGU) received 342 grievances in the reporting period, encompassing 508 separate student-related issues⁶. While the number of complaints received in 2017 decreased from 416 in 2016, the complaints received were more complex. Most related to assessments and examinations, followed by issues relating to unit content, intensive schools, teaching standards and supervision.

The number of student conduct matters decreased from 85 in 2016 to 57 in 2017. Like the complaints received, the student conduct matters were more complex. The decrease in student conduct matters may be attributed to improved complaint-handling processes within business units, closer to the point of origin, with only more complex matters being referred to the SGU. The unit dealt with four matters relating to sexual assault and nine relating to sexual harassment in the reporting period.

Furthermore, the SGU made several business improvement recommendations across the University in 2017 after identifying disparities within policy and procedures. These recommendations have resulted in amendments to the relevant policy documents.

Table 5: Academic assessment and behavioural-related appeals

Academic Assessment Appeals	Total
Appeals related to Unit Assessment	238
Appeals related to Assessment of a Practical and/or Professional Work Experience	4
Appeals against the Application of School Assessment Policies and Procedures	11
Appeals related to Special Assessment Application Outcomes	31
Appeals related to Exclusion for Insufficient Course Progress	128
Appeals related to Bachelor with Honours Assessment of Dissertations/Theses	7
Appeals against Results for Graduate Diploma and Non-Research Master Dissertations and Theses	1

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 its Strategic Plan. The role of the Vice-Chancellor is determined by the Act and includes official membership of the University's Council.

The Vice-Chancellor has charge of the University's administrative and financial activities. The role manages the direction of the University's corporate planning and budget activities, and implements policy. The Vice-Chancellor reports directly to the Chancellor and the University Council and provides supervision to, and receives support from, a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

Senior Executive Team

Vice-Chancellor and CEO

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

Provost and Deputy Vice-Chancellor

Professor Sue Thomas⁷, BSc (Hons) (La Trobe), PhD (La Trobe), MBA (Tech Mngt) (APESMA/Deakin), Grad Cert Tert Ed (Flinders)

Professor Joyce Kirk⁸, BA DipEd (Sydney), MLitt (UNE), MA (Canberra), PhD (UTS), MAICD

Deputy Vice-Chancellor Research

Professor Heiko Daniel⁹, BSc, MSc (Hannover), PhD (UWA)

Pro Vice-Chancellor Academic

Professor Joyce Kirk¹⁰, BA DipEd (Sydney), MLitt (UNE), MA (Canberra), PhD (UTS), GAICD

Pro Vice-Chancellor Academic Innovation

Professor Jonathan Powles¹¹, B Mus (Sydney), D Phil (Oxford)

Chief Legal and Governance Officer

Mr Brendan Peet, LLB (QUT), Grad Dip ACG, AGIA, ACIS, MAICD

Chief Operating Officer

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

Chief Financial Officer

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

Pro Vice-Chancellor External Relations

Mr Trevor Goldstone¹², B.App.Sc. (SACAE), GradDipManage (UniSA), FAIM, MAICD

Professor Mingan Choct¹³, B.Sc. (Inner Mongolia), M.Sc. (UNSW), PhD (Sydney), Grad.Dip. Company Director (AICD)

Table 6: Senior Management remuneration

Band ¹⁴	Salary package band	Count/gender
Above band 3	>\$452,251	1 female
Band 3	\$320,901–\$452,250	2 females, 1 male
Band 2	\$255,051–\$320,900	5 males
Band 1	\$178,850–\$255,050	nil

⁶Grievances can contain multiple issues and cover more than one policy/process area.

⁷Continued in position until 2/7/2017.

⁸Appointed to position 12/6/2017 until 31/12/2017.

⁹Appointed to position 20/9/2017; previously Pro Vice-Chancellor Research.

¹⁰Continued in position until 11/6/2017.

¹¹Appointed to position 5/6/2017.

¹²Continued in position until 6/11/2017.

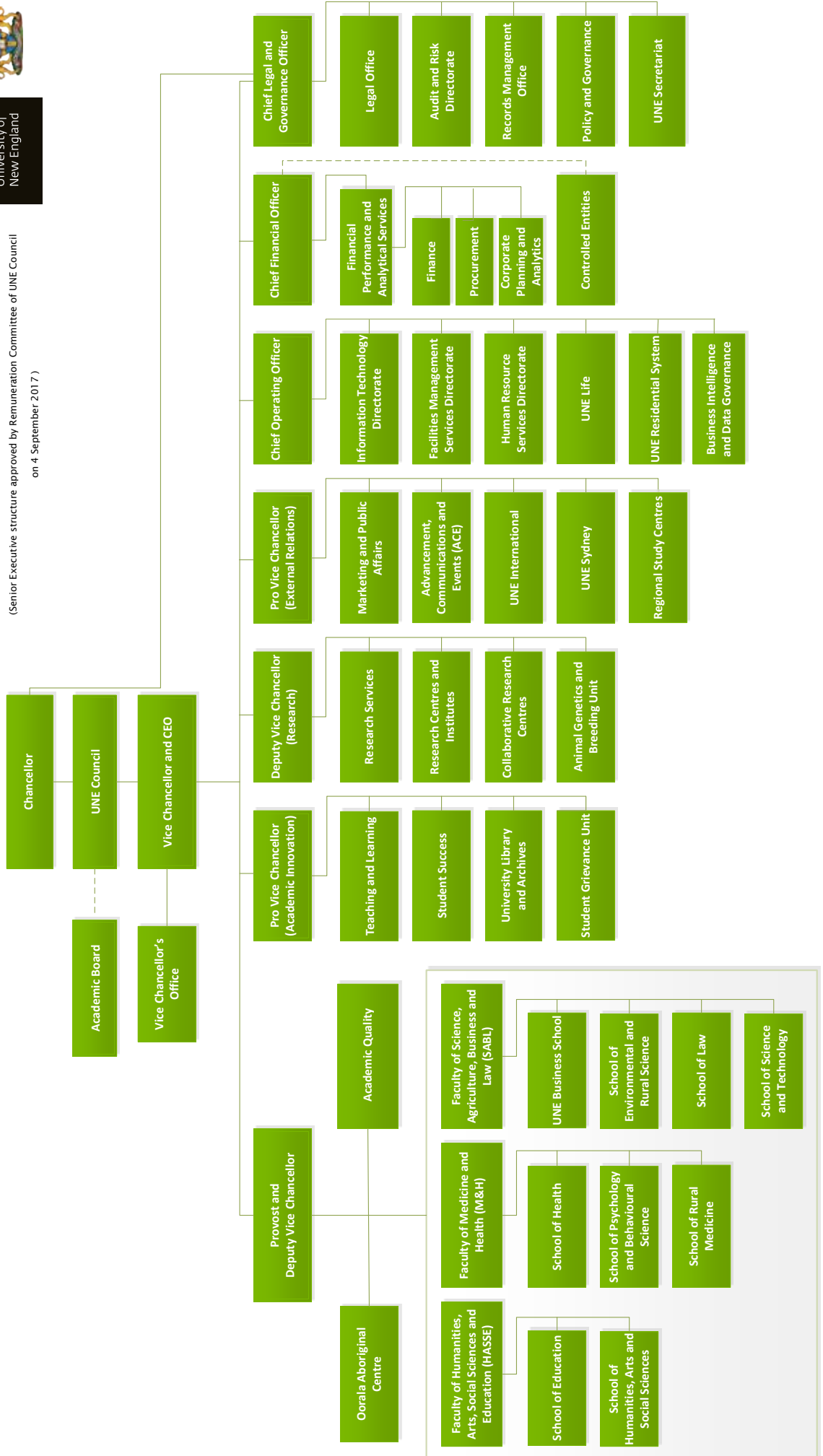
¹³Appointed to position 12/11/2017.

¹⁴Public Service Senior Executive bands determined by the Statutory and Other Officers Remuneration Tribunal under Statutory and Other Offices Remuneration Act 1975.

Organisational Structure



(Senior Executive structure approved by Remuneration Committee of UNE Council on 4 September 2017)



Report on Operations

The University made significant strides towards delivering on its strategic plan throughout 2017. Achievements, as measured against each of the six strategic priorities, are described below.

Strategic Priority 1: Deliver excellent research with high impact

- Our researchers were awarded almost \$2.5 million in funding through Australian Research Council (ARC) grants and fellowships. This funding advances UNE's proud tradition of strong national and international collaborative research that addresses some of the important questions of our time.
- The University strengthened its industry engagement through a major collaborative research partnership agreement signed with Meat and Livestock Australia (MLA), the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the NSW Department of Primary Industries (DPI). The Livestock Productivity Partnership (LPP) is a five-year research and development partnership aimed at boosting productivity in the livestock industry from 1% to 2.5% per annum, primarily among producers in NSW and Queensland.
- The University introduced an innovative new pathway to the PhD in 2017: the Doctor of Philosophy (Innovation) or PhD.I. This degree cuts across all disciplines and links professional and industry expertise with academic theory through research. The PhD.I recognises the demands of an increasingly competitive workplace and the need for better connection with end-users of research, while sustaining academic rigour.
- Higher Degree Research (HDR) student enrolments were on target in 2017. In addition, 10 early career researchers were offered postdoctoral research fellowships for commencement in early 2018 under the UNE Postdoctoral Fellowship Scheme (UNE-PDF). The areas of research will span disciplines such as sports science, ecology, evolution and palaeontology, human rights, mathematical modelling, zoology and conservation. The next UNE-PDF round is currently underway.
- Both HDR candidates and UNE academics gained enhanced access to large-capacity, secure cloud storage in 2017. This resulted in improved protection of the integrity and value of research data, while meeting growing demands for data visibility from journals, funding agencies and future research performance assessments.

Table 7: Top research grant allocations in 2017

Project	Principal researcher	School/ Business Unit	Funding body	Amount
ParaBoss Phase II	Prof. Lewis Kahn	Environment & Rural Science	Meat & Livestock Australia (MLA)	\$1,296,969
Dung beetle ecosystem engineers - enduring benefits for livestock producers via science and a new community partnership model.	A/Prof. Nigel Andrew	Environment & Rural Science	Rural Research & Development for Profit - MLA	\$800,000
E-Technology Hub - utilising technology to improve pest management effectiveness and enhance welfare outcomes.	Dr. Gregory Falzon	Science & Technology	Centre for Invasive Species Solutions	\$690,660
Adoption of precision systems technology in vegetable production.	A/Prof. Andrew Robson (project led by Ian Layden, QDAFF)	Science & Technology	Horticulture Innovation Australia - Vegetable Levy Fund	\$606,900
Supplementation to reduce the impact of mycotoxins and insufficient magnesium.	Prof. Julius Van Der Werf	Environment & Rural Science	MLA	\$590,301
Quicksmart: Improving Numeracy Performance in SA DECD School.	Prof. John Pegg	Education	Department for Education and Child Development	\$203,000
Evaluation of the Quicksmart Numeracy Program.	Prof. John Pegg	Education	Social Ventures Australia Limited T/A as Evidence for Learning E4L	\$500,000
Sensory evaluation of Australian and American briskets, striploins and ribs by Australian and American consumers utilising genomic-tested cattle.	Dr. Peter McGilchrist	Environment & Rural Science	MLA	\$500,000
Effects of pullet-rearing environments on ranging, adaptation to stressors and health in free-range laying hens.	Ms Peta Taylor	Environment & Rural Science	Poultry Hub Australia	\$410,000
Keeping Connected with Home: the Pitcairn Island Language in the Diaspora.	Dr. Joshua Nash	Behavioural, Cognitive & Social Sciences	Australian Research Council - Discovery Early Career Researcher Award (DECRA)	\$381,601
NSW Rugby League Centre of Excellence	Prof. Aron Murphy	Science & Technology	NSW Rugby League	\$360,000
Tuvalu Teacher Professional Learning Project 2018	A/Prof. Penelope Serow	Education	Government of Tuvalu	\$313,360

Strategic Priority 2: Deliver an outstanding student experience

- UNE has retained its five-star student satisfaction rating for the 12th consecutive year. The International Student Barometer also ranked us highest of all Australian universities for the overall experience of our international students.
- In 2017 we developed a distinctive first-year pedagogy that will improve student experiences and enable greater student success. The pedagogy is founded on technology-enabled interaction, peer learning and the development of a suite of skills, including academic skills, leadership, critical thinking and positive values around academic integrity. Implementation of the pedagogy will begin in 2018.
- The Vice-Chancellor's Scholars Program, which recognises outstanding academic achievement, was expanded to include postgraduate coursework students. To be recognised under this program, students must achieve a final grade-point average of 6.7 or higher. This year 36 students were recognised at their graduation ceremonies as Vice-Chancellor's Scholars.
- A new VC initiative is underway to develop a strategy to support the mental health and wellbeing of our students. A working group was established to manage the project and has established a framework for expectations, actions and put in place recommendations.
- In teaching, UNE introduced the Personal Retention Engagement Program (PREP), a student engagement program to reduce attrition for key commencing cohorts in degrees identified as being at significant risk. Changes made in our academic timetable have also resulted in reduced pre-census attrition.

Strategic Priority 3: Diversify and grow income

- Throughout 2017, financial modelling and projections beyond the end of the year remained speculative given the uncertainty surrounding the demand-driven funding system for Commonwealth Supported Grants (CSG). The announcement of the funding freeze to CSG places, as part of the Federal Mid-year Economic and Fiscal Outlook announcements in mid-December 2017, required significant work to be undertaken with regard to modelling and student recruitment activities, and the realignment of budgets and business plans prepared for 2018-2020.
- As part of its new brand campaign, UNE introduced flexible study options for prospective students in early 2017. Bespoke courses appeal to those students who are not attracted to a full degree, and allow them to tailor study according to their interests and needs. The University also established in-country offices in India and Indonesia to help promote education offerings to international students.
- The University also approved a Graduate Certificate in Professional Practice, which will be introduced in 2018. The certificate allows students to tailor units across schools and disciplines to suit their career goals while receiving recognition for their professional work and experience.

- The University signed a partnership agreement with the NSW Rugby League (NSWRL), which is part of the new NSWRL Centre of Excellence at Olympic Park in Sydney. Under this agreement, UNE becomes the education provider of choice for the NSWRL and will partner with the NSWRL to develop high-performance sports programs and educational opportunities across the state, while also promoting the importance of sport in rural and regional communities.

Strategic Priority 4: Digital dominance

- In 2017 the University evolved its standards for online delivery by introducing Online Invigilated Examinations (OLX) for all students. OLX offer improved flexibility for distance students at a reduced cost, without compromising academic integrity. OLX was well received by students and will be rolled out to a bigger cohort in 2018.
- Students gained access to additional online support through Studiosity (formerly Your Tutor). Post-session surveys measuring student satisfaction showed that students who used this service found it very useful, and demand is expected to grow as student and teacher awareness increases.
- The University entered into an agreement with the Universities Admissions Centre (UAC) to process applications to a range of UNE courses. We anticipate this arrangement will lead to an improved application and admission experience for prospective students.
- This year the Dixson Library introduced a Digital Object Identifier Minting service for research datasets, which facilitates sharing and discovery of the University's research data. The library continued to perform well as measured by the bi-annual Library Client Survey, with survey results placing us in the top 50% of libraries surveyed.

Strategic Priority 5: Improve Operational Resilience

- The overall reliability and resilience of UNE's information technology infrastructure continued to meet client expectations in a robust manner, with an almost 100% up-time of tier-one systems vital to business processes.
- The University's workforce planning strategy was replaced by a new plan, Workforce Plan 2017-2020. Activities under the plan are aligned to four broad objectives: workforce planning, operational resilience, valuing and supporting diversity, and having engaged staff who are supported to achieve. These objectives will allow UNE to build on its current performance in pursuit of our strategic objectives.
- In 2017 UNE finalised its Campus Master Plan, which incorporated the redevelopment of residential colleges, including the Robb College accommodation blocks. However, in late 2017 the University was advised that the NSW Heritage Council would not pursue the listing of the Robb College student accommodation blocks. Final advice on this project had been expected in early 2017. The delay compromised the University's ability to proceed with rejuvenation plans for its student accommodation precinct on the Armidale campus. Work to rejuvenate the Robb College accommodation blocks will now begin in 2018. The Campus Master Plan also makes provision for a new 300-bed accommodation precinct.

Strategic Priority 6:

Create a bold and innovative culture

- In 2017 the Australian Human Rights Commission released the Change the Course report on sexual assault and harassment at Australian universities. In response, UNE established the *Respect. Now. Always.* project to address issues raised by the report and to oversee the implementation of 10 recommendations to improve safety on campus.
- Various leadership development and training programs were offered to staff in 2017. The training fostered organisational leadership throughout the organisation, while also promoting innovation in work processes across campus.
- UNE reviewed its current academic governance and processes in 2017, and proposed a new academic management structure, to be introduced in 2018. Under the proposal, the current 10 academic Schools will be merged into three Faculties, namely:
 - the Faculty of Humanities, Arts & Social Sciences, and Education;
 - the Faculty of Science & Agriculture, Business, and Law; and
 - the Faculty of Medicine and Health.

The new structure will enhance leadership and accountability, and improve collaboration across campus. It puts academics back at the heart of the University's decision-making processes. The structure will support teaching pedagogies and learning frameworks, while also providing academic career pathways.

Workforce Diversity

UNE continued to roll out its Diversity Framework in 2017, with a number of new initiatives implemented. Key performance indicators, including diversity management, were likewise incorporated into the performance plans of all senior management.

We undertook proactive action to increase the number of women at senior manager and middle manager level positions with the introduction of an early career academic program, of which the majority of participants (77%) were female. Female staff were also encouraged to participate in leadership development opportunities, with 50% of places made available to women. The development of a UNE Core Capability Framework will further assist female staff to develop and manage their careers.

As part of the UNE Disability Awareness Program, the University conducted a staff survey on disability. Gaps that were identified are now being addressed.

The Aboriginal and Torres Strait Islander Employment Strategy was also reviewed and benchmarked against other Australian universities. As a result, additional initiatives were incorporated into the strategy to enable UNE to meet set targets. In 2017, 102 staff members participated in the Cultural Connections staff development program.

Finally, a Diversity Advisory Group, consisting of relevant staff and student members, and chaired externally, was established to provide recommendations to the Vice-Chancellor on how diversity at UNE can be continuously improved.

Table 8: Trends in the representation of EEO groups: academic staff¹⁵

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	60%	42%	44%	45%	46%	45%	47%	47%	45%	48%
Aboriginal people and Torres Strait Islanders	2.63%	0.5%	1.1%	1%	1%	1%	1%	1%	1%	1%
People whose first language was not English	19%	21%	20%	18%	18%	18%	16%	15%	16%	18%
People with disability	N/A ¹⁶	8%	7%	6%	5%	5%	4%	4%	3%	3%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013	2%	2.3%	1.8%	2%	n/a	n/a	n/a	n/a	n/a

Table 9: Trends in the representation of EEO groups: general staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	60%	61%	61%	61%	61%	63%	62%	62%	61%	60%
Aboriginal people and Torres Strait Islanders	2.63%	2%	2.2%	2.3%	2%	2%	2%	2%	2%	2%
People whose first language was not English	19%	3%	3%	3%	4%	4%	5%	5%	5%	4%
People with a disability	N/A	7%	6%	6%	6%	5%	5%	5%	4%	5%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% in (2011) by 1.3% in (2012) by 1.5% in (2013)	2%	2.2%	2.3%	3%	n/a	n/a	n/a	n/a	n/a

¹⁵All statistics exclude casual staff.

¹⁶Percentage employment levels are reported, but a benchmark level has not been set.

Table 10: Trends in the distribution¹⁷ of EEO groups: academic staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	100	80	81	81	94	95	95	94	96	94
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a	84	84	88	87	82
People whose first language was not English	100	96	99	97	99	100	101	103	102	101
People with disability	100	93	96	101	103	109	107	106	104	100
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Table 11: Trends in the distribution of EEO groups: general staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	100	86	88	87	88	86	88	89	92	93
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	83	87	87	80	92	84
People whose first language was not English	100	107	106	110	112	99	101	103	105	103
People with disability	100	93	92	91	93	99	94	98	101	105
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

¹⁷A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

Multicultural policies and services

The Workforce Diversity Framework 2016-2018 sets out the University's initiatives associated with multiculturalism in the workplace. It is supported by a Multicultural Action Plan that aims to:

- Provide an environment free from harassment and discrimination;
- Meet our obligations as a provider of education to international students;
- Support the needs of students and staff from diverse cultural backgrounds;
- Prepare our students to work effectively in cross-cultural contexts; and
- Enhance connectivity between the University and the local community for the benefit of students and staff.

The following initiatives were introduced to meet the aims of the action plan and to support our diverse student population:

- Formal and informal language support programs that have achieved a 90% student satisfaction rating;
- A community partnership project that has maximised engagement between students and the local community;
- Various health and wellness initiatives; and
- A Student Ambassador Program, which facilitates the development of students' employment-related skills.

The University continued to incorporate diversity into its staff development programs. It recently introduced a program to target unconscious bias by raising self-awareness and understanding of positive workforce management practices and multicultural competence.

Agreements with Multicultural NSW

The University currently has no agreements with Multicultural NSW.

Workplace Health and Safety (WHS)

Workplace Health and Safety (WHS) at UNE comprises risk management and regulatory compliance of the University's diverse research, teaching and administrative operations, including work in remote locations, the use of hazardous substances (biological, chemical and radioactive), plant safety and wellness initiatives.

Performance is closely monitored and incident data for the reporting period did not demonstrate any adverse trends. Performance in 2017 was comparable to that of 2016 and 2015. UNE claims performance of 2.71% was significantly better than the industry average of 4.55%.

In 2017 UNE undertook a number of WHS initiatives to support safety and emergency management preparedness. These included:

- The implementation of a new online reporting system, Skytrust Incident and Hazard, to capture incidents and hazards on campus. This resulted in an increase of 92% in the number of incidents and hazards reported. The increase is attributed to the introduction of the online reporting system, as well as greater awareness of WHS due to ongoing health and safety promotional campaigns run on campus;
- The review, creation, ratification and publication of a range of WHS rules and procedures;
- The review and updating of UNE Properties asbestos and other hazardous materials registers;
- An audit of the infrastructure, equipment and tasks performed by staff of the UNE SMART Farm, to identify potential health and safety risks. Recommendations were made on how to mitigate the risks identified; and
- The implementation of an Emergency Management Plan and development of Business Continuity Plans.

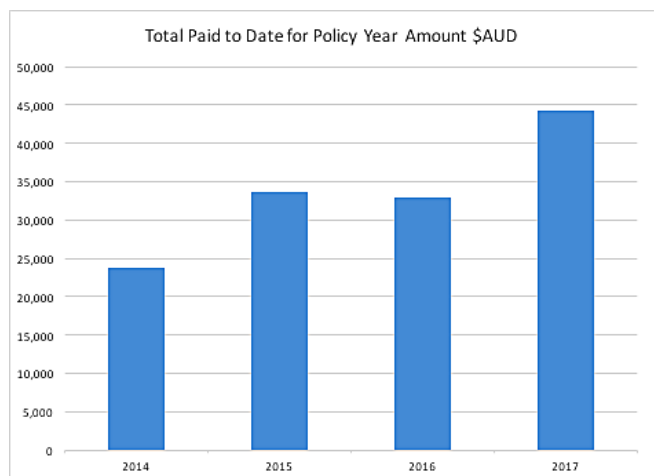
In addition:

- UNE participated in National Safe Work Month during October 2017;
- The University entered 52 teams in the 2017 Stepathlon – a 42-day activity challenge conducted in teams of five;
- Human Resource Services partnered with the UNE Medical Centre to provide free flu vaccinations for staff as part of our Health and Wellbeing Program; and
- A new Health and Safety Strategy was developed and implemented.

Workers' Compensation data for 2017

- Total number of claims: 14
- Total paid to date for policy year 2017: \$44,290.77
- Total paid to date for policy year 2016: \$33,598.62
- Total paid to date for policy year 2015: \$33,968.16
- Total time lost: 1,201.02 hours.

Figure 1: Total workers' compensation paid 2014-2017



Staff numbers

Table 12: UNE staff numbers as at 31 March 2017

Staff in schools	Female	Male	Total
Professor (E)	8	50	58
Associate Professor (D)	29	42	71
Senior Lecturer (C)	60	67	127
Lecturer (B)	107	69	176
Tutor (A)	28	21	49
Total academics in schools	232	249	481

HEO 10+	6	7	13
HEO 09	1	4	5
HEO 08	4	6	10
HEO 07	26	14	40
HEO 06	22	14	36
HEO 05	38	19	57
HEO 04	29	4	33
HEO 03	2	1	3
Total non-academic staff	128	69	197
Total staff in schools	360	318	678

Staff in management, administration and centres

Professor (E) and above	3	3	6
Associate Professor (D)	3	5	8
Senior Lecturer (C)	2	4	6
Lecturer (B)	9	9	18
Tutor (A)	8	4	12
Total academic staff	25	25	50

HEO 10+	22	29	51
HEO 09	18	16	34
HEO 08	32	24	56
HEO 07	35	45	80
HEO 06	64	44	108
HEO 05	81	40	121
HEO 04	37	20	57
HEO 03	8	3	11
HEO 02	3	1	4
HEO 01	0	0	0
Total non-academic staff	300	222	522
Total staff outside schools	325	247	572
Staff in Controlled Entities¹⁸	13	19	32
UNE Total at 31 March, 2017	698	584	1,282
UNE Totals at 31 March, 2016	698	592	1,290

¹⁸Paid by the University.

UNE budget and structural surplus

Table 13: Budget and structural surplus

Comparison to Budget	2017	2017	2018
Parent Entity	Budget	Actual	Budget
University of New England	\$M	\$M	\$M
Teaching Income	220.1	213.8	234.2
Research and Grant Income	62.3	65.2	69.3
Other Income	28.1	26.9	27.9
Total Income	310.4	305.9	331.3
Employee-related Expenses	179.9	174.5	190.4
Non-payroll Expenses	114.8	103.0	123.7
Underlying Result	15.7	28.4	17.2
Interest Income	3.7	3.9	3.6
Interest Expense	1.2	1.1	1.1
Depreciation and Amortisation	20.5	22.6	23.0
Operating Profit	(2.3)	8.7	(3.2)
One-off Income	-	-	-
One-off Expenditure	2.0	4.4	4.0
Operating Result attributable to members of the University of New England	(4.3)	4.3	(7.2)

Structural Surplus	2017		
Description	Budget	Actual	Variance
Financials	\$M	\$M	\$M
Teaching Revenue	220.1	213.8	(6.2)
Operating Revenue	310.4	305.9	(4.6)
Payroll Costs	179.9	174.5	5.4
Non-Payroll Costs	114.8	103.0	11.9
Operating Surplus	15.7	28.4	12.7
Interest Inc and Exp & Depreciation	18.0	19.7	(1.7)
Underlying Surplus/(Deficit)	(2.3)	8.7	11.0
Net Result	(4.3)	4.3	8.6

Overseas travel

- The Vice-Chancellor travelled overseas twice in 2017:
 - Early in the year, she travelled to Vietnam, Singapore and Malaysia to further develop research and teaching partnerships, attend events with alumni and pursue philanthropic strategies.
 - Later in 2017, the Vice-Chancellor attended meetings with various government departments, alumni and partner universities in Indonesia and Bhutan, and presented a keynote address at the APEC Future Education Forum in Vietnam.
- The Deputy Vice-Chancellor Research travelled to Indonesia in support of the IndoBeef preparatory program developed by the Australian Centre for International Agricultural Research.
- The Chief Operating Officer travelled to San Francisco to attend the Oracle Open World Conference 2017.
- The former Pro Vice-Chancellor External Relations travelled to Amsterdam, London and Cambridge to investigate a partnership with a pathways provider, and travelled to Indonesia to attend Australia Business Week 2017.
- The current Pro Vice-Chancellor External Relations travelled to Dubai and Kuala Lumpur to attend the World Student Scholarship Education Program 2017.

Consultants

In 2017 there were three consultant engagements at less than \$50,000. These consultants provided expert advice and a recommendation paper on:

- The academic structure, at a cost of \$28,000;
- Academic governance, at a cost of \$25,000; and
- The management structure of faculties and schools, at a cost of \$37,800.

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

Liability management performance

Not applicable, as debt was not greater than \$20 million.

Insurance

The primary areas of the University's insurance program were renewed through Unimutual Limited, Austbrokers Canberra Pty Ltd and icare. Areas included property protection, general products liability, professional indemnity, malpractice, management liability (including directors and officers), clinical trials, cyber, contractors' asbestos liability, and workers' compensation. Other classes of insurance held include, but are not limited to, business travel, student group personal accident, and comprehensive motor vehicle.

Land disposal

There were no land sales in 2017.

UNE investments

The majority of UNE's investments were placed in term deposits for periods of less than 12 months. The weighted average return for 2017 was 2.60%, which outperformed the Hour-Glass Cash Facility of NSW Treasury Corporation benchmark of 2.28%. The Agriculture Business and Research Institute (ABRI) and UNE Foundation placed investments with professional funds manager Russell Investments.

Funds granted to non-governmental community organisations

Table 14: Funds to non-government community organisations

Total	66,443	40,300	106,743	
Non-government Community Group	Sponsorship	Event	Total	Event Description
Aboriginal Keeping Place	1,538	-	1,538	
Affinity Intercultural Foundation	2,727	-	2,727	
Anaiwan Language Group	-	1,100	1,100	Anaiwan Language Group Forum
Armidale and New England Show Society	3,000	2,500	5,500	2017 Show
Armidale Tree Group	114	-	114	
Australian Historical Association	-	500	500	Contribution to AHA Society
Australian Psych Society	990	-	990	
Blackfoot Yowies	672	-	672	
Drummond Memorial Public School	2,727	-	2,727	
Duval High School	-	200	200	School Awards
Farming Futures	5,000	-	5,000	
Fredy Roberto Valenzuela Foundation	3,462	-	3,462	
Guyra & District Chamber of Commerce	3,500	-	3,500	
Healthwise New England Northwest	909	-	909	
Local Land Service QV	913	-	913	
Moree Boomerang Aboriginal Sports Corp.	-	2,000	2,000	Knockout Sponsorship
Narwan Eels Rugby League Sporting Club	-	2,000	2,000	Knockout Sponsorship
New England Regional Art Museum Limited	-	2,500	2,500	Myall Creek project
Northern Nations Football Club	2,000	-	2,000	
Opera North West Ltd	10,000	-	10,000	
Royal Agricultural Society of NSW	-	27,500	27,500	Rural Scholarships
Special Children	-	500	500	Christmas Party
State Outlooks QLD Rain	800	-	800	
Tamworth Business Chamber	19,901	-	19,901	
The Crawford Fund Ltd	9,000	-	9,000	
Uralla Central School	-	500	500	Presentations
Wingham Akoostik Music Festival	-	1,000	1,000	Wingham Akoostik Music Festival

Disclosure of Controlled Entities

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

Agricultural Business Research Institute (ABRI)

The ABRI employs agribusiness information specialists, who provide information services to the domestic and international livestock industries.

UNE Life

UNE Life manages a range of operations and facilities across the University. These include SportUNE, a student bar and nightclub, childcare facilities, restaurant facilities, hairdressers, a post office and newsagent, cinema, graduation, and functions and catering services.

UNE Foundation

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

UNE Partnerships

UNE Partnerships (UNEP) is the education and training company of the University. It has designed, developed and delivered customised solutions for both organisations and individuals for more than 30 years. UNEP programs suit those who balance life, work and family commitments with study.

Access Arrangements

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

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