



University of New England Annual Report 2014



University of New England
Armidale NSW 2351
April, 2015

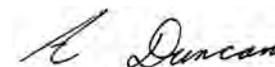
The Honourable Adrian Piccoli, MP
NSW Minister for Education
PO Box 5341
Sydney NSW 2000

Dear Minister,

In accordance with the Annual Reports (Statutory Bodies) Act, 1984, and the Public Finance and Audit Act, 1983, the University of New England Council has the honour to present to you, for tabling to the NSW Parliament, the annual report of the proceedings of the University for the period 1 January to 31 December 2014.



Mr James Harris
Chancellor



Professor Annabelle Duncan
Vice-Chancellor and CEO



Table of Contents

CHANCELLOR'S FOREWORD	2
VICE-CHANCELLOR'S REVIEW	3
UNE AT A GLANCE	4
About UNE	4
Mission	5
Vision	5
Values	5
Strategic Priorities	5
Enablers	5
Academic Schools	5
UNE FACTS & FIGURES	6
2014 IN REVIEW	8
UNE GOVERNANCE	10
Council	10
Academic Board	10
Members	11
Committees	11
Internal Audit And Risk Management	12
Public Interest Disclosure	12
Privacy	12
Government Information Public Access (Gipa)	12
Digital Information Security Policy Attestation	15
UNE LEADERSHIP	16
Senior Executive Team	16
Executive Management Performance Summary	16
Organisational Structure	17
PERFORMANCE REVIEW	18
Students	18
Research	20
Infrastructure	23
Teaching and Learning	24
Advancement	25
Finance	26
Staff	29
WASTE MANAGEMENT	32
ACCESS ARRANGEMENTS	33

Forward from the Chancellor

UNE continues to play a leading role in regional and rural Australia, helping to enhance economic, social and cultural performance, and understanding within our communities.

It is my great pleasure to recommend to you the 2014 Annual Report for the University of New England (UNE).

The University operates in a challenging time. UNE has shown strength in facing these challenges, which are driven not only by government but also by the demands of our students and staff.

UNE strives to develop better methods of delivery to both our internal and external students, enabling them to have an enriching experience at UNE and obtain not only the knowledge that comes with their degree but also to learn how to develop skills that will be lifelong enhancers in our global economy. It is therefore not surprising that our students once again indicated their satisfaction by awarding UNE a five-star rating for student satisfaction.

Research continues to be a key focus for UNE. We have seen that with leadership, and ongoing investment in research facilities and culture, research outcomes have improved this year and will continue to grow in the future. With the contemporary work we do in research, UNE continues to play a leading role in regional and rural Australia, helping to enhance economic, social and cultural performance, and understanding within our communities.

UNE, like any other organisation, is made up of people and I would like to thank the University community for all their work during 2014. Especially I thank our new Vice-Chancellor who has come into this job with drive and determination to make UNE a better place.

I would like to thank the University Council for its support and its tremendous work in governing UNE. We have seen significant infrastructure development that will continue to enhance student access in our regional centres throughout Northern NSW and in Parramatta in Western Sydney. Investments in 2014 in research infrastructure will also be delivered next year, including the new Agricultural Education Building and the new SMART Farm building, to name two.



James Harris
Chancellor

I would like to thank my predecessor the Hon John Watkins and also the acting Chancellor, Dr Geoffrey Fox for all the work they did in 2014.

In 2015, UNE will continue to strive to deliver regional and rural Australia the best educational services and opportunities possible.

James Harris
Chancellor
UNE

In terms of student numbers, we again experienced an increase in enrolments. International enrolments in particular have seen significant growth. Our students again awarded UNE with a five-star student satisfaction rating in the 'Good University Guide'.

I am pleased to report that 2014 was a successful year for the University of New England.

Our student enrolments continued to grow, our research revenues increased to record levels, and work continued on a number of major infrastructure projects.

It was a year of change at UNE. In January, then Vice-Chancellor Jim Barber announced his resignation. I was appointed as interim Vice-Chancellor in February and was very honoured and humbled to be appointed to the position permanently in August following an international recruitment search.

There was also movement in the Chancellor's position in 2014. The Honourable John Watkins resigned from the position in June and was replaced by long-serving council member and local grazier James Harris.

Despite the changes in the leadership UNE has continued to prosper.

In terms of student numbers, we again experienced an increase in enrolments. International enrolments in particular have seen significant growth. Our students again awarded UNE with a five-star student satisfaction rating in the *Good University Guide*.

The rejuvenation of our highly prized residential college system began in earnest in 2014, with the completion of a new residential college. When fully open to students in 2015, Wright College will offer a self-catered apartment option for students – accommodation which is attractive to our international and mature aged students.

The \$14 million Tablelands Clinical School was finalised and work also commenced on the Sustainable, Manageable, Accessible, Rural Technology (SMART) Farm Innovation Centre, which is expected to be completed in mid-2015. The SMART Farm Innovation Centre is a component of the \$46 million Integrated Agricultural Education Project and will significantly enhance UNE's research and teaching performance in agricultural and animal sciences.

In 2014 UNE continued to embark on collaborative partnerships with other institutions in Australia and internationally to the benefit of our students and staff. In 2013, UNE and TAFE New England developed a number of dual-sector degree offerings in Health and Agrifood Systems with encouraging enrolment numbers in 2014. Internationally, UNE established a partnership agreement with Renmin University, Shenzhen to offer our Master of Business Administration to Chinese students.



Professor Annabelle Duncan
Vice-Chancellor and CEO

Having delivered its fourth consecutive underlying surplus in 2014, UNE is in a strong financial position that will enable us to navigate coming changes in the higher education sector.

Research income continues to grow with Research Block Grant income topping \$14 million. Special mention should be made of the School of Humanities, which has signed a contract with the Dubai Municipality for the \$3.3 million Saruq al-Hadid Archaeological Research Project (SHARP). In addition, three UNE research projects were granted funding of more than \$1 million by the Australian Research Council.

UNE hosted a number of high-profile guest lectures in 2014 at our Armidale campus. Former Prime Minister Malcolm Fraser presented the Earle Page College Politics Lecture, President of the Australian Human Rights Commission, Professor Gillian Triggs, delivered a lecture on human rights and executive power, Founder of the Bell Shakespeare Company, John Bell, talked about his lifelong involvement with the work of Shakespeare, and Former High Court Judge, the Honourable Michael Kirby, delivered his namesake public lecture on human rights in North Korea.

I look forward to building on the success of 2014 in the years ahead.

Annabelle Duncan
Vice-Chancellor and CEO
UNE

UNE at a glance

The UNE community includes 10 regional study centres throughout northern New South Wales and a growing international network of teaching partners.

About UNE

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

The University's main campus is located in Armidale, NSW, halfway between Sydney and Brisbane, on 260 hectares of picturesque bush land. The UNE community includes 10 regional study centres throughout northern New South Wales and a growing international network of teaching partners.

On-campus students enjoy personalised and inspiring interaction with UNE's academic leaders. This experience is facilitated by UNE's vibrant collegiate community, providing networks of friends, academic support, social and sporting activities. The UNE experience is far reaching, as the latest online technologies are implemented to bring academic experiences to off-campus students anywhere around the world.

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

UNE hosts a number of flagship research centres including the Institute for Rural Futures (IRF); the National Centre of Science, Information and Communication Technology, and Mathematics Education for Rural and Regional Australia (SiMERR); the Australian Centre for Agriculture and Law (AgLaw Centre); the Centre for Bioactive Discovery in Health and Ageing (CBDHA); and the Precision Agriculture Research Group (PARG).



Historic Booloominbah, University of New England, Armidale NSW.

Mission

UNE is a regionally based, globally networked university that is renowned for the quality of its student experience, the excellence of its research, its commitment to innovation and inclusivity and its responsiveness to the aspirations of our students, staff, partners, and the New England community. UNE will deliver a distinctive student experience characterised by a formative on-campus student tradition and academic culture, accessible education and service delivery, and research that is relevant to the communities it serves.

Vision

UNE will:

- be known for the quality and accessibility of its on-campus and online education
- deploy the latest educational technologies to connect, study and interact with staff and students all around the world
- be a desirable place to work
- provide an unsurpassed residential college system and on-campus university experience
- focus on research that has a positive impact on regional communities via knowledge transfer and applied outcomes
- remain known for its inclusiveness as both an education provider and employer
- be known as lead collaborator across a range of partnerships with the community, the professions, business, industry and government
- have greater international connectivity in terms of course delivery, course content, pedagogical practice, benchmarking and human capital
- have systems and processes in place that facilitate quick and innovative responses to changes in market
- demand, industry needs, advances in pedagogy and delivery modes
- be a financially and environmentally sustainable organisation.

Values

Formative - providing a study and work environment that encourages intellectual and personal development, flexibility in terms of attitude, knowledge and skills.

Respectful - encouraging respect for our students, staff and partners and celebrating their diversity

Inclusive - providing an academic and work environment that is accessible to, and engaged with the communities we serve.

Flexible - promoting a culture that is responsive to change and the needs and expectations of all stakeholders.

Innovative - promoting a culture that develops and incorporates creative approaches to academic and administrative service delivery across all areas of the University.

Strategic Priorities

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

Enablers

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

Academic Schools

UNE is Australia's oldest regional university offering more than 200 courses at undergraduate, postgraduate coursework and higher degree research levels.

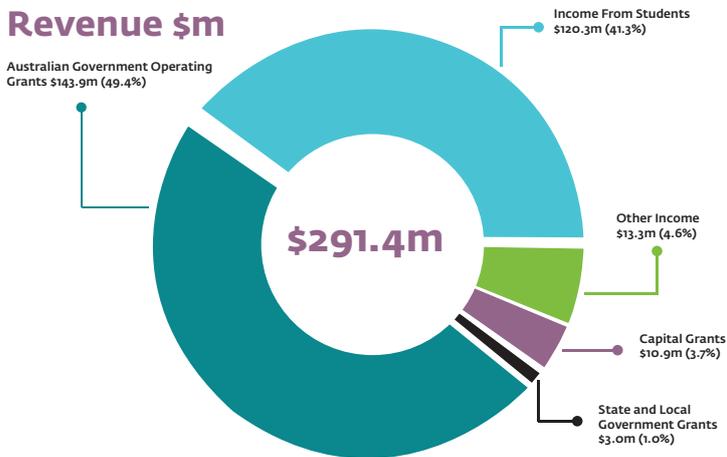
UNE has 10 Schools specialising in a wide ranges of academic fields:

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

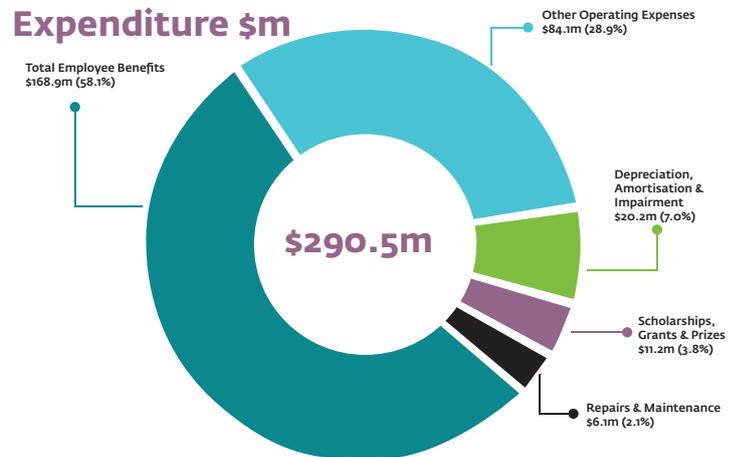
UNE Facts & Figures



Revenue \$m

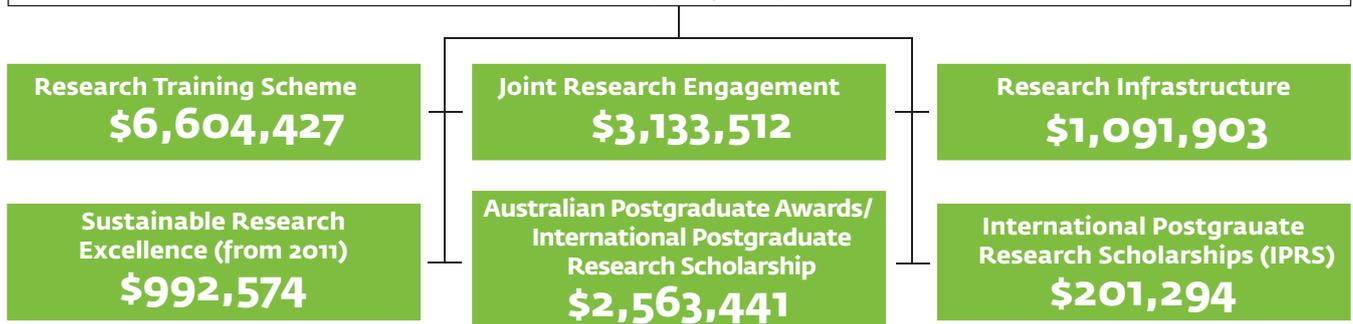


Expenditure \$m

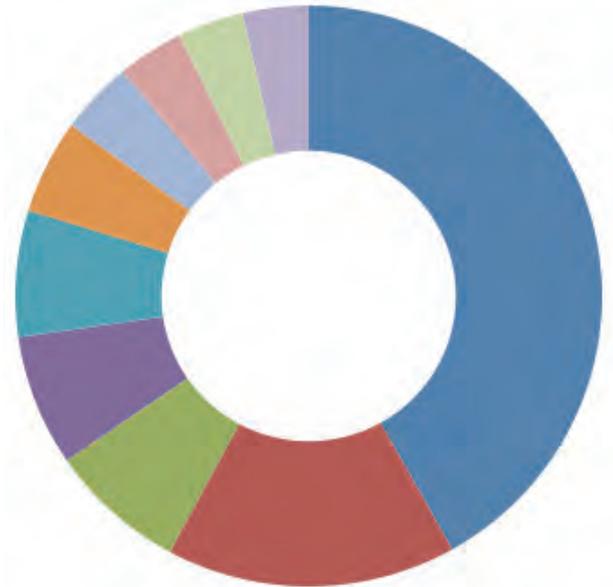
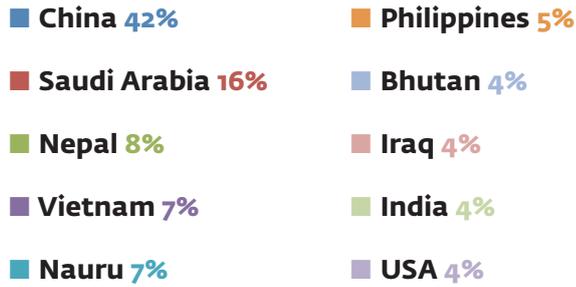


Research Block Grant Income

\$14,587,151



Top Ten Countries Represented by International Students



2014 Student Enrolments by Course Type

Higher degree by Research

774 (3.4%)

Postgraduate Coursework

6,096 (26.5%)

Undergraduate

14,672 (63.8%)

Enabling and other Non-Award

1,456 (6.3%)

2014 Student Enrolments by School

Total Enrolled Students 22,998

Arts

1,292 (5.6%)

Behavioural, Cognitive and Social Sciences

2,446 (10.6%)

Education

5,109 (22.2%)

Environmental and Rural Science

1,575 (6.9%)

Health

1,572 (6.8%)

Humanities

2,536 (11.0%)

Law

2,087 (9.1%)

Rural Medicine

410 (1.8%)

Science & Technology

1,696 (7.4%)

UNE Business School

2,691 (11.7%)

Other

1,584 (6.9%)

2014 Student Enrolment Demographics

Off-campus students

18,373 (79.9%)

On-campus students

4,625 (20.1%)

Female students

15,116 (65.7%)

Male students

7,882 (34.3%)

Commencing students

9,922 (43.1%)

International students

1,035 (4.5%)

Indigenous students

593 (2.6%)

Postgraduate students

6,870 (29.9%)

2014 - Other Student Information

Students

21,872

Student load (EFTSL)

11,643.2

Graduates

3,630

Staff Members

1,364

(Note that this graph reflect all courses a student enrolls in)

2014 in Review

January

- Dr Tom Bristow was awarded an Australian National University's Humanities Research Centre (HRC) fellowship to continue his research comparing environmental human cultural studies alongside innovations in the digital humanities.
- Armidale Dumaresq Council and UNE joined forces to offer two scholarships to country students to study Engineering or Urban and Regional Planning.
- Twelve Year 11 and 12 students received scholarships from UNE as part of the Growing Regional and Agricultural Students in Science (GRASS) program.
- UNE's Vice-Chancellor, Professor James Barber, announced his resignation from UNE.

February

- Eminent speakers debated the implications of Zoe's Law at a forum hosted by UNE. This law proposed that legal personhood be conferred on fetuses over 20 weeks' gestation or weighing 400 grams or more.
- Leading Australian thinkers joined international guests at UNE's Summer Retreat, designed to inspire a deeper conversation about managing change in business and organisations.
- UNE academic, Professor Paul Martin, led an international project to improve the effectiveness of laws that govern the use of natural resources around the world for the International Union for Conservation of Nature's (IUCN) World Commission on Environmental Law.
- Professor Annabelle Duncan was appointed as interim Vice-Chancellor and CEO of UNE.
- Dr Leopold Bayerlein from UNE Business School won first place in the Best Practices in Flexible Learning Competition for his online teaching platform *Balancing Life*.

March

- Distinguished University of New England alumni, His Excellency Rear Admiral Kevin Scarce AC CSC RANR and Mr Tony Windsor, were presented with Honorary Doctorates of Letters.
- UNE welcomed visiting academic and expert in biblical studies, Professor Carol Meyers from Duke University in the United States. Professor Meyers presented a public lecture entitled '*Mosaics and multiculturalism: Discoveries at ancient Sepphoris*'.
- NSW Chief Pharmacist and Associate Director at the NSW Ministry of Health, Ms Judith Jackson, presented the occasional address to UNE's first cohort of pharmacy graduates.
- UNE student, Callan Beesley, was named NSW Pharmacy Student of the Year.

April

- UNE and TAFE New England launched the integrated degrees program offering flexible entry and exit points in degrees in the disciplines of Agrifood Systems, Health and Community Services.
- UNE honours student, Tim Rhodes, was selected to attend the prestigious 44th St Gallen Symposium in Switzerland as a Leader of Tomorrow after his essay contribution ranked in the top 100 entries.
- The Japanese Minister of Internal Affairs and Communications and a delegation of high-ranking trade officials visited the University of New England's Armidale Campus and the Kirby SMART Farm facility as part of a three-day visit to Australia for intergovernmental talks on trade.
- Parramatta City Council signed a Memorandum of Understanding with UNE covering key priorities including innovation, talent development and community leadership.

May

- Chair of the National Disability Insurance Agency, Bruce Bonyhady, presented a public lecture '*The transformational reform of our time: the National Disability Insurance Scheme (NDIS) and lessons for change*'.
- Former New South Wales Premier and Foreign Minister, Bob Carr, delivered personal insights into his life as a politician, conservationist, statesman and author at a public lecture at UNE.
- UNE presented \$7.1 million worth of scholarships to 122 undergraduate students and 114 postgraduate students.
- 177 UNE Business School students received merit awards at the annual CPA Australia awards dinner.

June

- UNE Chancellor, the Honourable John Watkins, resigned.
- The 4th Annual Farming Futures Careers Fair and industry dinner brought together agricultural businesses from across Northern NSW and Southern Qld to promote postgraduate jobs, summer employment, internships and scholarships to agriculture students.
- UNE signed a Memorandum of Understanding with Pennsylvania State University (USA) to promote joint research centres, student exchange, interfaculty exchange programs and sharing of research and education resources and materials.
- UNE's Business School won gold and platinum awards in the 2014 LearnX Asia Pacific Impact Awards for its exceptional work in organisational learning and development.
- UNE's School of Education launched a recruiting initiative aiming to improve the retention rate of quality teachers at disadvantaged schools in Western Sydney.

July

- The UNE Enactus Minimbah Project team continued to hold free birth registrations sessions at community centres and sports events in regional NSW and Southern Qld to assist underprivileged Australians in obtaining birth certificates.
- Former Australian Prime Minister, the Right Honourable Malcolm Fraser AC CH, delivered the Earle Page College Politics Lecture entitled '*Should Australia be involved in a war that may be sparked by China and the United States?*'
- World-renowned and accomplished theatrical practice scholar, Professor Mary Luckhurst, led a workshop in creative practice for staff, students and community members entitled '*The actor's body as haunted house*'.

August

- UNE appointed seven new members to its Council: Professor Don Hine, Dr Robyn Muldoon, Mr Stuart Robertson, Mr Michael Kirk, Ms Rosemary Leamon, Mr Les Ridgeway and Ms Meredith Symons.
- SportUNE launched the Graduates of League program with the National Rugby League at its Parramatta FutureCampus.
- Former Australian High Court judge, the Honourable Michael Kirby presented a public lecture, '*Will human rights in North Korea change?*'
- UNE celebrated the UNE Teaching Excellence Awards and was again awarded five stars for student experience, overall satisfaction and teaching quality in the national Good Universities Guide.
- Professor Annabelle Duncan was permanently appointed as Vice-Chancellor and CEO of UNE.

September

- Regional students presented 160 science investigation projects that they completed at school as part of UNE's Growing Regional and Agricultural Students in Science (GRASS) investigation awards.
- UNE launched an Associate Degree in Teaching with a Pacific focus to Nauruan locals as part of the Nauru Teacher Education Project.
- 211 Students received recognition for their outstanding academic achievements at the second Vice-Chancellor's Scholar awards ceremony.
- UNE awarded two citations for outstanding contributions to student learning by the Office of Learning and Teaching.

October

- Founder of the Bell Shakespeare Company, John Bell, visited the UNE Armidale campus and presents his lecture, '*Shakespeare and Me – a Life*'.
- President of the Australian Human Rights Commission, Professor Gillian Triggs, presented a lecture at UNE entitled '*Australian exceptionalism: Human rights and executive power*'.
- UNE signed a Memorandum Of Understanding with Minzu University in Beijing, China to promote cultural exchanges, cooperative education programmes, joint academic supervision of postgraduate students and the opportunity for further engagement in joint academic research.
- UNE ran the 'Yes I Can' literacy campaign led by Adjunct Professor Jack Beetson to help reduce crime and increase school attendance rates at three Indigenous communities in New South Wales.
- UNE Business School hosted the inaugural China Study Tour, with 28 undergraduate students exploring the cultural diversity, business development opportunities, sustainability and other international business challenges in the dynamic and rapidly developing economy of Australia's biggest trading partner.

November

- UNE won the overall Regional Development Australia Northern Inland Innovation of the Year Award for its Precision Agriculture Research Group's NBN connected Smart Farm project.
- Grazier and businessman James Harris was appointed as 9th Chancellor of the University of New England.
- Dr Hamish Campbell delivered the 2014 Steve Irwin Memorial Lecture at the University of Queensland.
- Around 800 school students from across the region experienced hands-on science at the annual Science in the Bush event, which forms part of UNE's Far Out Science Program.
- Head of School of Humanities, Professor Lloyd Weeks was appointed by the Dubai Municipality to lead a team of experts who will spend the next three years analysing and conserving thousands of 3,000 year-old artefacts discovered at a site in the desert of Dubai known as Saruq al-Hadid.

December

- UNE opened its historic homestead to the community at the inaugural Booloominbah Open day.
- Dr Leo Bayerlein from the UNE Business School was awarded an Australian Award for University Teaching – one of only 16 in Australia.

UNE

Governance

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

Council

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

Academic board

The Act also establishes an Academic Board, which is the principal academic body of the University. The Academic Board reports to the UNE Council, advising it and the Vice-Chancellor on developments and initiatives relating to and affecting the University's teaching and research activities as well as its educational programs. The Board and its Committees develop, implement and review academic policies and consider proposals for the development of academic programs and awards.

Members

Council Members, Qualifications and Terms of Appointment

Appointment	Council Members	Date Elected *	Expiry Date*	Qualifications
Official	Chancellor, The Hon John Watkins	08/12/2012	20/06/14	BA/LLB, MA, Dip Ed, AICD
	Chancellor, Mr James Harris	20/11/2014	19/11/2019	HonDUniv (NE)
	Vice-Chancellor, Professor Jim Barber	03/02/2010	22/03/2014	BSocSc, BA(Hons), PhD
	Vice-Chancellor, Professor Annabelle Duncan	20/08/2014	19/08/2019	BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch), PSM
	Chair Academic Board, Professor Nick Reid	2/04/2013	2/03/2015	BSc(Hons), PhD (Adelaide)
Minister	Mr Kevin Dupe	17/08/2010	16/08/2014	BEc, AMP INSEAD, FAMI, FAICD
	Ms Gae Raby	17/08/2010	16/08/2014	BEc
	Mr James Harris	17/8/2014	See "Chancellor" above	
	Dr Geoffrey Fox (Deputy Chancellor – 31/10/2012 to 30/10/2014)	17/8/2014	16/8/2017	BRurSc (Hons), PhD (NE), MA (ANU)
	Ms Jan McClelland AM	17/08/2010	16/08/2014	BA (Hons) (Syd), BlegStuds (Macq), FACEL, FAIM, FAICD
	Ms Rosemary Leamon	17/8/2014	16/8/2016	BFA (NE), CA, MAICD
	Mr Les Ridgeway	17/8/2014	16/8/2017	Bed, DipTech (NCAE)
	Ms Meredith Symons	17/8/2014	16/8/2016	BFA (NE) ACA
Ms Anne Myers	01/12/2014	30/11/2016	MBA AGSM, GAICD	
External	Ms Jan McClelland AM (Deputy Chancellor – 20/11/2014 to 19/11/2016)	2/10/2014	31/12/2017	BA (Hons) (Syd), BlegStuds (Macq), FACEL, FAIM, FACID
	Mr Robert Finch	25/11/2012	31/12/2015	ACA, FLGAA
Academic	Professor Margaret Sims	21/8/2014	20/8/2016	BA, MA, PhD (Auckland), DIM NZ
	Dr Brian Denman	21/08/2012	20/08/2014	BA, MA, PhD
	Professor Donald Hine	21/8/2014	20/8/2016	BSc (University of Alberta), MA, PhD (University of Victoria)
Non-Academic	Dr Jeannet van der Lee	21/8/2014	20/8/2016	BNatRes, PhD NE
Undergraduate	Mr Ben Crough	12/10/2012	11/10/2014	
	Mr Michael Kirk	12/10/2014	11/10/2016	
Post Graduate	Ms Catherine Millis	05/10/2012	04/10/2014	BSchNF, BCompSc, MCompStud
	Mr Stuart Robertson	5/10/2014	4/10/2016	BsocSc (NE)
Graduate	Mr Neil (Archie) Campbell	18/08/2010	17/08/2014	BFA
	Dr Jack Hobbs	18/8/2014	17/8/2018	BSc (Hons) Lond, CertED (Nott), MSc PhD (NE), FRMetS, JP
	Dr Robyn Muldoon	18/8/2014	17/8/2018	BA DipEd, M.Ed, EdD (NE)

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

Committees

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

- Standing Committee of Council
- Finance Committee of Council
- Audit and Risk Committee of Council
- Infrastructure Committee of Council
- Remuneration Committee of Council
- Nominations Committee of Council
- Tender Committee of Council
- Honorary Degrees Titles and Tributes Committee of Council
- Standing Committee of Convocation

Internal audit and risk management

TPP 09-05 is a Treasury directive on Internal Audit & Risk Management policy and Universities are not required to adhere to the directive. However, UNE's Audit & Risk Directorate was subject to an independent external review in late 2014, conducted by the Institute of Internal Auditors, who concluded that UNE was in full conformance with the six core requirements of TPP 09-05 and therefore in full conformance with the directive.

Public interest disclosure

During 2014 the Public Interest Disclosure Policy and Public Interest Disclosure Procedure were reviewed and the new Public Interest Disclosure Rule and Public Interest Disclosure Procedure were approved by the Audit & Risk Committee at their December meeting.

UNE, as part of its 2014 induction program for new employees, provided training on the UNE Public Interest Disclosure Rule and Public Interest Disclosure Procedure. In addition the new electronic Performance Planning Development and Review process requires existing staff to certify that they have completed the compulsory compliance training within the required timelines.

The compulsory compliance training is available online and includes the Public Interest Disclosure Rule and Public Interest Disclosure Procedure.

Statistical information on the number of public interest disclosures (PIDs) received and completed is detailed in the table below.

Particulars	Period: 1 January 2014 – 31 December 2014
Number of public officials who made PIDs	4
Number of PIDs received	4
Of the PIDs received, number primarily about:	
• corrupt conduct	2
• maladministration	2
• serious and substantial waste	0
• government information contravention	0
Number of PIDs finalised	4

Privacy

The Australian Government's privacy law reform took effect in March 2014. The University provided details of the changes to legislation via the University of New England's internet homepage. The link provides information about the University's management of privacy matters, a link to the University's Privacy Policy, its Privacy Management Plan and contact details for the University of New England's Privacy Officer.

Advice and support to increase awareness of the reforms and their implications were provided to the University community by the University's Privacy Officer, with all privacy issues and concerns across 2014 being addressed at a local level. There were no privacy matters escalated to the NSW Privacy Commission during 2014.

The University's Privacy Policy and its associated Privacy Management Statement are both currently under review.

Government information public access

Review of proactive release program – Clause 7(a)

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

UNE's program for the proactive release of information involves monitoring the nature of the GIPA applications received and identifying information that maybe of interest to the general public. UNE also reviews the relevance and accuracy of the Open Access Information available on its website on an ongoing basis.

During the reporting period, we reviewed this program by identifying and discussing at a senior level possible new open access information. As a result of this review, the Agency intends to release the following information proactively: the salaries and key performance indicators of the Agency's senior executives.

Number of access applications received – Clause 7(b)

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

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

During the reporting period, our agency refused two access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, none was refused in full, and two were refused in part.

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

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

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

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

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

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

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

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

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

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

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	1	1	2

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

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

Digital information security policy attestation

The University's digital information security policy consists of a collection of topic specific policies, including:

- Rules for the use of UNE ICT services
- Audit Vulnerability Scan Policy
- Communications Policy
- Cyber-ethics Guidelines for Students
- IT Security Policy
- Corporate Web Management Policy
- Wireless Access Policy
- Password Policy (pending approval)
- CCTV Policy (pending approval).

During 2015, UNE's digital security policies will be reviewed to be in line with UNE's new policy framework and the ISO 27001 IT Security Standard.

UNE Leadership

The Vice-Chancellor is the University's Chief Executive Officer (CEO) and is responsible for the management of the University and the implementation of the University's Strategic Plan. The role of the Vice-Chancellor and its functions are determined by the Act and includes official membership of the University's Council. The Vice-Chancellor has charge of UNE's administrative and financial activities as well as managing the direction of the University's corporate planning, budget activities and the implementation of policy. The Vice-Chancellor reports directly to the Chancellor and the University Council as well as providing supervision to and receiving support from a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

Senior Executive team

Chancellor

Mr James Harris, HonDUniv (NE)

Deputy Chancellor

Ms Jan McClelland AM BA (Hons)(Sydney), BLegS (Macquarie), FACEL, FAIM, FACID

Vice-Chancellor and CEO

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

Deputy Vice-Chancellor

Professor Faith Trent AM B.Sc (Sydney), Dip Teach (Sydney TC), MA (Simon Fraser), MA Hons (Macquarie), D.Litt (Flinders)

Chief Legal and Governance Officer

Mr Brendan Peet, LLB (QUT)

Executive Director Operations (Acting)

Mr Robert Irving, BA (Hons) Marketing, MBA, MAICD

Chief Financial Officer

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

Pro Vice-Chancellor Research

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

Pro Vice-Chancellor Academic (Acting)

Professor Alison Sheridan, B.Ag Econ (Hons) (USyd), PhD (NE), GAICD, FANZAM, CAHRI

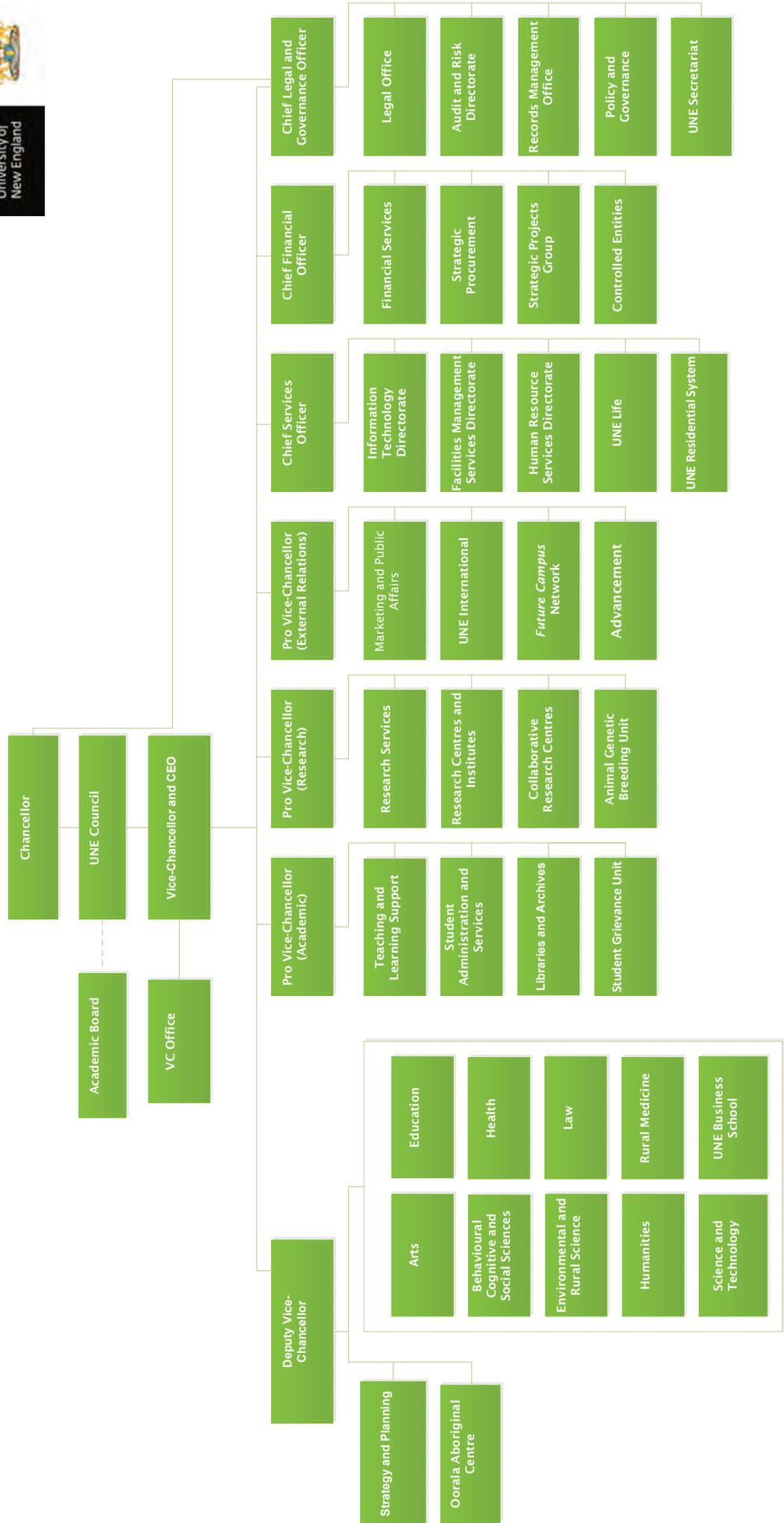
Pro Vice-Chancellor External Relations (Acting)

Ms Gabrielle Rolan, BBus (Comm), QUT

Executive Management Performance Summary

Position	Name	Remuneration (Including Superannuation)
Vice Chancellor and Chief Executive Officer	Professor James Barber	\$320,651
Vice Chancellor and Chief Executive Officer (from 23 March 2014)	Professor Annabelle Duncan	\$525,229
Deputy Vice-Chancellor	Professor Annabelle Duncan	\$89,330
Deputy Vice-Chancellor (from 28 April 2014)	Professor Faith Trent	\$272,420
Legal and Governance	Mr Brendan Peet	\$303,689
Chief Operating Officer (to 11 April 2014)	Mr David Cushway	\$85,103
Executive Director Operations (from 22 April 2014)	Mr Rob Irving	\$208,524
Pro Vice-Chancellor Academic	Professor Alison Sheridan	\$293,664
Pro Vice Chancellor Research (from 12 May 2014)	Professor Heiko Daniel	\$292,882
Pro Vice-Chancellor Educational Innovation and International (to 28 March 2014)	Dr Michael Crock	\$64,516
Pro Vice Chancellor External Relations (from 7 April 2014)	Ms Gabrielle Rolan	\$213,625
Chief Financial Officer	Ms Michelle Clarke	\$305,320

Organisational Structure



Performance Review

UNE's Strategic Plan 2011–2015 set a number of strategic priorities against which performance is evaluated on an annual basis. Of particular importance are our students and how we promote access and participation, our research accomplishments, infrastructure development, teaching and learning, advancement, financials and staff.

Students

Performance of the new Online Admissions and Advanced Standing (OLAAS) system

The Online Admission and Advanced Standing (OLAAS) Project is part a program of projects developed to enhance the student experience at UNE. The project will deliver new technology to enable much improved online engagement with prospective students and more effective student relationship management, resulting in a consistently high quality student experience throughout the student lifecycle.

The OLAAS project entails the design and implementation of a new Online Admissions website and applications processing environment. The project will provide a simplified user experience for applicants while improving data visibility and analysis for marketing purposes. It is expected that this project will lead to an increased number of student applications for UNE courses. The project will go live in March 2015.

Multicultural policies and service program

The majority of UNE's students study online and off-campus student account for 79.9% of enrolments. On-campus students that identify as linguistically and culturally diverse are recognised at an annual event, the Multicultural Fair, which showcases the different cultures and celebrates their diversity. The purpose of the event is to promote inclusion.

Although there is no formal multicultural service program in place at this time support is offered to students on a case-by-case basis.

Agreements with the Community Relations Commission

UNE currently has no agreements with the Community Relations Commission.

Indigenous student support

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

- The Internal Selection Program (ISP) is a two-day program of workshops, testing and assessment held on campus at Oorala. It focuses on each participant's study skills and career goals. Following an interview, participants are recommended for admission to UNE courses or TRACKS (see below) and advised on suitable alternatives for study in their chosen field.
- The TRACKS Tertiary Preparation Program (TRACKS) is a 12-month enabling course which prepares Aboriginal and Torres Strait Islander students for university study. Students are assisted to make informed choices about applying for UNE undergraduate courses. TRACKS offers on-campus or online study, with a compulsory intensive school at Oorala each semester. All students attend a pre-orientation program at Oorala at the start of their course and on-campus students attend regular TRACKS workshops during semester. Students who successfully complete these programs are offered a place in UNE undergraduate courses, subject to additional faculty entry requirements.

UNE's Regional Aboriginal Higher Education Strategy

- UNE enrolled 296 commencing Indigenous students in 2014 with approximately three-quarters (73.0%) studying off-campus. The total number of Indigenous people studying at UNE increased from 570 to 597 in 2014, an increase of 4.7%. The growth achieved in 2014 has built on the overall enrolment growth of 59.6% that has been achieved since 2010. Over the period since 2010, Indigenous enrolment growth has been evenly distributed between both off-campus and on-campus study modes.
- In 2014, the largest numbers of Indigenous students were undertaking programs in the School of Education (23.8%), the School of Health (12.7%) and the School of Law (9.2%). Approximately 11% of Indigenous students were either enrolled in the Oorala Aboriginal Centre (TRACKS Tertiary Preparation Program) or other enabling programs taught by the Teaching and Learning Support Unit.
- In 2014, 49 Indigenous students graduated from the University of New England with two-thirds (67.3%) receiving undergraduate awards. Indigenous graduates represented 1.3% of all UNE graduates in 2014 – a figure which has incrementally grown from 0.9% in 2010 to 1.3% in 2014.

Disability plans

The 2014–2017 Disability Action Plan (DAP) builds on the work completed under the previous 2010–2013 DAP and was developed following extensive consultation with the UNE staff and students. Significant achievements are the establishment of Disability Network Officers across the schools and the introduction of special targeted programs such as the support for students on the Asperger's spectrum.

Innovative partnerships and solutions

In 2013 UNE in partnership with TAFE New England introduced the integrated degrees program, allowing students to progress through the vocational education and training (VET) sector into higher degree qualifications. A number of dual-sector degree offerings in Health and Agrifood Systems resulted, with enrolments open for commencement in 2014.

With more than 80 students enrolling in the integrated health programs (Community Services and Health Practice) in the first year they were offered, the suite of awards has had a strong start. Work is ongoing to broaden the base from which recruitment can be made to improve demand for the Agrifood Systems degree.

Student and community engagement

- In August 2014 UNE began the initial rollout of a new online tool to high school careers advisors around the regional called the *UNE MyFutureFinder*. The *UNE MyFutureFinder* is an online personality test for high school students that match their personality to particular careers and corresponding UNE courses. More than 550 high school students completed the *UNE MyFutureFinder* throughout the initial rollout phase with overwhelming positive feedback from schools and career advisors.
- UNE visited 234 schools in the institution's primary catchment as part of the student recruitment campaign. A record number of over 1,300 school leavers attended the Armidale Campus Open Day in May 2014.
- UNE 'O' week (also known as Lifesavers Day) saw 140 local businesses, student clubs and societies displaying their products and services to UNE students.
- SportUNE had an exceptional year hosting in excess of 55 community engagement events and coordinating the activities of more than 20 UNE Sporting clubs whose membership include community members, staff and students. SportUNE further introduced the popular International Women's Swimming Lessons on Tuesdays. This allows women from other cultures to learn how to swim and exercise in accordance with their religious beliefs.
- SportUNE had approximately 210,000 visits in 2014 with students accounting for 60% of the members.
- UNE's Future Campus based in Parramatta hosted over 55 events and 39 intensive schools and lectures attracting 7,521 students and visitors. It also signed a partnership with the Parramatta City Council with a focus on joint community projects to promote social and economic development of Western Sydney.
- For 2014 there was a 3.9% increase in requests for access to the Regional Study Centres located in Tamworth, Taree, Coonabarabran, Glen Innes, Gunnedah, Inverell, Moree, Narrabri and Tenterfield.

International student support and engagement

- UNE International launched its Welcome/Orientation app to assist international students prior to arriving in Australia and cope with their first weeks on campus. The Welcome App was downloaded 321 times and feedback suggests students found it helpful as it provides a one-stop orientation platform.
- New Memoranda of Understandings and/or academic articulation agreements were signed with governments and institutions in Bhutan, Sri Lanka, China, Mongolia, Taiwan and Banda Aceh. These agreements promote international collaboration in education and research to ensure recruitment outcomes and continuous best practise at UNE.
- New exchange agreements were signed with universities in Spain, Canada, UK, India and China allowing UNE students to experience studying abroad.
- Over the last 12 months, UNE's International nursing enrolments from Nepal, India and the Philippines have increased by 54%, 72% and 54% respectively. This increase is a direct result of international marketing and recruitment activities undertaken specifically for our nursing programs.
- UNE International conducted a range of international student support activities including an international students' photography competition in conjunction with New England Regional Art Museum (NERAM), Autumn Festival celebrations with the Armidale Dumaresq Council and a number of events in conjunction with the Harmony Group, including the International Student Day celebration.
- In 2014 UNE successfully obtained funding of \$140,000 for four mobility projects under the New Colombo Plan (NCP) 2015 – an increase of 50% on the NCP 2014 funding.



Research

UNE has a proud history of undertaking quality research and producing high quality research outcomes, with a particular emphasis on tackling regional issues of global significance. This research is underpinned by five thematic research priorities:

- Australia's future food and water security
- Environmental sustainability and effective policies
- Health and wellbeing in rural communities
- Australia's regional history and protection and promotion of cultural heritage, and
- Regional and rural development, sustainability, prosperity and peace

Funding achievements

RESEARCH AWARDS PER SCHOOL: NUMBER OF EXTERNALLY FUNDED RESEARCH PROJECTS

	Australian Competitive Grants	Other Public Sector Research Funding	Industry and Other Research Funding	CRC Participant Funding	TOTAL
Agricultural & Genetics Breeding Unit (AGBU)	4	-	1	-	5
Arts	1	-	1	-	2
Behavioural, Cognitive & Social Science (BCSS)	7	1	1	-	9
Education	2	6	3	-	11
Environment & Rural Science (ERS)	18	23	19	4	64
Health	-	-	-	-	-
Humanities	1	-	1	-	2
Law	1	1	1	-	3
Rural Medicine	-	-	-	-	-
Science & Technology	5	2	3	-	10
UNE Business School	8	-	2	-	10
TOTAL	47	33	32	4	116

Source: Research Services – Approved Grants 1 Jan – 26 Nov 2014

Excludes travel grants, scholarships and UNE seed grants

Includes grants where UNE is not the lead institution

RESEARCH AWARDS PER SCHOOL: FUNDING AMOUNT AWARDED TO EXTERNALLY FUNDED RESEARCH PROJECTS (\$'000)

	Australian Competitive Grants	Other Public Sector Research Funding	Industry and Other Research Funding	CRC Participant Funding	TOTAL
AGBU	146		25		171
Arts			10		10
BCSS	353	36	245		634
Education		1,274	245		1,519
E&RS	3,137	2,815	2,080	1,138	9,170
Health					
Humanities			3,322		3,322
Law		75	11		86
Rural Medicine					
Science & Technology	842	166	242		1,250
UNE Business School	217		479		696
TOTAL	4,696	4,366	6,660	1,138	16,859

Source: Research Services – Approved Grants 1 Jan – 26 Nov 2014

Excludes Travel Grants, Scholarships and UNE Seed Grants

Includes Grants where UNE is not the Lead Institution

TOP TEN 2014 EXTERNALLY FUNDED RESEARCH GRANTS IN TERMS OF FUNDING AMOUNT

Academic Unit	Funding Source	Research Project	Funding Amount (\$)
E&RS	Bill & Melinda Gates Foundation - BAIF Development Research Foundation	Delivering improved dairy genetics and sustained affordable access to sorted (sexed) semen technology to increase dairy productivity for poor smallholder dairy farmers	\$1,475,419
Education	South Australian Department for Education and Child Development	QuickSmart Numeracy Program for the South Australian National Partnerships Cluster	\$1,023,000
E&RS	GRM International Pty Ltd	Australia Awards in Africa Program - Livestock Production Systems Short Course	\$1,020,690
E&RS	Australian Research Council - Future Fellowship	Understanding the evolutionary tempo and significance of the first animals through exceptional fossil preservation	\$714,528
E&RS	Poultry CRC	Implementation of a net energy system for laying hens	\$707,923
E&RS	EcoLogical Australia	Long Term Intervention Monitoring Project: Gwydir River System Selected Area	\$582,936
E&RS	University of Tasmania	Effective control of barley yellow dwarf virus (BYDV) in wheat	\$493,244
E&RS	Australian Research Council - Discovery	Genomic signatures of adaptive diversification in woodland Eucalyptus	\$465,088
E&RS	Poultry CRC	Vaccine and Diagnostics for Haemorrhagic Enteritis of Turkeys	\$441,473
UNE Business School	United Nations: Food and Agriculture Organisation (FAO)	Improving methods for estimating livestock production and productivity	\$439,850

Research Facilities

UNE unveiled stages 1 and 2 of the new \$7 million Centre for Animal Research and Teaching at its Armidale campus. The facility includes both a new Large Animal Facility and a multimillion dollar Imaging Centre and represents a significant expansion of UNE's research and training capabilities.

Research highlights

UNE academic staff engaged in a number of high profile research projects during 2014:

- During 2014, UNE's School of Humanities entered into a contract with Dubai Municipality for a \$3.3 million Saruq al-Hadid Archaeological Research Project (SHARP). This project established a three-year research collaboration for the archaeological investigation, analysis and conservation of materials from the prehistoric site of Saruq al-Hadid in Dubai, United Arab Emirates and is led by the Head of School, Professor Lloyd Weeks.
- The Commonwealth Environmental Water Office has awarded a five-year research program (2014–2019) to a UNE-EcoLogical Australia consortium to assess the response of key ecological assets in the northern Murray Darling Basin to environmental watering. Associate Professor Darren Ryder will co-lead the \$5.5 million program in the lower Gwydir and Warrego–Darling Rivers. The consortium was awarded two of the seven available national research programs, acknowledging the strength of freshwater ecology in the school and building on UNE's established role as a key research provider in the Murray–Darling Basin.
- UNE's School of Environmental and Rural Sciences (ERS) is undertaking research to better understand the vulnerability of Pacific islands to environmental change. The main aim of the project is to develop a Coastal Vulnerability Framework as a component of the Pacific–Australia Climate Change Science and Adaptation Planning (PACCSAP) program. The database developed as part of the project shows the potential vulnerability of 1,532 islands in the Pacific to climate change and will inform managers of priority areas about where resources need to be allocated.

- The Poultry Co-operative Research Centre (CRC) in collaboration with the Rural Industries Research and Development Corporation (RIRDC), the NSW Government and UNE, developed a 'net energy' system for assessing ingredients and formulating broiler (meat) chicken diets. The 'net energy' system allows nutritionists to account for losses of chemical energy in the solid, liquid and gaseous excreta, or as heat.
- The School of Education received UNE capital expenditure funding of \$750,000 to develop a Higher Education Research Facility (HERF) to enable researchers from across the University to explore the use of contemporary e-pedagogies and e-learning principles.
- Professor Paul Martin developed a method for the evaluation of the effectiveness of environment law. The Draft Discussion Paper: Developing a Structure for a Legal Component for the International Union for the Conservation of Nature (IUCN) Natural Resource Governance Framework, IUCN Environmental Law Centre and the World Commission on Environmental Law, was issued on 14 July 2014 for trial implementation and evaluation.

Infrastructure

Tablelands Clinical School

In October, Federal Assistant Minister for Health, the Honourable Fiona Nash MP, officially opened the Tablelands Clinical School, a \$14 million state-of-the-art training facility for UNE medical and health students. Construction of the Tablelands Clinical School was jointly funded by the University of New England and the Department of Health and Ageing under the Rural Education and Infrastructure Development funding pool. The Tablelands Clinical School now provides students with modern training facilities including some of the most active simulation laboratories in New South Wales. UNE's School of Rural Medicine is now able to host one of the most advanced telehealth capabilities in the nation, allowing medical, pharmacy, nursing, social work, psychology, exercise physiology and allied health students to receive industry best practice training within a local setting.

College renewal project

The new Wright College partially opened its doors in June 2014, providing students with self-contained living in either studio or one-bedroom apartments. Each of the buildings has common spaces which allow students to come together for social and academic purposes. In addition, students will live at the college all year round, including during university breaks. The college was fully opened in November 2014.

Integrated Agricultural Education Project

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

UNE received \$29 million in Commonwealth Government support through the Education Investment Fund toward the \$46 million total cost of the IAEP project. UNE will invest \$11 million towards the project, including the entire cost of the new Animal Husbandry Facility of \$6.4 million. UNE will further invest \$0.3 million plus \$4.3 million in kind toward the new SMART Farm Education Facility. CSIRO will invest \$3 million cash and \$0.5 million in kind in the Agriculture Education Building as well as \$0.2 million in the new SMART Farm Education Facility. Tamworth Regional Council is also contributing \$2.4 million in-kind support for the UNE Tamworth Centre.

The IAEP project is well under way with the newly upgraded UNE Tamworth Centre due to open its doors in early 2015, upgrades to lecture theatres nearing completion and the contract for the Agriculture Education Building awarded to contractors.



The new Wright College

Teaching and Learning

UNE introduced the First Year Teaching and Learning Network (FYTLN) to raise the profile of first year teaching. The project concluded its trial two-year period in 2014 and drew attention to the particular challenges faced by students who are transitioning to tertiary study.

To date, the outcomes achieved by the Network were rich and diverse and include research projects to promote understanding of first year teaching and encouraged dissemination of findings in academic journals and at national and international conferences, thereby helping to consolidate UNE's reputation as a leader in tertiary pedagogy. Outcomes also included identifying the skills that students require at first year level. These investigations led to the development of resources designed to support the acquisition of relevant skills such as discipline specific writing and research techniques and the skills associated with quantitative analysis. Other outcomes focused on developing the bonds between students to foster peer-to-peer mentoring and experimented with new ways of delivering material to our off-campus students.

The FYTLN is an excellent example of UNE's ongoing commitment to ensuring all of our students have a five star experience.

2014 Highlights

- The Bachelor of Pharmacy at UNE celebrated its first graduates in 2014. The program is the only Bachelor of Pharmacy taught in off-campus as well as on-campus mode and students can choose to study part-time or full-time. The first cohort of graduates all secured internships on completion of their final year, around 25% in highly sought after hospital positions. More importantly, more than 80% of the students are working in rural or remote regions.
- The UNE Precision Agriculture Research Group (PARG) was a major winner at the 2014 Northern Inland Innovation Awards. UNE PARG won the event's main accolade the 2014 Innovation of the Year Award for the UNE SMART Farm. UNE PARG also took out the Research and Education category in recognition of its commitment to research and teaching, support of regional businesses and innovation, direct engagement with farmers, and the work undertaken in establishing the UNE SMART Farm.
- UNE strengthened its relationships with various universities and other organisations in China. A partnership agreement was established with Renmin University, Shenzhen to offer the UNE Master of Business Administration to Chinese students. UNE's School of Behavioural, Cognitive and Social Sciences also initiated a Distinguished Adjuncts Program in 2014 to encourage collaboration with prominent academics from overseas. To date, five academics have taken the opportunity to work with the school in an adjunct role.

- During November 2014, 28 of UNE's students took part in a two-week China Study Tour, which enabled them to engage in a series of business visits and networking activities in Beijing, Shandong Province, Shanghai and Hong Kong.
- The School of Law hosted the 33rd Annual Australia and New Zealand Law and History Society Conference in Coffs Harbour. This annual conference is the premier law and history conference in Australasia and it is the second time the school has hosted this event in the past seven years. The school also co-hosted major international conferences in China and Mongolia, showcasing UNE's expertise in agricultural law, environmental law and food security.

Teaching Citations and Awards

In 2014 UNE staff received the following awards in relation to Teaching Excellence:

Australian Award for University Teaching – Early Career Teaching Excellence Award

- Dr Leopold Bayerlein

Australian Award for University Teaching – Citations for Outstanding Support of Student Learning

- Dr Fredy-Roberto Valenzuela
- Dr Leopold Bayerlein

UNE Awards for Teaching Excellence – Award for Programmes that Enhance Student Learning

- UNE Business School Educational Development and Communications Team consisting of Sue Whale, Naomi McGrath and Tim Cluely

UNE Awards for Teaching Excellence – Citations for Outstanding Support of Student Learning

- Dr Fredy-Roberto Valenzuela
- Dr Sujana Adapa
- Dr Leopold Bayerlein

UNE Awards for Teaching Excellence – Early Career Teaching Excellence Award

- Dr Leopold Bayerlein

Advancement

Fundraising

During 2014, UNE's Office of Advancement launched a revamped two-stage appeal program to augment fundraising.

- The first stage tax appeal in June attracted 219 donations from 600 alumni with a response rate of more than 35%.
- The second stage, the UNE 2014 Christmas Appeal in December, consisted of an acquisition mail-out to over 70,000 alumni. The donations for this activity are still arriving and final results are being collated.

Alumni

- UNE held two international Alumni and Supporter events, with the Vice-Chancellor attending the inaugural Vietnam functions in Ho Chi Min City and Hanoi, Vietnam.
- Alumni and Supporter events were held in Melbourne, Canberra and Adelaide, with the Governor of South Australia, His Excellency Rear-Admiral Kevin Scarce AC CSC RANR, welcomed as guest of honour at the Adelaide event.
- 12 women in the 2014 list of *100 Women in Australian Agribusiness* – celebrating and promoting the success of women in the field of agribusiness – hold UNE degrees.
- Dr Nguyen Xuan Trach was recognised with a Distinguished Alumni Award in the Education category in the 2014 Austrade Vietnam Graduates of Australia Awards.
- Dr Rita Crews OAM, Dr Kiran Regmi and Dr Guanghua Wan were recognised with UNE Distinguished Alumni Awards; Ms Emma Hegarty with the Young Distinguished Alumni Award; and Ms Gina Milgate with an Alumni Achievement Award.

Honorary degrees

Seven alumni were presented with UNE honorary degrees:

- The Hon Dean Brown AO, Doctor of Science
- Mr Peter Donovan, Doctor of Letters
- Ms Susan Fell, Doctor of Letters
- Dame Bridget Ogilvie AC DBE FRS, Doctor of Science
- Dr Shirley Randell AO, Doctor of the University
- His Excellency Rear-Admiral Kevin Scarce AC CSC RANR, Doctor of Letters, and
- Mr Tony Windsor, Doctor of Letters

Finances

UNE Budget

Comparison to Budget Parent Entity University of New England	2014 Budget \$M	2014 Actual \$M	2015 Budget \$M
Teaching Income	195.9	193.8	202.2
Research & Grant Income	51.5	50.7	52.5
Other Income	38.3	30.4	33.2
Total Income	285.7	274.9	287.9
Employee related Expenses	165.1	165.5	168.9
Non Payroll Expenses	89.9	87.1	89.6
Underlying Result	30.7	22.3	29.4
Interest Income	3.3	3.6	3.2
Interest Expense	1.0	0.5	0.8
Depreciation & Amortisation	19.7	20.2	21.2
Operating Profit	13.3	5.2	10.6
One Off Income	11.6	12.9	13.4
One Off Expenditure	5.9	17.2	0.2
Operating Result attributable to members of the University of New England	19.0	0.9	23.8

Structural Surplus

Description	2014		
	Budget \$M	Actual \$M	Variance \$M
Financials			
Teaching Revenue	195.9	193.8	(2.1)
Operating Revenue	285.7	274.9	(10.8)
Payroll Costs	165.1	165.5	(0.4)
Non-Payroll Costs	89.9	87.1	2.8
Operating Surplus	30.7	22.3	(8.4)
Interest Inc & Exp & Depreciation	17.4	17.1	0.3
Underlying Surplus/(Deficit)	13.3	5.2	(8.1)
Net Result	19.0	0.9	(18.1)

Overseas travel

- The Vice-Chancellor and CEO, Professor Annabelle Duncan travelled overseas on two occasions to represent and promote the University of New England:
 - 3 November 2014 to attend the Presidents Forum at Chubu University Japan and two Alumni events in Vietnam
 - 13 October 2014 to visit UNE's partner institution in Minzu, China.
- The Deputy Vice-Chancellor did not travel overseas in 2014.

Funds to non-governmental community organisations

UNE allocated \$400,376 to the UNE Student Association in support of various services to the student body. The funding is allocated from the Students and Services Amenities Fee (SSAF) and approved by the Vice-Chancellor and overseen by the SSAF Committee.

Insurances

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

Land sales

The University's McMaster research property near Warialda was sold during 2014 for the consideration of \$1,960,000.

UNE investments

The majority of UNE investments were placed in term deposits for periods of less than 12 months. Our weighted average return for 2014 was 3.67% which outperformed the Hour-Glass Cash Facility of NSW Treasury Corporation benchmark of 2.85%.

Consumer response

For the period from 1 January 2014 to 5 December 2014, the Student Grievances Unit administered 238 grievances covering 261 student related issues. This is an increase of 40 % compared to 2013.

The main categories for 2014 were:

■ Academic/service delivery process	74.58%
■ University service delivery	12.92%
■ University process	12.50%

Student Category:

■ Off campus	70.59%
■ On campus	20.17%
■ On campus International	07.14%
■ Staff	01.26%
■ Future Students	0.84%

The Student Grievances Unit have made several business improvement recommendations across the University and have identified disparities within University Policy and Procedures which have resulted in amendments being made to the relevant Policy documents. The process is part of a continuous quality improvement model.

Consultants

CONSULTANT ENGAGEMENTS LESS THAN \$50,000

Category	No of Engagements	Value \$'000
Engineering	7	91
Financial Services	1	36
Information technology	6	174
Legal	3	57
Management Services	6	105
Marketing Services	1	13
Scientific Advice	1	3
	25	478

CONSULTANT ENGAGEMENTS GREATER THAN \$50,000

Consultant	Project	Amount \$,000	Category
AARNET Pty Ltd	Research data management plan, business continuity and analysis of storage.	90	Information Technology
Altis Consulting Pty Ltd	The Development and pilot of Automated Wellness Engine for identification of students 'at risk' of failure or withdrawal, to assist with retention rates.	164	Information Technology
Aquenta Consulting Pty Ltd	Development of Strategic Asset Management Plan	452	Management Services
Arinum Solutions Pty. Limited	Design and development of an Online Admission & Advanced Standing (OLAAS) solution.	162	Information Technology
Coffey Projects (Australia) Pty Ltd	Project management services for the development of our new Agricultural Education Building.	217	Management Services
EC Integrators	Analysis and design of business intelligence systems (datavault).	89	Information Technology
Global Philanthropic Pty Ltd	Conduct a Feasibility Study, Strategic Review and development of a Strategic and Operational Plan for fundraising.	154	Management Services
James Cubitt Architects	Architectural design work and documentation services for the Tablelands Rural Clinical School.	61	Engineering
Lynch & Associates	Learning Analytics Review Proposal for SAF Courseware Enhancement Project.	105	Information Technology
Scientific Interiors (Aust) Pty Ltd	Architectural design work for the development of our new Animal Husbandry Facility.	144	Engineering
Sean Dennis Connell	Project and IT consulting services for OLAAS development and also for the Lync project.	72	Information Technology
		1,709	

Staff (as at 31 March 2014)

STAFF IN SCHOOLS	Female	Male	Total
Professor (E)	14	38	52
Associate Professor (D)	25	43	68
Senior Lecturer (C)	62	64	126
Lecturer (B)	123	103	226
Tutor (A)	16	15	31
Total academics in schools	240	263	503

HEO 10+	2	7	9
HEO 09	-	-	-
HEO 08	5	10	15
HEO 07	23	10	33
HEO 06	22	17	39
HEO 05	28	14	42
HEO 04	32	7	39
HEO 03	3		3
Total non-academic staff	115	65	180
Total staff in schools	355	328	683

STAFF IN MANAGEMENT, ADMINISTRATION AND SUPPORT UNITS

Professor (E) and above	3	3	6
Associate Professor (D)	2	5	7
Senior Lecturer (C)	7	4	11
Lecturer (B)	9	10	19
Tutor (A)	8	9	17
Total academics	29	31	60

HEO 10+	25	30	55
HEO 09	11	16	27
HEO 08	33	27	60
HEO 07	42	49	91
HEO 06	68	35	103
HEO 05	90	40	130
HEO 04	55	15	70
HEO 03	11	10	21
HEO 02	16	7	23
HEO 01+	4		4
Total non-academic staff	355	229	584

Total staff outside schools	384	260	644
-----------------------------	------------	------------	------------

Staff in Controlled Entities	20	17	37
------------------------------	----	----	----

UNE Total at 31 March, 2014	759	605	1,364
UNE Total at 31 March, 2013	714	594	1,308

Health and safety, including OHS and workers compensation

During 2014, 150 Workplace Health and Safety incidents were recorded and action, with most incidents being minor.

Workers' Compensation

- Total number of claims for 2014 – 9 claims
- Total paid to date for policy year 2014 – \$11,970
- Total paid to date for policy year 2013 - \$202,224
- Total paid to date for policy year 2012 - \$78,536
- Time lost in 2014 – 143 hours and 45 minutes

Employment Equity and Diversity

TRENDS IN THE REPRESENTATION OF EEO GROUPS - ACADEMIC STAFF

% of Total Staff

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

TRENDS IN THE REPRESENTATION OF EEO GROUPS - GENERAL STAFF

% of Total Staff

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

Information for groups other than women was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year. It excludes casual staff.

*NSW benchmark revised from 50% to 60% in 2014.

TRENDS IN THE DISTRIBUTION OF EEO GROUPS - ACADEMIC STAFF

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

TRENDS IN THE DISTRIBUTION OF EEO GROUPS - GENERAL STAFF

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

Diversity, access and equity

- The implementation of the UNE Workforce Strategy (2012–2016) has seen an increase in the focus on diversity and wellbeing activities.
- Updated policies and procedures have been developed and disseminated to assist staff to raise, and have addressed, bullying, harassment and other grievance-related issues.
- New collective agreements, which include a strong commitment to respect and dignity in the workplace as well as staff now having access to domestic violence leave, were finalised.
- Work commenced on a broader UNE Equity Management Plan, which will be implemented in 2015.
- As part of the implementation of the Aboriginal and Torres Strait Islander Employment Strategy (2013–2018), UNE has employed three Aboriginal-identified Technical Assistants who are completing a qualification through TAFE New England.
- A Pre-Doctoral Fellow in Law was appointed and will commence duties in 2015.
- UNE is endeavouring to pilot a Career Development Program for current staff as part of the Aboriginal and Torres Strait Islander Employment Strategy.

Waste Management

- UNE continued to build strategic partnerships with its waste contractors as per the Reduction and Purchasing Policy (WRAPP) Framework. This framework establishes waste reduction objectives and targets while maximising waste avoidance, reduction, reuse and recycling.
- Following the introduction of the recycling system, for paper, cardboard, plastic and glass, UNE has also joined the City2Soil Program with Armidale Dumaresq Council. This joint venture is expected to redirect over 40 tonnes of landfill waste into organic composting, as well as:
 - reduce the waste costs to the UNE's bottom line
 - increase the environmental sustainability of University colleges and catering facilities
 - provide student and community engagement in environmental sustainability activities, and
 - continued improvement of the UNE's environmental sustainability credentials.
- After the successful implementation of waste recycling across the campus, additional waste bins were installed to further enhance waste recycling within the academic campus. This is expected to continue reduction of landfill waste by a minimum of 20 tonnes per annum.
- UNE recently completed a feasibility study into renewable energy and is committed to exploring other opportunities where greater use of 'green' energy technologies can be implemented and thus reduce coal-generated energy.

Access Arrangements

- The University of New England's Annual Report is an official document and a key information resource, listing the University's major activities, statistics, financial statements, its principal officers and services, as well as providing highlights of its community involvement and outreach. The University's Handbook is another official document that contains information specific to the organisation, namely the University of New England Act, 1993 (NSW), UNE by-laws, and lists of the degrees, diplomas and certificates conferred by the University, the organisation's principal officers, members of the University of New England Council and Academic Board. These documents are available in electronic form on the University's corporate website, **www.une.edu.au**
- UNE is located approximately 2 km from the GPO on the western edge of the city of Armidale in northern New South Wales. The University can be accessed from the east by Madgwick Drive and from the south by Queen Elizabeth Drive.
- The UNE website contains a wealth of organisation-specific material and is a key resource for current and prospective staff and students, as well as a reference point for visitors and the media. Go to **www.une.edu.au**
- The University of New England Handbook is available for reference in hard copy on campus, at the Dixon Library or the Records Management Office. Copies of the Handbook can be purchased through the United Campus Bookshop on campus. The Bookshop's contact details are email: **armidale@ucb.net.au** or phone: +6 12 6773 3468.
- Office hours at UNE are generally from 9.00 am to 5.00 pm, Monday to Friday (AEST). Telephonic enquiries can be made to the University's main reception at +6 12 02 6773 3333 during office hours.
- Items for postal delivery should be addressed to the relevant officer or department at the University of New England, Armidale, NSW 2351.
- General enquiries about UNE's publicly available publications can be directed to the Executive Director, Marketing and Strategy, by phone +6 12 6773 2777 or email **marketing@une.edu.au**
- General enquiries about UNE's corporate documents or student files can be made to the Manager, Records Management Office by phone +6 12 6773 2140 or email **rmo@une.edu.au**
- General enquiries about UNE's staffing matters can be made to the Director, Human Resource Services by phone +6 12 6773 2100 or email **staffequity@une.edu.au**
- General information about the Human Services Directorate and staffing matters can also be found on the Directorate's website at **www.une.edu.au/about-une/areas/administration/human-resource-services**
- Enquiries on information about the University's governance, its policies, as well as arrangements for addressing privacy and GIPA matters, can be made to the Legal and Governance Office. The University's Chief Legal and Governance Officer/ University Secretary can be contacted by phone on +6 12 6773 3729 or email **legalandgovernance@une.edu.au**