



University of New England

Annual Report 2012



Statistics at a glance

Total number of students (persons) at UNE (1/1/2012 - 31/12/2012)

Domestic students	19,107
International students	1,249
Total	20,356

Students commencing an award course 7,948

Graduates 3,298

Staff

Academic staff	512
Administrative and support staff	708
Controlled Entity staff	42
Total	1,262

Total revenue \$m

Consolidated	315.4
UNE parent entity	295.5

University of New England
Armidale NSW 2351
April, 2013

The Hon. Adrian Piccoli, MP
Minister for Education
Governor Macquarie Tower,
1 Farrer Place,
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 January 1 to December 31, 2012.



Dr Geoffrey Fox
Deputy Chancellor



Professor James Barber
Vice-Chancellor and CEO

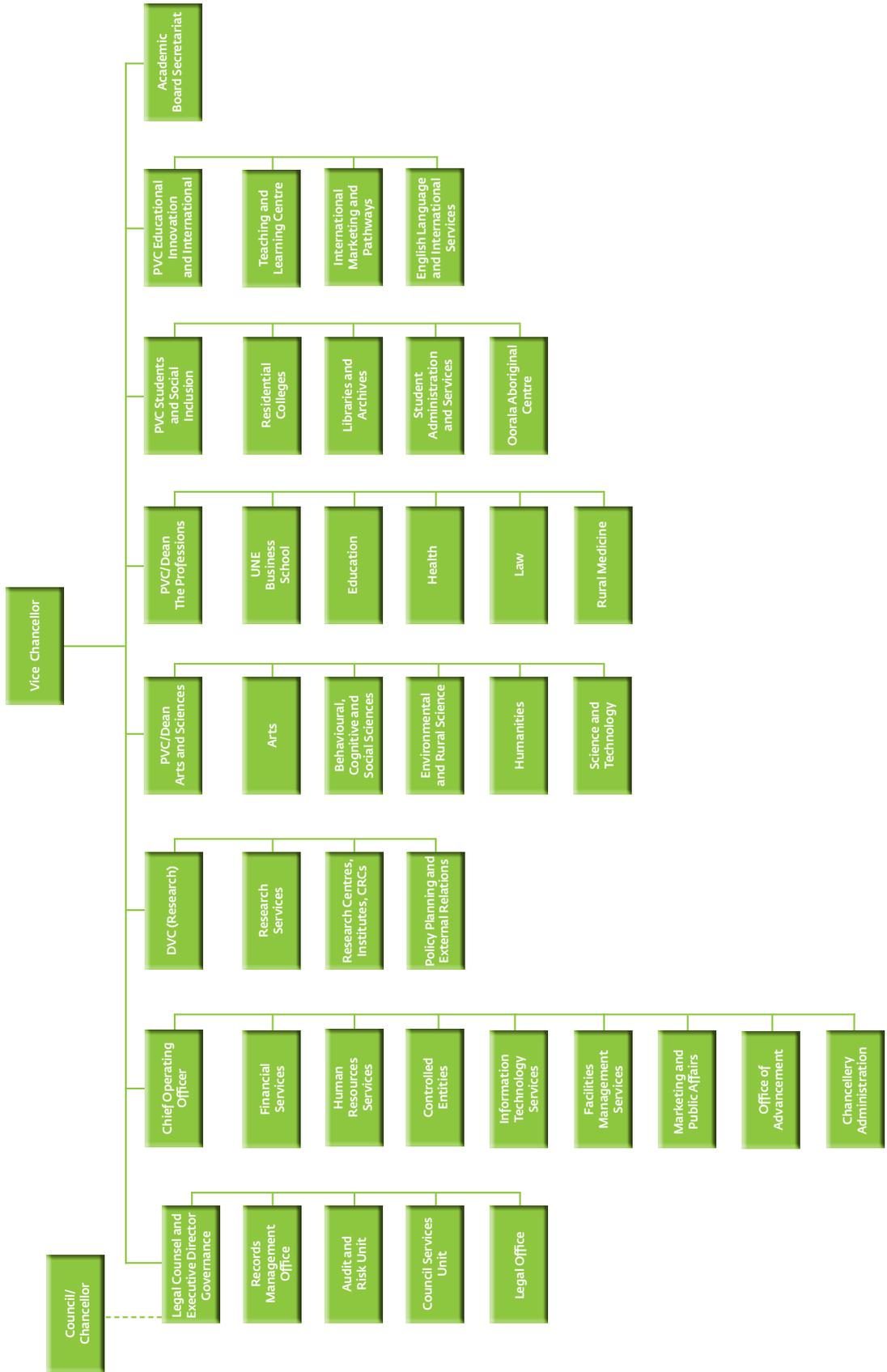


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Organisational structure





Stained glass window in Booloominbah commemorating the life of General Charles George Gordon.

University governance

The University of New England is formed under the University of New England Act, 1993 (NSW) ("the Act") and its by-laws. 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. 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 UNE Council

The UNE Council is the University of New England's governing authority, with functions conferred upon it by the Act. These functions include the control and management of the affairs and concerns of the University, which Council addresses in both the long and short term to ensure that the University's object and its interests are promoted, protected and remain at the forefront of all decision-making.

Under its powers of delegation, the UNE Council establishes 'Committees of Council'. The Committees of Council 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. A significant responsibility associated with the Committees of Council is the assessment of the University's external and internal controls, and its compliance with legal and policy mandates. In this way, and with the benefit of the professional expertise offered by each one of the Committees of Council, Committees prepare well considered recommendations for Council approval as well as advice and support to the Council in the appropriate discharge of its governing role.

Business and Service Hours

The standard business and service hours at the University of New England are 9 am to 5 pm on week days. However, individual academic, administrative and residential areas may vary these hours slightly.

SENIOR OFFICERS OF THE UNIVERSITY

Chancellor

Richard Torbay, HonDUniv (NE) GAICD MP

Deputy Chancellor

Scott M Williams, BEc (NE), QDAH (Qld), GradDipCompSc, GradDipFinMangt, GradDipRurAcc (NE) GAICD (until October 2012)
Geoffrey Fox, BRurSc(Hons), PhD (NE), MA (ANU) (from October 2012)

Vice-Chancellor and CEO

James Barber, BSocSci (RMIT), BA (Hons) (Flinders), PhD (Adelaide)

Deputy Vice-Chancellor (Research)

Annabelle Duncan, BSc (Otago), Dip. Sci (Otago), MSc (Otago), PhD (La Trobe), DSc (Honoris causa)(Murdoch), PSM

Chief Operating Officer

Peter Enlund, FCA, MAICD

Chief Governance and Planning Officer & Legal Counsel

Kim Cull, Dip.Law (SAB) (until March 2012)

Legal Counsel and Executive Director Governance

Brendan Peet, LLB(QUT) (from April 2012)

Pro Vice-Chancellor (Students and Social Inclusion)

Evelyn Woodberry, BA, DiplLib (NSW), AALIA

Pro Vice-Chancellor (Educational Innovation and International)

Michael Crock, BSc(Hons) (Griffith), PhD (Griffith) (from February 2012)

Pro Vice-Chancellor and Dean of the Faculty of The Professions

Victor Minichiello, BA(Hons) (McGill), MA (Northwestern), MASoc (McM), PhD (ANU)

Pro Vice-Chancellor and Dean of the Faculty of Arts and Sciences

Jennifer Shaw, BA (Hons), LLB(Hons)(Sydney), MA, PhD (Stony Brook)

The University's Committees of Council are:

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

The Academic Board

The University of New England Act, 1993 (NSW) 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 all developments and initiatives relating to and affecting the University's teaching and research activities as well as its educational programs.

The Academic Board also has a number of committees reporting to it, supporting the Board in the discharge of its responsibilities. The Board and its committees develop, implement and review academic policies and consider proposals for the development of academic programs and awards.

The Vice-Chancellor/CEO and the University's Senior Executive

The Vice-Chancellor is the University's Chief Executive Officer (CEO). The Vice-Chancellor 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.



UNE Council chamber in Booloominbah

Council

MEMBERS OF UNE COUNCIL

Chancellor

The Hon Richard Torbay MP

Deputy Chancellor

Scott Williams (resigned October 2012)

Dr Geoffrey Fox (elected October 2012)

Official members

Professor Jim Barber, Vice-Chancellor

Professor Eilis Magner, Chair of Academic Board

Members appointed by the Minister

Mr Kevin Dupé

Mr James Harris

Ms Jan McClelland (granted leave of absence from 28 May 2012 until 1 January 2013 by agreement)

Ms Gae Raby

Members elected by academic staff

Dr Brian Denman

Professor Margaret Sims

Members elected by the graduates

Mr Archie Campbell

Dr Jack Hobbs

Members elected by non-academic staff

Ms Jennifer Miller (to August 2012)

Dr Jeannet van der Lee (elected from August 2012)

Member elected by the postgraduate students

Ms Catherine Millis

Member elected by the undergraduate students

Miss Emma Gillogly (to October 2012)

Mr Ben Crough (elected from October 2012)

Additional external members

Mr Robert Finch

Mr John Watkins (elected from December 2012)

UNIVERSITY OF NEW ENGLAND'S COMMITTEES OF COUNCIL (at 31 December 2012)

AUDIT AND RISK COMMITTEE

Membership:

Mr James Harris (Chair), Dr Geoffrey Fox, Professor Jim Barber, Mr Robert Finch, Dr Jack Hobbs, Ms Gae Raby

Terms of reference:

The Committee shall have the authority to:

- Appoint selection committees for the senior officers of the University (other than the Vice-Chancellor) and Professors and receive and approve recommendations from those selection committees;
- Following a nomination by the Chancellor, approve the participation of a Council member to serve on the selection committee for senior officers of the University; and
- Deal with any matter brought to it by any member which, in

the opinion of the Chancellor or in his/her absence the Deputy Chancellor, requires urgent attention, provided that members of the Council are informed promptly in writing of the matter and the reason for the urgency.

FINANCE COMMITTEE

Membership:

Mr Robert Finch (Chair), the Hon. Richard Torbay, Dr Geoffrey Fox, Professor Jim Barber, Professor Eilis Magner, Mr James Harris, Dr Brian Denman.

Terms of reference:

The Committee shall consider, review and advise Council on the development and implementation of the University's Budget Plan, being responsible for monitoring and reporting to Council on:

- The University's financial performance against budget targets;
- Preparation of the University's annual financial statements;

- Development, review and implementation of financial strategies, policies and delegations;
- The review of the financial reporting systems;
- The status of University insurances;
- The management of invested University funds;
- The development and implementation of objectives and strategies;
- The appointment, subject to enhanced investment powers being exercised under clause 3 of the University of New England (Investment Powers) Order 2003, or a Funds Manager;
- Any issues arising from the minutes of the Entrepreneurial Committee deemed appropriate to report to Council;
- Commercial activities and other activities with a commercial application including the reporting of controlled entities, and monitoring the Register of Commercial Activities;

- All proposals for capital expenditure in excess of delegations as stipulated in the Council Financial Delegations Policy;
- Benchmarking of the University's performance against other universities;
- The University's management of borrowing activities;
- The University's management of superannuation; and
- Financial implications of strategic initiatives originating from Council or other Council Committees.

HONORARY DEGREES, TITLES AND TRIBUTES COMMITTEE

Membership:

The Hon Richard Torbay (Chair), Dr Geoffrey Fox, Professor Jim Barber, Professor Eilis Magner, Dr Jack Hobbs, Mr James Harris, PVC Dean, Professor Howard Brasted.

Terms of reference:

In accordance with Council's policies for honorary appointments,

the Committee shall consider and make recommendations to Council on:

- Proposals for the award of honorary degrees, titles and tributes;
- Conferment of the title of Emeritus Professor on Professors who retire from the University; and
- The conferment of the title of Professor on appropriately qualified members of staff who do not otherwise have this title.

INFRASTRUCTURE COMMITTEE

Membership:

Ms Gae Raby (Chair), The Hon Richard Torbay, Dr Geoffrey Fox, Professor Jim Barber, Professor Eilis Magner, Mr Archie Campbell, Professor Margaret Sims.

Terms of reference:

The Committee shall consider, review and advise the Council on the implementation of:

- The University's master plan, including the residences

- The University's strategic asset management plan, including IT facilities and infrastructure;
- The Facilities Management Services' management plan;
- The IT strategic plan; and
- The Rural Properties Management plan.

The Committee shall review and make recommendations to Council on:

- The establishment of proposals and design standards for building works and information technology infrastructure;
- The life cycle of infrastructure;
- The progress of major infrastructure projects;
- The control, management and disposal of properties, consistent with legislative requirements;
- The naming of buildings and areas;
- The restoration and use of heritage buildings; and
- Environmental aspects of campus development.

NOMINATIONS COMMITTEE

Membership:

The Hon Richard Torbay (Chair), Dr Geoffrey Fox, Professor Jim Barber, Professor Eilis Magner.

Terms of reference:

The Committee shall have the authority to:

- Receive nominations for Council membership from members of Council and assess the suitability of these nominations for recommendation to the Minister on the basis of the requirement for particular expertise within the Council membership, ie a person experienced in the field of education, persons experienced in technology, industry, business, human services or industrial relations, persons who are practising or have practised a profession, persons with other appropriate qualifications and experience;
- Receive nominations for Council membership from members of

Council and assess the suitability of these nominations for recommendation to the Council on the basis of the requirement for financial, commercial or other expertise relevant to the University's needs;

- Make recommendations to the Council on submissions to the Minister for Ministerial appointments to the Council; and
- Make recommendations to the Council for appointment of members to the Council by the Council.

REMUNERATION COMMITTEE

Membership:

The Hon Richard Torbay (Chair), Professor Jim Barber, Mr Robert Finch, Ms Jan McClelland, Ms Gae Raby.

Terms of reference:

The Committee shall consider, review and undertake

comprehensive reporting to Council on:

- The operation of the performance management system for senior officers of the University;
- Remuneration policy and strategies for senior officers of the University;
- Approval of the parameters of salary packages for senior officers of the University prior to an offer being made; and
- The framework for workplace agreements.

STANDING COMMITTEE OF COUNCIL

Membership:

The Hon Richard Torbay (Chair), Dr Geoffrey Fox, Professor Jim Barber, Professor Eilis Magner, Mr James Harris, Mr Robert Finch, Ms Gae Raby, Ms Catherine Millis.

Terms of reference:

The Committee shall have the authority to:

- Appoint selection committees for the senior executive (other than the Vice-Chancellor) and Professors, and receive and approve recommendations from those selection committees;
- Following a nomination by the Chancellor, approve the participation of a Council member to serve on the selection committee for senior officers of the University; and
- Deal with any matter brought to it by any member which, in the opinion of the Chancellor or in his/her absence the Deputy Chancellor, requires urgent attention provided that members of the Council are informed promptly in writing of the matter and the reason for the urgency.

TENDER COMMITTEE

Membership:

Mr Robert Finch (Chair), the Hon Richard Torbay, Professor Jim Barber and Ms Jan McClelland.

Terms of reference:

The Committee shall consider, review and report to Council on:

- Approval of the letting of all relevant tenders and procurement contracts with an estimated value exceeding the Vice-Chancellor's delegated authority;
- Comparison of tenders in the light of an evaluation by the Chief Operating Officer and acceptance of a tender on behalf of the University provide that the tender falls within budget;
- Statements from the Chief Operating Officer stating the source of additional funds which will be required prior to acceptance of any tenders by the Committee, if such tenders fall outside the budget provision;
- Waiving of the requirement for formal tenders to be called for a particular acquisition, in accordance with Council's policies;
- Details of all tenders called and

let, including the nature of the procurement contract, budget provision, number of tenders received, value of successful tender, name of successful tenderer and, if the successful tenderer was not the lowest tender, the reasons for selection of the tenderer, and any other such information as the Committee may require.

Tender Committee shall be provided with a standard evaluation summary and recommendations along with other relevant documentation for review at Tender Committee meetings.

Report of the Chair of the Academic Board

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

The Board's primary focus on issues of academic quality continued through 2012 with reviews and changes to a wide range of rules, policies and procedures to ensure that they remained current, accurate and relevant. A special meeting of the Board was convened to elect academic staff to the Board's newly constituted committees after a review in 2011, emphasising academic oversight of all Board activities. As a result of the change from semester to trimester-based teaching in 2012, many rules, policies and procedures were altered, requiring considerable care and thought to ensure that students were not disadvantaged by arbitrary changes to deadlines. This focus on students was further reinforced by the Board considering the implementation of a Student Charter that states the principle roles and responsibilities of individual students and of the University.

The maintenance of academic integrity has always been a driving force behind the Board's work as it is intimately related to academic quality. Issues of ghost-writing, external editing of theses, cheating in assessment, plagiarism and other forms of misconduct, as well as standards of conduct in research generally, all received close attention in 2012, with a range of new and revamped rules and policies being enacted for 2013.

The contributions of student representatives at Board and committee meetings were greater in 2012 than in recent years and these contributions were exceedingly valuable to the Board's debates. To enhance the ability

of student and staff members to contribute to the Board's activities, the Academic Board's Constitution was altered to specifically allow attendance by video and teleconferencing. This change recognises the special nature of UNE, with its regional and rural focus, through adoption of technology into academic governance. Installation of the necessary IT hardware is expected, in 2013, to give life to this amendment.

The impact of the statutory Tertiary Education Quality and Standards Agency and the Australian Qualifications Framework (AQF) continues to demand significant attention. The release of the final outcome of the AQF Council's review of Level 8 qualifications (particularly Graduate Certificates and Graduate Diplomas) allowed completion of a detailed analysis of every UNE award for AQF compliance. Significant work is expected in 2013–14 to implement the results through course changes.

Bachelor with Honours courses are the University's 'flagship' undergraduate courses and the suite of three-plus-one and embedded four-year Bachelor courses were reviewed in 2012. The working party's recommendations for Bachelor with Honours courses aim to ensure that these awards retain their current high status and are AQF-compliant. The effect of the recommendations will be seen through 2013 and beyond to ensure that UNE's high academic standards for Honours courses are at least equal to its peers.

Chair

Professor Eilis S Magner, BA (Ott), BEd (Tor), LLB (ANU), LLM (NSW), SJD (Tor), Legal Practitioner (NSW)

Deputy Chairs

Associate Professor Josie Fisher, BA(Hons), DipHum, PhD (NE)
Professor Nick C H Reid, BSc(Hons), PhD (Adelaide)

February, 2013



Dr Geoffrey Fox, Deputy Chancellor

Chancellor's report

The University of New England began 2012 with a view to engaging with the sector, industry and the University community in bold, forward thinking and increasingly innovative ways. Its activities and successes have gathered significant momentum during the year, allowing the organisation to make steady and positive progress towards achieving each of the five core priorities outlined within the *UNE Strategic Plan 2011-2015*. I commend the entire UNE staff at all levels of the organisation for their work in this regard, demonstrating their capacity to embrace the challenges and reforms we faced across the year with unswerving tenacity and a strong work ethic that has made 2012 such a success. As a result, we are well placed to survive and thrive in the rapidly changing and highly competitive higher education sector.

UNE is adapting to changes in Commonwealth higher education funding, and to the new system of regulation under the Tertiary Education Quality and Standards Agency (TEQSA). As a supportive and resilient organisation, our vision for 2012 aligned with the University's key strategic priorities, focusing upon the enhancement of our students' on-campus experience; the development and use of innovative technology for both on and off-campus teaching delivery; the promotion and strengthening of our academic and research standing on a national and global stage; and a series of internal reviews to consider and recommend strategies for increasing our business efficiency.

Enrolments have increased by more than 20 per cent over the past two years, allowing us to record student numbers of more than 20,000 for the first time in the University's history. This represents a 20 per cent growth in the number of students enrolling in on campus study and an increase of 24 per cent in the enrolment of students who chose to study in external mode. In response to student demand, UNE also offered opportunities

for student enrolment into Trimester 3, 2012. This saw some 7,600 students engage with the University, including more than 1,250 students who were new to UNE. Our reputation as a national leader in distance education was further enhanced through a new partnership being developed with the University of Western Sydney (UWS) and visits by international delegations from the Republic of Iraq, Argentina and Bhutan to develop collaborative links.

The University reached a further landmark in 2012. It is my great pleasure to report that the first cohort of students enrolled within the School of Rural Medicine have completed their studies under the Joint Medical Program (JMP) between UNE and the University of Newcastle. We look forward to celebrating with these students at their graduation in April, 2013.

UNE's residential colleges have operated at near capacity levels through the year, with senior appointments at the colleges strengthening and enhancing the academic, sporting and cultural excellence available to students

studying on campus. The 2012 year also saw us draw upon Structural Adjustment Funding (SAF) to further our projects associated with the online delivery of UNE courseware and the establishment of a UNE Future Campus – due to be opened in the first half of 2013.

The University's research standing continues to grow and intensify, and this is recognised by the increase in grant funding awarded to UNE researchers and research groups in an environment where competition is extremely high for funding that is far less accessible.

The University's reputation as a leader in agriculture has been recognised by the Commonwealth Government's \$29 million Education Investment Fund grant for UNE's Integrated Agricultural Education Project. This project will allow for the development of improved teaching facilities and greater collaboration across both the teaching and research sectors. A further Commonwealth Government contribution of \$4.8 million was received to fund the Collaborative Research Network (CRN) for Mental Health and

Well-being in Rural and Regional Communities. These two major initiatives strengthen UNE's position within the regional landscape, helping us to play an integral role in the delivery of better health and agriculture solutions for rural communities.

For a further year, UNE retained its coveted 'five star' graduate satisfaction rating in the 2012 Good Universities Guide. To maintain this success over 13 of the past 14 years is an achievement unparalleled within the Australian Higher Education sector. I am also pleased to report that UNE has finished 2012 in a strong financial position, swiftly implementing key governance measures and recommendations. I am proud of the achievements of the University over the past 12 months, and of the staff who champion, drive and support it. It is with much pleasure that I commend this Annual Report to you.

Dr Geoffrey Fox,
Deputy Chancellor

April, 2013



Professor James Barber, Vice-Chancellor and CEO

Vice-Chancellor's report

Right across the university, we have worked hard this year to implement our Strategic Plan, 'Learning Without Limits', and our efforts are beginning to pay dividends. The move to trimesters, a focus on academic quality, innovative domestic marketing strategies, major improvements in IT infrastructure, and new partnerships have all contributed to UNE growing rapidly in what is now a very competitive marketplace.

New student applications were up by 12.5% on 2011, commencing enrolments were up 8.9% and overall load was up 13.9%. This growth comes on top of the 3.7% increase in commencing enrolments, and a 5.4% increase in load between 2010 and 2011. For the first time in our 58-year history, UNE now has in excess of 20,000 enrolled students.

UNE also maintained its 5-star satisfaction ratings and improved its indigenous participation rating from 4-star to the highest possible 5-star rating in the 2012 Good Universities Guide. In addition, UNE results in the 2012 International Student Barometer, a large-scale multinational international student satisfaction survey administered by i-Graduate, were exceptional. Overall satisfaction with international services and teaching experience was very high, with UNE benchmarked as the most highly recommended institution in Australia.

A considerable amount of work has also been completed on UNE's SAF projects, notwithstanding the delay in receiving the funding. Work has now commenced on all of the following projects:

- Courseware Development
- UNE Future Campus
- Market Development to Support Structural Adjustment
- University of Sydney Partnership
- University of Western Sydney Partnership
- Trimester Implementation
- UNE/TAFE Dual Sector Institution
- Online Delivery and IT Infrastructure

UNE's reputation as a leading regional University was recognised with a \$29 million Education Investment Fund (EIF) grant from the Commonwealth Government. This \$46 million project will deliver better teaching facilities and greater collaboration across the teaching and research sectors. The Integrated Agricultural Education Project includes new and upgraded buildings with collaborative teaching and learning spaces on UNE's Armidale Campus, an adjacent SMART Farm educational facility and a significant upgrade to UNE's Tamworth Regional Study Centre. The majority of the grant will be spent on a new Agricultural Education Building that will include specialised teaching laboratories, a large lecture theatre, tutorial rooms, temperature-controlled work-rooms, a multi-disciplinary Zoology Teaching Museum and a Learning Resource Centre. The project also includes upgrading Tamworth's Regional Study Centre to a UNE Future Campus, meaning improved interactive tutorial spaces and cutting edge technology for online students in Tamworth to access.

In addition, on 5 November, the Government announced the outcomes of competitive grant applications to the Australian Research Council Discovery Projects and Discovery Early Career Researcher Award schemes. UNE achieved its highest ARC Discovery grant success in the last six years, with total ARC funding of \$1,954,754 in grant submissions led by UNE. The University achieved a Discovery application success rate of 18% (18th position, just behind UNSW at 19%, and the sector average of 21%) and a DECRA application success rate of 17% (equal 11th position together with University of Wollongong and ahead of the sector average of 16%).

This emphasis on research across a broad range of disciplines was also reflected in the 2012 ERA results. UNE improved strongly on its 2010 ERA outcomes, with more than two-thirds of UNE assessed disciplines now rated at world standard or above. Research areas achieving outstanding results include:

- Zoology (ERA 4 rating – not assessed in 2010);
- Evolutionary Biology (ERA 3 rating – not assessed in 2010);

- Environmental Science & Management (ERA 3 rating – not assessed in 2010);
- Environmental Geoscience (ERA 3 rating – not assessed in 2010);
- Earth Sciences (ERA 4 rating – not assessed in 2010); and
- Pure Mathematics (ERA 4 rating).

2010 ERA results in the Humanities were repeated in 2012, with Archaeology, Historical Studies, Linguistics and Philosophy again achieving ERA 3 ratings. Improvements were also made across a significant number of research disciplines, with Psychology, Sociology, Human Geography, Policy & Administration, Performing Arts & Creative Writing, Literary Studies, Law and Biological Sciences moving up one point to a world standard ERA 3 rating.

UNE also won a \$6 million AusAID grant to establish a National Research Centre for Teacher Quality in the Philippines. This nationally competitive grant will fund a project in which staff members from the UNE-based National Centre of Science, ICT and Mathematics Education for Rural and Regional Australia (SiMERR

National Centre) will help the Philippines Normal University (PNU) to establish the new Centre on PNU's Manila campus.

A major change to leadership of the UNE Colleges was introduced in 2012. The appointment of Deans and Academic Masters at Robb and Earle Page Colleges is designed to strengthen the academic, sporting and cultural excellence of both colleges and to provide a closer link between the academic and collegiate cultures on campus. The Deans will provide leadership and direction in the social and community welfare and life skills of college residents, while the Academic Masters will provide leadership of the academic portfolio for the college community, including providing advice on academic standards and programs for the residents.

UNE has completely turned around its information technology performance and is currently rated by the Council of Australian University Directors of Information Technology (CAUDIT) as a 'number one' university in Australia and New Zealand for quality of IT service to students and is rated the most improved university in Australia

and New Zealand for quality of IT services to staff.

Other important highlights of the year include:

- agreement on plans to redevelop UNE Colleges from 2013;
- the signing of a Memorandum of Understanding with the Republic of Iraq;
- establishment of a permanent, high-definition, synchronous videoconferencing link between UNE and the School of Medicine at the University of California, Irvine;
- winning two of the five 2012 Collaborative Innovation Awards (CRC for Sheep Industry Innovation and the Poultry CRC);
- the launch of the Collaborative Research Network for Mental Health and Well-being in Rural and Regional Communities;
- re-signing with the Parramatta Eels as a sponsor for the 2013 and 2014 seasons;
- the 40th anniversary celebrations for Austin College; and
- the 21st birthday celebrations of UNE's English Language Centre.

This list of outstanding achievements is by no means exhaustive. Many academic and general staff have shone in their respective areas. In this first year of 'demand-driven funding' I thank all staff for their service to the University. We have shown that we can succeed in this new, highly competitive policy environment.

January, 2013



*Dr Michael Crock
Pro Vice-Chancellor (Educational Innovation and International)*

Report of the Pro Vice-Chancellor (Educational Innovation and International)

The Pro Vice-Chancellor (Educational Innovation and International), Dr Michael Crock, took up his post in 2012. Dr Crock heads up the Teaching and Learning Centre (TLC) and UNE International, and maintains a strategic eye on new technologies and educational innovations that may be applicable both on-campus and online. Dr Crock is responsible for a number of projects including the new Future Campuses that UNE is planning to open in metropolitan and regional locations.

TEACHING AND LEARNING CENTRE

Directorate reviews of TLC and UNE International were completed during 2012. The subsequent action plans are currently being implemented or scheduled for completion early in 2013.

MOODLE LEARNING MANAGEMENT SYSTEM (LMS)

Moodle 2.0 has been implemented as the single institution-wide LMS since Trimester 2, 2011. UNE was the first Australian university that successfully underwent the Moodle upgrade from version 2.1 to version 2.3 on 13 October 2012. The Moodle support staff attended a one-day training workshop on the new features and functionalities of Moodle 2.3 conducted by NetSpot, a Moodle Partner, prior to the upgrade.

In Moodle 2.3, new tools were implemented to improve the teaching and learning experience. These new tools include marking rubrics and guides to assist Unit Coordinators in marking, drag and drop functionality when uploading files, a new assignment module for the creation of assignments,

modification to the structure of the unit page and an improved mobile theme. Over 120 units were taught through Moodle 2.3 in Trimester 3, 2012, with over 650 units expected to be offered in Trimester 1, 2013. Positive feedback has been received from academics on the new features and functionalities in Moodle.

Being recognised as one of the lead users in an effective implementation of Moodle, UNE was invited in March, 2012, to join a consortium of six Universities which have been instrumental in the re-design, testing and documentation of the new electronic assignment module (EAM) in Moodle 2.3. This project was successful in implementing improvements and developing additional functionalities that support and manage assessment practices based on accepted assessment guidelines. The new EAM now forms part of the Moodle core code that is maintained by Moodle Headquarters. As part of the consortium, UNE was able to influence the design of the features and functionalities of the new EAM.

This project highlighted the power of taking a coordinated approach in order to minimise duplication of development efforts by individual institutions, and the nature of an open source LMS provides the opportunity for such collaborations and developments. The work completed as part of this project now not only forms the basis for further expansion to the assignment module as described above but also provides a potential collaborative model for development in other aspects of Moodle and other open source systems.

In addition to ensuring that Moodle is stable and at the leading edge of support for teaching and learning activities, resources have been devoted to trialling numerous emerging educational technologies (for example, GradeMark, EQUELLA and Echo360) which can further improve our staff and students' teaching and learning experiences.

OFFICE FOR LEARNING AND TEACHING

The Office for Learning and Teaching (OLT) was established

in November, 2011, and promotes and supports change in higher education institutions for the enhancement of learning and teaching. In 2012, two UNE staff were recognised with Australian Awards for University Teaching. Ms Sue Gregory was recognised for her 'innovative adaptation and expansion of virtual world technology to enhance learning and teaching in education and across disciplines'. Dr Janelle Wilkes received her award for 'addressing deficiencies in numeracy of students in engineering, so as to reduce mathematics anxiety and influence, motivate and inspire students to learn'. Associate Professor Josie Fisher and team were successful with their grant application to investigate 'Learning analytics: a bottom up approach to enhancing and evaluating students' online learning'. UNE is also a partner organisation for three other grants in 2012.

Foundation/pathways skills

TLC offered five units in 2012. The foundation units FNDN101 and FNDN102 are offered as core units

in the Pathways Enabling Program, which caters for students otherwise unable to enrol at UNE. 352 and 172 students respectively completed these units in Trimesters 1 and 2. There were 110 students enrolled in FNDN101 and 97 students enrolled in FNDN102 in Trimester 3. FNDN123, Digital Literacy: Learning to Learn with Computers, was offered in T1 and T2. This unit had 15 students successfully completing the unit in each trimester. FNDN300, Advanced Academic Literacy and Professional English, is designed specifically for international students entering UNE on international pathways programs and, this year, TLC offered this unit in each trimester. 40 students completed the unit in T1, 41 in T2 and 26 students were enrolled in the unit in T3. FNDN301 Advanced Academic Skills in Critical Contexts is offered to students in the Bachelor of Training and Development and the Bachelor of Organisational Leadership. It is offered in T1 and T3, with 72 students completing the unit in T1 and 23 students enrolled in T3.

A new unit, FNDN500 Studies in English for Academic and Professional Contexts, has also been approved and is currently being developed to be offered in T1 and T3, 2013, to students enrolled in the new Masters of TESOL course.

Student learning support

The Academic Skills Office (ASO) staff continue to provide one-to-one consultations for writing, study skills and numeracy support in person, by phone, Skype or through the SRM system to all students except first year internal students (who are covered by the First Year Advisors). Workshops on writing, referencing and mathematics are also offered each trimester. ASO staff are also continuing to develop and update the resources on the ASO website.

ASO staff continued to work together with the School of Humanities to embed UNE 101, which hosts the Tertiary Literacy Assessments (TLA) and the Academic Integrity Module (AIM), into all their first year undergraduate units. ASO staff

are currently drafting a proposal for a program of academic literacy assessment and support for commencing undergraduate students across all schools that will mandate completion of the TLA and AIM diagnostics prior to or early in a student's first trimester at UNE.

The New England Award

The New England Award (NEA) is a program which encourages, recognises and rewards students' personal and professional development through participation in extra-curricular activity in addition to the formal curriculum. There are now 1,607 students participating in the program from all sections of UNE's diverse student cohort. Approximately half of the participants are distance students from across Australia. There are also students participating in the program in Japan, Russia, Timor Leste, USA, France, Germany, England, Indonesia, Spain and Italy. 400 new students registered for the program in 2012. A total of 184 UNE graduates have received the New England Award. The New England Certificate was introduced in 2012



catering specifically to the personal and professional development needs of our international student cohort.

UNE INTERNATIONAL

English Language Centre

After last year's bumper enrolment, the English Language Centre (ELC) operations returned to a four year average with numbers still above industry predictions. The ELC celebrated its 21st year of operation at UNE with a week of events culminating in an evening of entertainment celebrating the multicultural diversity of UNE and Armidale. UNE staff and students and the people of Armidale came together for a thoroughly entertaining showcase of traditional and modern song, dance, stories and poetry.

ELC programs were updated through the ELC's quality assurance process using staff and student feedback.

The IELTS test became part of UNE International Student Graduate Attributes with two tests conducted specifically for

UNE graduates. 2013 will see IELTS operations on campus shift to IDP/IELTS under a new agreement which will allow this part of operations to run at a small profit while UNE retains the status of an IELTS Test Centre.

Apart from the core business of running English for Academic Purposes programs for students wishing to enter a UNE undergraduate or postgraduate program, study tour operations at the ELC remained a significant part of business. Individual groups from Hong Kong, China and Japan took part in individually created programs incorporating other UNE departments, such as Early Childhood Education, and resources on campus and in the community: ACCKP, organic farms, New England Regional Art Museum, landcare and local schools.

International Services

International Services managed the independent ESOS Audit process at UNE. A number of recommendations identified under the Audit have been implemented or are scheduled

for implementation in the UNE Strategic Plan for 2013.

The 2012 i-Graduate International Student Barometer survey found outstanding international student satisfaction and experience at UNE. UNE ranked in the top band of averages against all Australian universities across a range of benchmarks and as the number one university students would recommend.

Significant resources were diverted into the implementation of the SVP and TPS legislative requirements throughout 2012. In November, UNE achieved an SVP Risk Rating of 1, the best possible outcome.

Along with providing pastoral care, International Services concentrated on establishing stronger connections with the Armidale community by targeting active individuals connected to existing groups such as the Armidale International Association (AIA) and Harmony. A 2013 Calendar of UNE and Community Events is currently under production.

The International Student Farewell ceremonies continued to see increased student participation and supportive feedback, with a record 40 students attending in 2012.

International Marketing & Pathways (IM&P)

In the context of a second year of national decline, international enrolments at UNE were flat overall; however, a strong \$2 million ahead of budget income performance for the year was achieved with a total of 1456 international enrolments in 2012. The AusAID sponsored student market continued to increase for UNE with 49 students enrolled from 18 countries, an increase in enrolments of 58%. After undertaking recruitment work across the sub-continent in 2011/2012, IM&P successfully recruited its first cohort of 14 Nepalese students into the suite of UNE's Nursing programs commencing in November 2012. Recruitment activity in Vietnam, combined with a new English fee waiver scholarship, resulted in 71

Vietnamese student enrolments, an increase of 61%.

Advanced standing relationships with targeted institutions were further developed in 2012, with a new dual degree program established with the Shandong Institute of Business and Technology, China, and an Advanced Standing Agreement finalised with Jungwon University, Korea.

IM&P staff undertook a range of recruitment and partnership development activity in India, Nepal, Bangladesh, Pakistan, Sri Lanka, China, Vietnam, PNG, Fiji, USA, Thailand, Taiwan, and Korea.

Approximately 100 students participated in UNE's incoming and outgoing exchange program with universities across 10 countries. New exchange agreements were established in Spain, Thailand and Japan.

February, 2013



Evelyn Woodberry
Pro Vice-Chancellor (Students and Social Inclusion)

Report of the Pro Vice-Chancellor (Students and Social Inclusion)

2012 was a year of significant change in the higher education sector and, as a consequence, within UNE. The impact of the strategies developed in the past two years in response to the introduction of the Bradley reforms and the uncapping of undergraduate places came together in 2012. The awarding of the Structural Adjustment Funding (SAF) enabled progress on a number of projects identified previously, including two for which the PVC (S&SI) had responsibility, the move to a Trimester calendar and the development of pilot dual sector degrees with TAFE New England Institute (NEI).

The Tertiary Education Quality and Standards Agency (TEQSA), Australia's regulatory and quality agency for higher education, began to seriously address issues of quality in January which placed an additional burden on the provision of information together with the necessity to respond to a sector-wide audit on Education Services for Overseas Students (ESOS) compliance.

TRIMESTERS: YEAR 1

The project to reconceptualise the academic year into one containing three equivalent teaching periods began in mid 2010 and saw the first year of implementation in 2012. The new academic year was characterised by the following:

- three trimesters, two of 12 week duration and one of 11 week duration;
- a broad range of units identified to be offered during trimester 3 (T3);
- a small number of courses were identified as being suitable for intake in T3;
- a review of policies requiring change, including Special Examinations, Learning Resources and a number of related policies were identified for review in order to cater for the introduction of trimesters.

Feedback on the changes was received throughout the year from students, staff and stakeholders in the region. T3 resulted in an overwhelming response, with around 8,000 students enrolling in at least one unit in the trimester. This was a significant boost for the University, especially considering the limited number of units on offer. In its first year of operation, the trimester model provided a limited number of options as an introductory phase focussing on UNE's large off-campus cohort of students. It is intended that in future years there will be a more even spread of teaching across the three teaching periods and opportunities for both on-campus and off-campus students to utilise the third teaching period to progress their study.

WIDENING PARTICIPATION

The focus of the Bradley review on widening participation of underrepresented cohorts in higher education provided UNE with the opportunity to extend its already inclusive agenda through increased engagement with the regional and rural population in the region. The

regions with which UNE engages on a regular basis are the New England North West and the mid-north coast of NSW. The NENW is serviced by UNE and TAFE NEI sharing facilities in main population centres. This strategy has proved to be useful to students in the region and provides a focal point for staff and students of both institutions.

NEW ENGLAND INSTITUTE OF TAFE

The receipt of SAF funding, which includes the development of pilot dual sector degrees between UNE and TAFE NEI, enabled the development of closer links at a program level than had been the case previously. The degrees, in Health and Agriculture, were detailed throughout 2012 and finalised by the end of the year. TAFE and UNE staff worked closely together throughout the year on the mapping of business processes and system requirements to enable joint delivery.

Closer links were also forged in the planning for delivery of courses to encourage indigenous participation in further and higher education.

The development of specific TAFE certificates to enable articulation into the TRACKs program at UNE were released in time for the beginning of the 2013 academic year.

The UNE Centres in Tamworth and Taree continued to attract interest and increased usage by students, staff and regional businesses seeking locations for workshops, meetings and seminars.

MID NORTH COAST EDUCATION AND SKILLS FORUMS

In response to the government strategy for increased stakeholder engagement, a series of Education and Skills Forums was established along the mid north coast from Grafton to Port Macquarie. These forums were expanded throughout the year with each developing a focus specific to the particular region. In particular UNE worked closely with Southern Cross University and the local schools in Grafton to design a program to encourage increased participation by students in the Clarence Valley. By including the Business Councils, Councils and representatives from



all levels of education, it is intended to identify course requirements which support local industry, opportunities for apprenticeships, internships and industry placements.

UNE is a member of the Forums and provides information to schools, the broader community and employers on options available for study through the University. As a consequence, the community is made aware of the various options open for further study. The Midcoast Uni Portal (<http://www.midcoastuniportal.com.au>) was upgraded as a point of entry for students in the region.

STUDENT RELATIONSHIP MANAGEMENT (SRM)

UNE has been a leader in the use of the RightNow software to manage communications with students for many years and 2012 has been another busy year for the SRM Team. The year commenced with intensive activity to set up the Sydney Future Students Team (SFST), involving complex enquiry routing and lead capture, sophisticated case management

functionality, and integration with UNE systems.

Meanwhile, the SRM Team successfully completed several planned projects ranging from integration with social platforms such as Facebook to first time roll outs to new business units. New departments using the SRM in 2012 for managing student interactions include Oorala Aboriginal Centre, the Residential Colleges and Research Services. The Higher Degrees Research project went live in the last quarter of 2012 and includes an attractive new interface for student support and an automated system of forms and workflow for research students to report their progress via supervisors and heads of schools.

TEQSA AND THE AQF

The requirement of TEQSA, through the Australian Qualifications Framework (AQF) that all courses offered by universities be compliant with the framework by January, 2015, led to the formation of a working party to assess all UNE courses against the AQF requirements. The initial stage of

the project resulted in all School Teaching and Learning Committees being provided with assessments of the relevant courses by the end of 2012. Further assessment including how accredited courses fit with the AQF and the changes required to meet AQF standards will be addressed in 2013.

As Chair of the Academic Program Committee it will be necessary to also consider how the workload created by the necessary changes will be managed in the coming year.

January, 2013

UNIVERSITY LIBRARY AND ARCHIVES AND HERITAGE CENTRE

2012 was a demanding year for both the University Library and the Heritage Centre, with a number of key initiatives being undertaken and the introduction of a trimester-based academic year.

Change and restructure

The restructure of Library staff initiated in 2011 to meet current and future needs came to fruition in 2012 with staff development and training aimed at equipping

staff with the skills required in new roles. Recruitment for a number of positions was difficult and some key positions remained unfilled at the end of the year, providing challenges in achieving several initiatives where these specialised skills were required.

The increase in student enrolments combined with the introduction of trimesters led to observable changes in the use of library resources and services, with increased demand on service delivery. Additional staff resources were required to provide adequate staff levels across the spread of opening hours during the year. For the first time, students were employed to assist at the service desk in the Dixson Library, providing additional employment opportunities.

Access to resources and services

The Library continued to increase access to electronic resources for staff and students with 76% of information resources in 2012 accessible online, already exceeding the target of 75% set for 2013. eBook usage continued to skyrocket and the Library's policy to prefer electronic over print format for

books wherever practical resulted in the ratio of electronic to print purchases for new books exceeding 2:1 in 2012.

The Library website enhancements included increased mobile device support for both Apple and Android platforms.

A trial online librarian chat service was offered for limited hours (11am to 2pm weekdays) to assist staff and students in accessing library services and resources. Feedback from users of the service was positive.

Services for researchers

Making a contribution to the University's research directions continues to be an important component of library services and enhancing the services to support researchers has been a major goal. The researcher's support webpages were redesigned to provide a comprehensive range of information and tools for both established and early career researchers.

Librarians continued to provide assistance in submitting outputs to the institutional repository, e-publications@UNE, and preparing researcher profiles for academic

staff during the promotions round that included the h-index score, identification of articles with the highest number of citations, average citations per papers, impact factor of journals and a listing of journals when research had been published in Excellence in Research Australia (ERA) titles.

Recognising the need to strengthen the collections supporting research, a new model for the information resources budget was developed to provide an allocation of 42% for resources supporting research.

e-publications@UNE and Open Access

Ongoing collaboration with the Research Services Directorate in ensuring the University's compliance requirements in reporting research outputs continued to be a focus for the staff managing e-publications@UNE, resulting in approximately 12,000 records of UNE research outputs in the institutional repository at the end of 2012.

A significant development in collaboration with Research Services is the scoping of a project to include in the repository non-traditional

research outputs such as computer programs, creative works of art, and other research outputs that are defined in the Excellence in Research for Australia (ERA) initiative.

Communicating with clients and stakeholders

Following a survey of library clients, a Library Communications Plan was developed to implement improved delivery of information and news to clients and stakeholders as well as offer more opportunities for feedback to assist the Library in enhancing and tailoring services to client needs.

Improvements to facilities

A major project for the year has been the development of a Master Plan to guide the staged refurbishment of the Dixon Library over the next 10 years as budget allocations become available. Architects Woods Bagot Pty Ltd were appointed in June as consultants for the project. Consultations with a range of staff and student stakeholders were undertaken as well as a web-based survey which provided insights into the best and worst aspects of the existing Library and the types

of spaces considered desirable and important for library users.

The Learning Commons on the ground floor has become a hub for student activity and support with Information Technology, Student Central and Learning Innovations Hub all providing services within the environment. The Master Plan proposes to expand this type of facility on the ground and lower ground floors of the library, while the first and second floors would be refurbished as the primary location for the print collections as well as a quiet study and research zone.

A number of collection reviews and relocations were undertaken, beginning the preparatory tasks necessary for repurposing of space in line with the Master Plan. The Audiovisual Collection was relocated from the ground floor to the first floor to make way for the Informal Learning Space, and the collection on the lower ground floor was reviewed and material moved to storage, allowing for additional temporary informal learning spaces to be provided.

The Family History Collection was relocated from the Dixon Library to the Archives and Heritage Centre. Its new location provides proximity to related materials in the Heritage Centre collections useful to family historians, proximity to the New England historical and genealogical groups, and access to the expertise of the Heritage Centre staff.

Archives and Heritage Centre

Staff continued to provide research access and support to patrons in increasing numbers through 2012. Overall student usage has increased to 10% of total enquiries in the year. This included students undertaking specific research project tasks for Austin College, the Development Office, and Marketing and Public Affairs. Postgraduate students also have published well-received papers during the year based on significant regional archival collections.

Nationally significant anniversaries provided the themes for exhibitions showcasing some of the University's most valuable collections. Beginning with the 'Dickens in Australia' exhibition,



Dixon Library then hosted the 'Griffith Taylor's Antarctica - A Scott Centenary Exhibition'. This provided students and staff with access to many original items from Antarctic expeditions prior to World War One. Another exhibition, 'Patrick White's Country Cousins' was developed to complement the UNE collaboration with the National Library of Australia on its Patrick White travelling exhibition.

The White family collections were also selected for an extensive digitisation project involving the Saumarez photograph albums. This work provided material for science-based Honours research to proceed in the School of Science and Technology and will continue to a PhD project next year. This type of research demonstrates the potential a regional collecting institution can present to other disciplines in addition to traditional humanities research.

UNE RESIDENTIAL SYSTEM

As well as accommodation, the UNE Residential System continued to provide a variety of personal

development opportunities for residents in addition to the existing academic support programs.

These included the second year of the Living Learning Community: Personal Development and Life Skill Enhancement in Duval and Drummond & Smith Colleges. These programs provide the residents with extra curricular learning that enhances their academic learning and better prepares them for the transition from tertiary education to the workforce.

The Colleges continued to participate in a range of community service programs and there were a number of significant events: Austin College celebrated its 40th anniversary in October, which saw many alumni return to the campus, and Earle Page presented their annual musical as well as their annual politics lecture.

The first stage of the program of infrastructure upgrades across all colleges was also completed, with the second stage due to commence in 2013.

STUDENT ADMINISTRATION AND SERVICES

2012 has been a year of projects for the Directorate of Student Administration and Services (SAS). The launch of trimesters was a major focus during the year and the growth in student numbers resulted in SAS having parallel processes in place for Trimester 3, 2012, and Trimester 1, 2013. This was achieved smoothly due to the efforts of all staff involved. Other projects for 2012 included a thorough audit of course offerings for the Australian Quality Framework; retention activities with the Pearson partnership; changes to our online service delivery and support for the numerous Structural Adjustment Fund projects of the University. Work with the Parramatta Centre project team and the Parramatta Eels through Sport UNE has introduced exciting new opportunities for student engagement. The common theme running through these projects is an improved student experience.

The focus on the student experience also resulted in the relocation of all



Debra Bennell, Head of the Oorala Aboriginal Centre and Armidale Mayor, Jim Maher, at the 2012 Frank Archibald Lecture.

SAS staff into the Lamble Building with refurbished consulting rooms forming the basis of the Student Central service model. This move was finalised in December and will see a more integrated approach to servicing the needs of students by SAS.

For the third year in succession, SAS was recognised by a national award for the Early Alert program. The Campus Review/ATEM Awards resulted in the program receiving a Highly Commended citation. The citation stated: 'The UNE Early Alert Innovation is a highly creative use of available social media and other technologies, using student-relevant communication formats and tools such as emoticons and vibe, to help at-risk students. This pastoral care system uses an amazingly large number of indicators allowing students to self report their satisfaction (or happiness) levels. Every student who reports as unhappy or very unhappy is contacted personally within 24 hours'.

Overall, 2012 has been marked by activities aligned to the student experience: high quality services to students, a high level of quality review of our activities, and strong partnerships both within and outside of the University.

OORALA ABORIGINAL CENTRE

The Oorala Aboriginal Centre (OAC) remains committed to closing the gap in Indigenous education outcomes, maintaining and building on:

1. a culturally safe environment for Indigenous students and staff of the University;
2. assistance to the University to meet all their obligations in relation to Aboriginal education;
3. support to academic and general staff in their vital role in relation to Aboriginal education;
4. appropriate embedding of Indigenous content and perspectives in all teaching and learning endeavours;
5. mutually beneficial relationships with the local Indigenous communities;
6. representation across high-level

committees and working parties throughout the University;

7. adoption of and adherence to the social justice principles as set out in the Social Justice Committee's terms of reference; and
8. the increase of employment of Indigenous people throughout the University, with an emphasis on recruitment of academic staff.

The UNE has seen a steady increase in Aboriginal and Torres Strait Islander student enrolments, coinciding with an increase in graduation rates.

In 2012, the Oorala Centre underwent a workplace review that involved a revamp of the Centre's functions, and an increase in staffing to reflect the increase in student support initiatives. In order to achieve the UA Cultural Competency Principle 2, the Oorala Centre included in its teaching program an undergraduate unit, Oora200 'Working with Aboriginal People.' This unit was listed on many degree programs and was highly successful and achieved a satisfaction rating of 4.8 in its first year. It is envisaged

to plan and introduce further undergraduate units with an Indigenous perspective in 2013.

In 2012, there were

- 43 students accessing Indigenous Tutorial Assistance Scheme (ITAS);
- 48 students enrolled in the tertiary preparation course TRACKS;
- 2 students provided with alternative entry through the Internal Selection Program (ISP);
- 43 Aboriginal & Torres Strait Islander (ATSI) graduates;
- 44 ATSI graduates as scholarship holders.



*Professor Annabelle Duncan
Deputy Vice-Chancellor (Research)*

Report of the Deputy Vice-Chancellor (Research)

The higher education sector is becoming increasingly competitive and is changing rapidly. Excellence in Research for Australia (ERA) outcomes are being used by government to determine the allocation of a portion of Government Research Block Grants funding. The quantum and proportion of government funding that is determined on the basis of research performance is certain to increase with time. It is therefore imperative that UNE continually improves both the quantity and the quality of its research if we are to compete successfully for research funds in this new environment.

A new research strategic plan was developed and implemented during 2012, aimed at promoting and supporting research. The plan is available on the Research section of the UNE website at <http://www.une.edu.au/about/research/researchplanfinal.pdf>

Major objectives of the plan are to:

- build research culture and capability across the University and achieve research excellence in identified priority areas;
- set the standard for social inclusiveness and access for all to higher education; and
- foster business processes that maximise efficiency, promote a service culture and meet the needs of students and staff.

The approach taken to build culture and capability has been to set up mentoring programs and to provide more financial support for researchers. In 2012, staff preparing applications for Discovery Early Career Researcher Awards (DECRA) were able to take advantage of a tailored grant development program. Mid career researchers had the opportunity to participate in a Future Research Leaders development program.

Strategic funding was provided to those who were highly ranked but unsuccessful in 2011 ARC and NHMRC grants to maximise their chances of success in follow up applications; seed funding was provided to early career researchers to enable career development and grant applications; and funding was committed to support ARC and NHMRC applications to demonstrate 'institutional support,' an essential criterion for success. Fees and scholarships have been made available to International students via a competitive process and PhD completion scholarships were provided.

UNE Partnerships made funding available in 2012 for ten \$10,000 Early Career Researcher awards to facilitate career development and for one major (\$100,000) equipment award.

A major project was initiated in 2012 to improve the service delivery from Research Services and from Corporate Intelligence so as to support research-active staff and to assist in managing research. Process mapping and benchmarking has been

undertaken to assist further refinement.

ARC OUTCOMES

In 2012, the University of New England achieved its highest ARC Discovery grant success for the last six years, with a total ARC funding of \$1,954,754 in relation to research grants submitted directly by UNE. We achieved an ARC Discovery application success rate of 18% and a DECRA application success rate of 17%. Professor Fritz Geiser was awarded a Discovery Outstanding Researcher Award for his project: *Coping with forest fires: is mammalian torpor a crucial survival strategy?* and Dr Richard Scully was awarded a Discovery Early Career Researcher award to work on *The cartoon empire: The Anglo-American tradition of political satire and comic art, 1720-2020*.

EDUCATION INVESTMENT FUND SUCCESS

In November, we were informed that our application for funding to the Education Investment Fund (EIF) for a new Integrated Agricultural Education Project was successful. This will result in

construction of a new three-storey Agricultural Education Building in Armidale with specialised and flexible teaching laboratories, sound-proofed and temperature controlled work rooms, a multi-discipline zoology teaching museum and a learning resource centre. In addition, the project will establish a Sustainable, Manageable and Assessable Rural Technologies (SMART) Farm Education Facility including a working farm, demonstration farmhouse and a visitor and teaching centre. The Tamworth Regional Study Centre will be upgraded to become the Tamworth Future Campus, also able to offer interactive tutorials and e-teaching to university and TAFE students studying agricultural and science across the region. A new Animal Husbandry Facility will also be established with facilities to teach anatomy, pathology, animal handling, surgery and breeding.

EXCELLENCE IN RESEARCH FOR AUSTRALIA (ERA)

In December, we received the results for the 2012 Excellence in Research for Australia (ERA)



assessment. UNE achieved excellent results, strongly improving on the ERA 2010 outcomes across a large number of disciplines. UNE achieved ERA 2012 ratings at or above world standard (ERA ratings 3,4, and 5) in 17 disciplines at 4-digit Field of Research (FoR) code level (out of 25 submitted) and in 12 disciplines at 2-digit FoR code level (out of 17 submitted). 70% of UNE's assessed research disciplines are now rated at world standard or above. In comparison, for ERA 2010, we had achieved ratings at or above world standard across a total of 12 disciplines (7 at 4-digit FoR code level and 5 at 2-digit FoR code level).

We will conduct an in-depth analysis of our ERA results to inform our strategy for the 2015 ERA exercise and beyond.

COLLABORATIVE RESEARCH NETWORK

The Collaborative Research Network (CRN) for Mental Health and Wellbeing in Rural and Regional Communities has established a collaborative environment within the university that brings together senior researchers, ten Postdoctoral Research Fellows

and nine PhD students to engage with our partners – the University of NSW, the University of Sydney, the University of Newcastle, La Trobe University, and Hunter New England Local Health District – across three broad research themes addressing mental health. Internally, the staff and students work across the UNE Schools of Health, Science and Technology, Rural Medicine and Behavioural, Cognitive and Social Sciences. The CRN performed strongly in 2012, achieving above the expected publication outputs and succeeding in a number of collaborative engagements, including work with industry partners. An example of this collaborative work includes the CRN's success in getting two seed grants, from the Disability Policy & Research Working Group and the IRT Foundation respectively, to explore rural and metropolitan perspectives on ageing and disability in NSW and Queensland. Both grants are cross-institutional (UNE and the University of Sydney) and include industry partners. Further highlighted achievements for the CRN include the purchase of the mass spectrometry facility

for data analysis; the hosting of a symposium at the First National Sexual and Reproductive Health Conference in Melbourne; the presentation of a LIFE Award for Emerging Research to CRN Post-doctoral Research Fellow Dr Kathy McKay; the award of a Churchill Fellowship to CRN Post-doctoral Research Fellow Dr Stuart Wark; the launch of 'ROMHAR' – the Rural Outreach Mental Health and Resilience Study; and national and international conference presentations by a number of staff. Work continues to progress across all of the research projects and grant submission areas.

April, 2013

COOPERATIVE RESEARCH CENTRES

CRC for Beef Genetic Technologies

The CRC for Beef Genetic Technologies was Australia's largest integrated beef research program, developed in partnership by the Australian beef industry and national and international research organisations. Its term was officially completed in June 2012. Until then, it was headquartered

at the UNE, which was also the CRC's lead educational institution. Centre research was focused on four beef industry priority issues: high quality beef, feed efficiency, disease resistance and improved reproductive performance. These enabled it to capture new opportunities for Australia through world-class gene discovery and gene expression research to improve profitability, productivity, animal welfare and the responsible resource use of Australian beef businesses.

In 2012, the Beef CRC's gene discovery research delivered the world's first across-breed DNA-based tests to predict the breeding values of cattle for economically important but very difficult or expensive-to-measure traits using a process known as 'genomic selection.' The targeted traits included carcass and meat quality, feed efficiency and male and female fertility, and the relationships between all of these traits. At UNE, this research was led by scientists at the Animal Genetics and Breeding Unit (AGBU).

Genomic selection uses a genome-wide panel of closely spaced markers called single nucleotide polymorphisms (SNPs). Beef CRC researchers used Illumina's new high-density SNP panel to test their

prediction equations in independent cattle populations before they were incorporated into Australia's beef genetic evaluation scheme, BREEDPLAN. The predictions were also offered to Pfizer and Neogen, with the proviso that both genomics companies must offer a service to the Australian beef industry.

The cost of genotyping animals continues to fall rapidly. It is therefore predicted that within five years it will be cost-effective for many beef producers to routinely genotype all their calves at branding or earlier, link the genotype information to the animals' NLIS identifier and use the information to best manage those animals throughout their lives to optimise the profitability and productivity of their herds.

CRC for Spatial Information

'Biomass Business', a major UNE project within the CRC for Spatial Information, is now in full swing, with three staff appointed to technical and research positions and three PhD students currently working on their projects.

Extensive trials are underway on regional farms (livestock as well as rain-fed and irrigated cropping systems) and a large trial has

just started on Liveringa station located in the Kimberly region of Western Australia. This particular trial, involving partners Milne AgriGroup, WA Land Information (Landgate) and Curtin University aims to develop a satellite pasture monitoring tool to enable the manager to set stocking rates during their once-a-year muster (Liveringa Station is 263,000 ha).

Meanwhile work continues on a new type of 'active' airborne sensor for assessing and mapping crop/pasture vigour, new technology for livestock tracking on farms and reducing the tracking data into alarms of behavioural state (eg healthy, running out of feed or water), and for new ways to measure and map soil moisture on farms.

Poultry CRC

UNE is one of seven essential participants in the Poultry CRC, which secured an extension of funding from the Commonwealth in late 2009, giving it resources totalling nearly \$87 million, including a \$27 million cash grant from the Commonwealth Government, through to mid-2017.

Headquartered at UNE, the Poultry CRC conducts research and drives education and training to help Australia's poultry industries produce more from less, sustainably. The CRC has three major research streams: Health and Welfare, Nutrition and Environment, and Safe and Quality Food Production.

During 2011-2012, researchers from UNE received funding from the Poultry CRC for the following projects:

- Replacing supplemental oil with full fat canola seed in broiler diets
- Use of novel protein sources and improved starter feed formulation for broiler chicks
- Maximising spent litter fertiliser returns through nutrient and carbon management
- New approaches to assess welfare in free range laying hens
- Identification of microbial and gut-related factors driving bird performance
- Implementation of a net energy system for Australian chicken meat
- Methods to quantify and inactivate viruses in poultry litter

- Eggshell quality and risks of food-borne pathogens
- Poultry litter biochar: a mitigation strategy for greenhouse gas emission

Poultry Hub (www.poultryhub.org), the CRC's award-winning poultry information centre, again experienced significant growth in the past year, currently attracting around 3000 pageviews each day. The site was re-designed midway through 2012 to improve navigation for users.

CRC for Sheep Industry Innovation

The Sheep CRC has just over a year to go to finish its seven year program and there are a number of outcomes that have shown significant potential for additional research and utilisation activities. The CRC is therefore working with its participants to prepare an application for a five year extension which, if successful, will commence in July 2014.

The Extension application is being developed around three research programs, each of which will have an integrated education and training

component.

- Better care and improved productivity are the focus of the first program. Data from the Information Nucleus program will be used to identify genetics for survival and productivity of progeny from rams of different genotypes and managed in different environments. The improved understanding of risk and key decision points will be integrated with automatic monitoring systems to enhance current best practice sheep management.
- The meat science program has comprehensively defined the relationships between meat quality and lean meat yield. Understanding the genetic and genomic selection for simultaneous improvement in both parameters provides confidence that we can take this sophisticated approach to breeding and management to the next level. Specific targets for the Extension application will be cuts-based grading and the implications this has for yearling

Merino meat production systems and utilisation of larger carcasses in the supply chains.

- Genomics technologies continue to advance rapidly and there are already new opportunities for improving the accuracy of genomic predictions using higher density SNP analyses as well as moving to cheaper genotyping options. The combination of lower cost testing and improved accuracy will have a major impact on the utilisation of this technology in the sheep industry.

The education and training programs conducted by the Sheep CRC have been very effective. The quota of PhD and Masters students was 37 and this has been exceeded. Importantly, many of the graduates are finding jobs within the sheep industry. The Graduate Certificate in Agricultural Consulting offered through UNE is proving to be popular for the increasing number of private consultants servicing the agricultural industries. The CRC has also contributed to the PICSE program at UNE that is designed to attract high achieving school

students to consider careers in agriculture.

The transition program for the CRC is proceeding to plan. A number of CRC products have already been commercialised or transferred to participant organisations. Plans for the transfer of the ParaBoss initiative (the three web-based technical support programs: WormBoss, FlyBoss and LiceBoss) are well advanced and it is likely that UNE could manage this program in the future. The LifeTime Ewe Management and Bred Well Fed Well training programs are currently being supported by Australian Wool Innovation and Meat and Livestock Australia and continue to deliver benefits to the industry. The genomic technologies developed by the CRC will be commercialised through Sheep Genetics and this process is well underway. Following three successful pilot projects the genomics products should be delivered on a commercial basis in 2013. The commercialisation of the wool measurement systems is entering a trial phase through a pilot project being conducted

with the Australian Wool Testing Authority through their laboratories in Melbourne and China. The utilisation of CRC results in the meat supply chain is being consolidated via a very successful engagement program with three major supply chain groups as well as through a more generic program coordinated through the Australian Meat Processor Corporation.

The continued commitment of all CRC participants to deliver the outcomes promised to the Commonwealth six years ago has been most impressive. UNE has made a very important contribution to the Sheep CRC through research leadership in a number of areas and through provision of the headquarter facilities in the Homestead building.

UNE RESEARCH CENTRES

Animal Genetics and Breeding Unit

A joint venture of the University of New England and NSW Department of Primary Industries, AGBU is located within the livestock industry complex at the western end of the campus. Its role is to serve Australia's

livestock industries to increase their productivity through genetic gain based on world class genetic evaluation systems and related research and developments. During 2012, the CRC for Beef Genetic Technology, to which AGBU made major contributions, completed its work. Following this, AGBU is now instrumental in delivering a key research outcome of the CRC 'genomic prediction equations' to the beef industry through the BREEDPLAN genetic evaluation system. Intensive analytical work is required to validate the research results from the CRC in industry population, and some of this work is still under way. At the same time, our scientists commenced work to develop the software for a one-step analytical approach to combine and make best use of genotypic and phenotypic data in the routine monthly evaluations of the beef and sheep performance data.

Our sheep group is closely cooperating with the Sheep CRC to make sure that the outcomes of their genetic research, which need to be delivered to the wool and sheep meat through the genetic evaluation system of Sheep Genetics, reach

the industry in a timely and cost effective manner.

The AGBU pig geneticists completed their first projects for the Pork CRC mark II during 2012 and have secured further funding from the CRC for the next phase of their research into breeding more robust pigs which can perform well under a wider range of environmental challenges. They also organised another successful Pig Genetics Workshop in Armidale with international participation.

Many of AGBU's research outcomes have been published in refereed journal papers during the year or are in print. Details can be found in the publication section of AGBU's webpage, <http://agbu.une.edu.au/>

Finally, the AGBU Board of Management initiated, through the University, the search and selection process to find a replacement for the AGBU Director who retired at the end of 2012.

Institute for Rural Futures

The Institute for Rural Futures has continued to develop its research interests and provide innovative and multidisciplinary skills that assist the development of rural and

regional communities in Australia and South-East Asia. This year has seen the addition of new staff and the implementation of new research projects valued at over \$3 million.

Associate Professor Christie Chang and Mr Jim Kerr joined the Institute in 2012, bringing skills in agricultural marketing and animal health to assist in the delivery and management of new projects in Papua New Guinea and Cambodia.

Christie Chang is leading two new projects funded by the Australian Centre for International Agricultural Research (ACIAR) that assist the development of the market chain for sweet potatoes in Papua New Guinea. These projects will assist highland producers gain better access to the markets in Port Moresby.

Dr Ian Patrick, Dr Graham Marshall and Jim Kerr are working on a new ACIAR project that enhances smallholder Cambodian cattle farmers' ability to supply the growing urban markets in Phnom Penh and Southern Vietnam. Ian Patrick is also involved in another

project in North West Cambodia looking to develop diversified farming systems. Both these projects are partnering with Schools within UNE.

Dr Sam Meng, in association with Prof Mahinda Siriwardana (UNE Business School) and Dr Judy McNeill, has been successful in obtaining an ARC grant to consider the 'Adaptation to carbon tax induced changes in energy demand in rural and regional Australia'. This will further enhance the Institute's ability to undertake cutting edge theoretical and empirical research in the area of climate change adaptation. This work complements the ongoing work of Dr Phil Morley who continues to work in the area of understanding alternate futures under climate change. This work has been funded by the National Climate Change Adaptation Research facility (NCCARF).

The Institute works closely with Schools at UNE, particularly Environmental and Rural Science (ERS), Behavioural, Cognitive and Social Sciences (BCSS) and the UNE Business School as well as external

government and university partners. The IRF continues to provide project management expertise for a range of projects and supervision for postgraduate students. In 2012, there were four PhD and one Masters student being supervised by Institute staff. Institute staff continue to focus on the production of high quality reports and publications, and effective participation in relevant Australian and international conferences and workshops. Staff also continue to provide teaching support within schools as appropriate.

The year saw the retirement of two accomplished and respected members of the Institute. Dr Ian Reeve and Mr Richard Stayner will maintain their linkage with the Institute through their new status as IRF adjuncts. Dr Jamie Trammell has left to take up a position at the University of Alaska, but he has also been appointed as an IRF adjunct. Dr Miriam East was also appointed as an Adjunct Lecturer during 2012 and she has been assisting staff prepare funding submissions as well as presenting conference papers and publishing.

The new year will see a new direction for the Institute as it joins the School of Behavioural, Cognitive and Social Sciences in 2013.

Rural Climate Solutions

Rural Climate Solutions, led by Professor Annette Cowie, is a joint initiative of UNE and the NSW Department of Primary Industries, established to foster collaboration between the two institutions in the area of climate change mitigation and adaptation in agriculture. The goal of Rural Climate Solutions is to develop and demonstrate options for managing the net greenhouse gas balance of farm systems, whilst maintaining production and enhancing resilience.

During 2012, Rural Climate Solutions completed several major projects that received funding from the Federal Government's Climate Change Research Program and from industry research and development corporations. These projects investigated approaches for reducing methane emissions from ruminant livestock, impacts of management on soil carbon levels in agricultural soils, and use of biochar as a soil amendment.

Amongst other findings, the methane research identified genetic variation in methane production from Angus beef cattle that could lead to an active breeding program for low methane trait animals. In researching novel strategies for enteric methane abatement, it found that nitrate supplementation to replace urea supplements reduces methane emissions, but a 'safe' method of delivery to the animal needs to be developed. It was also demonstrated that defaunation of cows may be possible on farm, but the reductions in methane are not great and it is difficult to maintain animals in a defaunated state.

The soil carbon research established baseline soil carbon levels for the major agricultural systems and soil types in central and northern NSW, and identified factors that influence soil carbon levels. Pasture soils had higher soil carbon levels than cropped soils, so in mixed farming systems, increasing the proportion of pasture may be a viable option for sequestering carbon. Amongst grazed systems, the project found limited or no effect of management (grazing management, pasture

improvement, pasture cropping) on total soil carbon. Similarly, amongst cropped sites, alternative management (tillage practice, organic amendments) had little impact on soil carbon stocks. The project concluded that further research, through longitudinal studies, is required to generate data that definitively assesses the potential for change in land management to increase soil carbon.

The biochar research program investigated the stability of biochar in soil, finding that biochars manufactured at higher temperature are considerably more stable, and that the soil type and temperature of incubation influence the oxidation rate. In laboratory studies, biochars were found to reduce emissions of nitrous oxide (N₂O – a powerful greenhouse gas) from soil, with oil mallee and wheat straw biochars more effective than poultry litter biochar. Field studies revealed inconsistent effects of biochar on N₂O, and research is continuing in order to improve understanding of the factors involved in this response and identify

optimal strategies for use of biochar. Life cycle assessment was used to estimate the net climate change mitigation benefits of biochar, showing that emissions reduction of over 3 kg CO₂-e per kg biochar could be achieved. However, the estimated mitigation varied widely between biochar types and applications, so the optimal use of biomass should be evaluated for each case in which biochar use is proposed – at the same time considering other environmental and production objectives.

There are currently ten higher degree students undertaking research through Rural Climate Solutions, studying topics including the effects of biochar on phosphorus availability to plants, greenhouse gas emissions from composting poultry litter, adaptive capacity of farmers in Cambodia, use of biochar to reduce N₂O emissions and sequester carbon in soil, use of forestry residues for bioenergy, and the decomposition of wood products in landfill.



Brendan Peet
Legal Counsel and Executive Director, Governance

Legal and Governance

The Legal Counsel and Executive Director Governance oversees legal and governance matters at the University. The business units within this Office are the Legal Services Directorate, Audit and Risk Directorate, Records Management Office and the University Secretariat. The Legal Counsel and Executive Director Governance is the Solicitor on the record for the University and also the University Secretary.

The Office supports and advises members of the UNE Council, the Vice-Chancellor, the University's Senior Executive and other members of the University on governance, legal and statutory matters pertaining to UNE.

The Legal Services Directorate manages all legal work across the University, including those in relation to contracts, dispute resolution, issues relating to the Government Information (Public Access) Act, 2009 (NSW) (GIPA) and the Privacy and Personal Information Protection Act, 1998 (NSW). The Directorate ensures that all areas have access to timely legal advice in the course of their work and ensures that a coordinated approach to this work is achieved across the University. During 2012 the workload of the Legal Services Directorate continued to grow, in particular in relation to contracts for infrastructure projects and applications and appeals related to the GIPA Act. The resourcing and service delivery of the Legal Services Directorate remained stable.

The Audit and Risk Directorate liaises with the University's Senior Executive and business areas to identify potential risks to UNE and monitors the University's strategic and operational risks registers as well as its risk management plans in accordance with UNE's approved risk-based annual audit plan. The Directorate is responsible for implementing the annual audit plan approved by the Audit and Risk Committee of Council.

The Audit and Risk Directorate was strengthened considerably during 2012 with the appointment of a permanent Director with substantial qualifications and public sector experience. The role of the Director was also established to expand the capabilities of the Directorate and provide additional leadership to the Principal Internal Auditor and Risk and Compliance Coordinator roles.

Over the course of 2012, Audit and Risk revised the policy frameworks in a number of areas. This included the development of a draft Risk Management Framework and Procedures to replace UNE's existing Risk Management Guidelines. The Directorate also developed a Compliance Framework, Policy and Procedures. The Directorate took steps to strengthen its internal audit capabilities through the purchase of a data mining and continuous monitoring solution. This solution enables expansion and enhancement of its audit coverage, particularly with respect to detection controls.

The Records Management Office

(RMO) provides a recordkeeping framework to ensure that UNE meets its legislative recordkeeping requirements, that UNE's corporate records remain accessible over time, and are saved and managed according to the State Records Act, 1998 (NSW). Compliant record keeping provides the foundations of the Office's daily operations by making available precedent and background information for decision making, and mitigating risk by retaining evidence of UNE's business transactions.

A major upgrade of UNE's TRIM record management software was commenced in 2012, to enable integration with other software used at the University. This upgrade is the first step in a project to facilitate more efficient and complete record keeping processes. It involves the further training of administrative staff in records management processes, assessing current records capture and maintenance procedures, and setting up appropriate systems for the capture and maintenance of university records. Resourcing

to the RMO was increased to implement this. Two new staff members were recruited and the TRIM upgrade was funded via the Information Technology Directorate budget.

The UNE Secretariat (formerly named Council Services) continued to provide professional support and service to the UNE Council, including the development, production and delivery of Council business papers, agendas and minutes. To streamline this process, the online application Boardpad was purchased and Council members were provided with tablet devices to access Council papers electronically. This initiative has reduced printing costs substantially and allowed a more secure delivery of confidential material to Council members. The budget and staffing structure of the Secretariat has remained stable, apart from the recruitment of a higher-level manager to lead the team. The Secretariat assisted the University Secretary to conduct a number of elections during 2012, including elected Council members,

the Deputy Chancellor and Council Committee members.

The Office of Legal and Governance was allocated additional resources (being two high-level policy/governance officers) from another directorate, and commenced a project to lead the continuous revision and improvement of operational policies across the University. The objectives of this project are to provide a central resource for policy development, support for updating out-of-date policies and authoritative advice to ensure consistency and quality across all of the University's policy instruments. As well as providing expertise by way of policy development, the Office also undertakes research and discovery to assist and support the Vice-Chancellor with decision making and sector benchmarking issues that will impact all levels of the University.

During 2012 a number of significant changes were successfully implemented by the Office of the Legal Counsel and Executive Director Governance, and a number

of other initiatives are ongoing. These changes have strengthened the legal and governance capabilities of the University.

April, 2013



*Mr Peter Enlund
Chief Operating Officer*

University services, facilities and finance

The Chief Operating Officer's group focuses on resource provision and capital planning, financial performance monitoring and improvement by providing sound commercial assessment and advice and is also charged with the responsibility of delivering these initiatives and investments. Its directorates provide a full array of services to the University in human resources, finance, facilities management and information technology, as well as being responsible for commercial activities including Services UNE, SportUNE, child care and the medical centre. Marketing and Public Affairs was brought into the portfolio at the start of 2012. Following a review of printery operations and requirements, the decision was made to engage Fuji Xerox to provide our requirements and the UNE Printery closed on 30 November 2012.

The generation of reasonable operating margins and cash flow remains a primary focus so that the University is better able to produce the levels of cash generation required to fund our future capital expenditure plans. Whilst UNE has been the recipient of capital grants from the Commonwealth Government over many years to fund major projects, the significant backlog of deferred maintenance remains, bringing a pressing need to revitalise and replace ageing infrastructure throughout the campus.

The positive underlying operating result for 2012 shows a further strong improvement over past years, reflecting increased student enrolments and a concerted effort to control costs. The success of recently launched courses has driven growth in students and revenue. Reductions in staff annual leave provisions have been achieved in 2012 and the emphasis on staff taking their annual entitlements as a minimum will continue. Improvements in financial management, forecasting and planning mechanisms have been undertaken as robust processes must be in place to assess business opportunities and performance.

We anticipate further growth in student numbers despite the increasingly competitive landscape in higher education and a major development thrust is underway to enhance growth in off-campus students as well as in higher degree by research fields.

January, 2013

ADVANCEMENT

The Office underwent some changes in 2012 with the departure of the Director, Ms Martha Saw, in the second half of the year. While the structure and functions remained the same, discussions were held around an increased focus on fundraising, the impact of which will be felt in 2013.

The Office held a number of alumni events throughout Australia and overseas during the year, including:

- a gala dinner in Malaysia at which the Vice-Chancellor hosted alumni;
- the invitation of current students to NSW Parliament House to meet with UNE graduates who are either sitting Members or parliamentary staff, providing an opportunity to find out more about careers in this field;

- a special presentation in Armidale at which alumni heard about a significant collection of weather records which have been donated to the Heritage Centre;
- the return of many former Austin College residents to Armidale for the College's 40th Anniversary weekend, at which a portrait of a former Master of the College, Brian Seppelt, was unveiled;
- reunion activities such as the 1973 graduates of Rural Science, former Smith House residents from the 1990s, and various Teachers' College session groups; and
- the presentation of Distinguished Alumni Awards to Carol Tebbutt AM and Gwynnyth Llewellyn, as well as an Alumni Achievement Award to James Farrell.

The Standing Committee of Convocation was reconvened and will report to UNE Council on matters of importance to Convocation.

At the annual Scholarship ceremony, some 200 new undergraduate and postgraduate scholarships were awarded with

a total value of almost \$6.4m, making this event a significant one in the life of the University. The alumni associations in South Australia and Armidale continued to support current students through scholarships and awards, along with many individual donors.

Donor recognition was formalised: the bequest society of the University, the Heritage Circle, was established, with members being presented with a pin to signify their commitment to leaving the University a bequest. The Annual Appeal was successful in raising approx \$65,000, with 41% directed to UNE Priorities and 37% to the Country Scholarships scheme.

FACILITIES MANAGEMENT SERVICES (FMS)

This year has seen considerable works around Campus with the refurbishment of the western wing of the McClymont Building to facilitate the teaching of Pharmacy, the construction of a front of business staff and student facility in the Animal House complex, and the upgrading of security and viewing facilities at the Bellevue Oval. Off campus, construction of the UNE Tablelands

Clinical School on the Armidale Hospital site is progressing and the Western Sydney Future Campus in Church Street, Parramatta, is well underway.

The entrance to the Armidale campus along Elm Avenue has been considerably enhanced through a joint program with Southern New England Landcare, involving remediation of Dumaresq Creek in the section which runs between the Colleges and SportUNE and passes under the Elm Avenue bridge. On the upper part of the campus, the Ingrid Moses Courtyard provides a pleasant environment for students and staff to relax and, into the 2012 Christmas break, repainting of the adjoining Lazenby Hall and Teaching Learning Centre buildings began.

With UNE successful in winning an Education Investment Fund grant of \$29 million, FMS are busy setting project milestones and planning for this work which will commence in 2013 with work on the final stage of the Animal Handling Facility.

The Central Services Review project conducted in 2012 identified opportunities for improved project management governance in all future projects managed by FMS.

In addition, internal business processes within FMS are being mapped and reviewed to ensure they meet the needs of the University community.

2013 promises to be an exciting year for UNE and for the team at FMS with considerable expenditure on facilities that will bring state of the art learning spaces and flow-on benefits to Armidale and the region.

INFORMATION TECHNOLOGY

The year was a successful one for ITD, coming first place in the annual Australian & New Zealand IT satisfaction survey for students and moving up the table from 22nd place in 2011 to 15th place in 2012 for staff satisfaction – a great outcome. The ITD Management structure and recruitment was finalised and we established a new IT team in Sydney to oversee the delivery of the Structural Adjustment Fund (SAF) projects. A range of internal ITD projects have been completed in 2012, including the implementation of the Microsoft 365 service for students, providing a rich email and collaboration service with cloud storage. The implementation of Australian Access Federation (AAF) services allowed all UNE staff and students to access federated

research repositories around the world, and share research in a way never achieved before. We continue to invest and develop the UNE IT infrastructure to improve the resilience and quality of our network services. In 2012, this included additional authentication services in the Sydney data centre allowing UNE staff and students continual access to IT resources such as our Learning Management System, Moodle, without the need to access the Armidale data centre. Thus, even if Armidale is 'off the air', our staff and student are 'always on'.

Through 2011 we engaged in strategic partnerships to support our core applications. These progressed well throughout 2012, and we oversaw a range of successful system upgrades across our major central services systems. The maturity of IT services have come a long way in the past two years with the adoption of best practice frameworks such as ITIL for our service delivery, TOGAF for our enterprise architecture, PRINCE2 for project delivery and COBIT for our directorate governance. These frameworks are adding real value to the quality of IT service delivered to our clients and students at UNE.

ITD has an exciting year ahead in 2013 and we look forward to the delivery of new infrastructure and services that will support the University's vision of 'Learning Without Limits'. We anticipate that UNE will invest more (per full time equivalent student) into the IT infrastructure in 2013 than any other Australian or New Zealand University, putting UNE at the forefront of innovative technology enabled universities.

HUMAN RESOURCE SERVICES

Human Resource Services advises and supports the employees and managers of UNE and, in 2012, provided advice, coaching and representation to ensure compliance with collective agreements, legislation and policy; it also guided best practice for the introduction of trimesters, significant workplace change processes, misconduct matters, the improvement of employee performance, grievances and dispute resolution. Bargaining also commenced for new collective agreements for academic and general staff.

This year saw a focus on the restructuring of a number of UNE administrative support

areas, including Human Resource Services, Financial Services and Marketing & Public Affairs. For Human Resource Services this meant implementing a structure that recognised the strategic and operational streams of human resources.

- The Organisational Capability and Culture stream is responsible for managing change in the University's human resourcing. It encompasses workforce planning; strategic HR planning around enterprise bargaining, equity, workplace health and safety; Alesco technology development; training; and talent development.
- The Operations stream supports the academic and support staff. This group processes payroll, leave, superannuation and promotion. It provides advice and assistance to managers and staff in relation to disputes, grievances and return to work matters. A new recruitment team was established that will implement a managed service recruitment model across the University.
- Two new Business Relationship Managers (BRMs) have been

appointed to provide a key engagement mechanism with the UNE community. They will facilitate service delivery by brokering HR services.

The new Human Resource Services structure provides a much stronger focus on equity and diversity than the previous structure, with responsibility for incorporating equity and diversity principles in HRS planning, policies, procedures, systems and practices, both within HRS and across the University, sitting with the Director, both Associate Director positions, the Business Relationship Managers, and the five senior managers and their respective teams.

Implementation of the new structure came into effect in September 2012, with the expectation of the Directorate being fully staffed and operational from January, 2013.

Occupational Health and Safety

On 1 January, 2012, NSW adopted the Workplace Health and Safety Act 2001 (WHS) and associated regulations. Major legislative changes include a primary duty of care for persons conducting business at a workplace. This includes specific duties for 'officers'

to exercise 'due diligence'. The legislation also requires workers and others, such as visitors and students, to ensure they do not put others at risk. It provides increased powers to health and safety representatives to issue provisional improvement notices (PIN) or cease work notices. The new legislation also brings increased enforcement and prosecution options.

All UNE WHS policies and other related documents were updated to ensure compliance with the new legislation and regulations. In-house bridging courses were developed and held for University health and safety representatives. Presentations were made at the Senior Managers Forum and updated information provided on the WHS web site. WHS videos were updated and laboratory safety induction videos are now being made in different languages such as Arabic, Chinese and Bhutanese. Safety related training on campus included fire and emergency training; first aid; remote first aid; postgraduate fieldwork best practice training; four wheel drive training; Buteyko smart breathing; and workstation/ chair adjustment training. Staff were also encouraged to access a

wide range of WorkCover webinars.

During the year, 112 WHS incidents were recorded and actioned, with most incidents being minor. This is a very positive outcome and shows staff are becoming more proactive and preventative in their approach.

Workers' Compensation

- Total Number of Claims for 2012 – 20
- Total paid to date for policy year 2012 – \$50,780
- Total paid to date for policy year 2011 – \$206,709
- Total paid to date for policy year 2010 – \$149,389
- Time Lost in 2012 – 714.8 hours

MARKETING AND PUBLIC AFFAIRS

In 2012 the Directorate of Marketing and Public Affairs (MPA) completed a review and underwent a subsequent work change process. The resulting structure consists of key result areas in Corporate, Market and Student engagement.

Reflecting MPA's commitment to providing an outstanding customer experience, the Future Student Unit recorded an average customer satisfaction rating of close to 100% in 2012. This result is

supported by UNE's Gartner Award-winning customer relationship management (CRM) strategy and a commitment to continuous and collaborative improvement of CRM at UNE.

Marketing and student recruitment activities resulted in increased demand (CRM leads) and conversion to application and enrolment. 2012 campaigns were expanded to reflect trimesters and were subject to ongoing optimisation across national digital, social and traditional media channels. The Faculty Marketing Program has ensured improved consistency and cost efficiency through the integrated planning of MPA, School and Faculty campaigns.

In 2012 MPA supported an annual program of corporate events, including a public lecture series, as well as marketing events for future students. MPA student recruitment staff attended a wide range of national and regional careers events and high school visits.

The Corporate Engagement Unit produced more than 200 press releases in 2012, resulting in approximately 5000 media

hits across local, national and international media. In excess of 500 production projects were recorded in this period, supporting UNE business areas in their marketing, promotion and event initiatives.

MPA has also contributed to a number of strategic partnerships and projects in 2012, including Corporate Web Modernisation, Future Campus, Pearson Alliance and the Alternative Entry Program.

FINANCIAL SERVICES

The Financial Services Directorate saw a number of changes in 2012 as staff continued in their mission to deliver innovative solutions in support of UNE's teaching, research and related activities.

The initiatives undertaken in 2012 included a workplace change across the Directorate. This change resulted in a restructure of the Directorate to ensure that roles and functions aligned with the needs of the University and that the Directorate had the appropriate skill sets required to support its strategic intent.

The workplace change also saw

the establishment of a dedicated Procurement Directorate and the appointment of a Director of Procurement. This initiative will ensure that UNE has the appropriate expertise to support its procurement activities going forward, particularly as we negotiate new supplier arrangements in 2013 and gear up to deliver the Integrated Agricultural Education Project under the EIF bid.

The Directorate is also in the process of changing the University's expense management system to deliver improved functionality and efficiency gains for all staff.

Another customer service initiative implemented by the Finance Directorate was the Unilink Online Payment solution. This functionality will allow staff and students to order and pay for a wide range of goods and services offered by the University via a web portal. This greatly improved the services offered to the Directorate's customers as well as improving the back office processes.

Improvements in the budgeting system and processes initiated in 2011 were fully embedded in 2012. The budget was again completed with efficiency and in a timely

manner.

A continual improvement philosophy has been adopted by the Directorate, with strategies and actions implemented to ensure this becomes a part of daily work. A process mapping tool called Promapp was implemented in 2012 to assist the Directorate in identifying, mapping and assessing all of its processes for effectiveness and efficiency. This process will continue in 2013.

In 2013, the Directorate will continue to focus on developing improved policies, solutions and technologies to ensure it supports the delivery of the strategic objectives of the University.



*Professor Jennie Shaw,
Pro Vice-Chancellor and Dean, Faculty of Arts and Sciences*

Faculty of Arts and Sciences

The Faculty experienced considerable growth in 2012, with more than a 14% increase in student coursework load across the arts and sciences and a 12.5% increase in HDR load. Low SES enrolments increased from 17.7% across the Faculty in 2011 to 18.56%. The Faculty was able to make its full contribution to central costs and also return a significant surplus to the University.

New continuing academic appointments in the Faculty occurred in Chemistry, Clinical Psychology, Criminology, Earth Sciences, History, Linguistics, Molecular and Cellular Biology, Pharmacy, Physics, Psychology, Sports Psychology and Sports Science. Senior appointments included Aron Murphy, Professor and Head of the School of Science and Technology, and John Ryan, Professor of Folklore and Heritage.

Infrastructure completed for the Faculty included the new Pharmacy Facility. In 2013, construction will commence for the Integrated Agricultural Education Project, which was successful in gaining significant financial support from Regional EIF, CSIRO and the NSW Chief Scientist.

Collaboration across and outside UNE is a strategic focus of the Faculty. Blended model teaching of languages into the Universities of Newcastle, Wollongong and Southern Queensland continued during the year and UNE introduced Spanish through a new partnership with Massey. Pathway programs included articulation arrangements with a range of national and international tertiary organisations. Collaborations with secondary school students and teachers in HSC Booster Days in the sciences and music, the national Primary Industry Centre for Science Education (PICSE) program, the National Asian Languages Studies in Schools Program (NALSSP), The Science Experience, Consumer Science, the Highlands Science and Engineering Challenge, Science in the Bush, Linguistics Olympiad, Women in Engineering and the Creative Communities in Children's and Young Adult

Literature Program events were especially effective.

A large number of new and recent courses achieved high enrolments and increased overall load in 2012. Top performers included the Bachelor of Zoology, Bachelor of Pharmacy and the Bachelor of Media and Communications, as well as established courses: the Bachelor of Arts, Bachelor of Science, Bachelor of Criminology, Bachelor of Psychological Science (pass and honours degrees) and the Bachelor of Urban and Regional Planning. Enrolments were unexpectedly high in many of the 101 units offered by the Faculty in the new Trimester 3 teaching period, and the Faculty was instrumental in ensuring that 39 Bachelor awards were available for newly enrolling students in this teaching period. Academic Director Jennifer Clark was involved in a number of ongoing and new sector-wide Office of Learning and Teaching (OLT) projects as well as the competitive allocation of Faculty learning and teaching development grants for online portals designed to enhance the student experience. The Faculty

supported a successful OLT citation for outstanding contribution to student learning and teaching awarded to Dr Janelle Wilkes (Engineering). Faculty Project Officer Helen McKinnon assisted with successful accreditation bids in Pharmacy and Computer Science, the successful EIF bid and with the establishment of course advisory committees across all awards in the Faculty. Faculty Multimedia and Educational Developers supported staff through the institution-wide transition to Moodle in 2012 and First Year Advisors supported staff and students, including by means of the PASS (Peer Assisted Study Sessions) program. The Faculty was also involved in leading the external review of Computer Science and contributing to and assisting with the review of the School of Arts.

The Faculty is delighted that ERA success in 12 two-digit and 17 four-digit Fields of Research that sit in the Faculty confirmed our world-class research performance and contributions across a comprehensive range of areas in the arts and humanities, as well as in the cognitive, environmental, fundamental, rural, social and 'pure'

sciences. Those areas ranked above world class included Earth Sciences, Pure Mathematics and Zoology.

Mentoring of and support for early career and new academic staff through the Faculty Grant Development Program, led by Research Director Heiko Daniel, resulted in increased competitive grant submissions and grant successes. Professor Fritz Geiser (Zoology) was awarded an ARC Discovery Outstanding Researcher Award and Dr Richard Scully (History) gained a Discovery Early Career Researcher Award. ARC Discovery Project successes in the Faculty in the 2012 round went to Professor Yihong Du, Associate Professor Shusen and Dr Gerd Schmalz (Pure Mathematics), Professor Brian Kinghorn and Dr Cedric Gondro (Genetics) and Dr Paul Kwan (Computer Science). Professor Annette Cowie and collaborators secured an ARC Linkage grant. Faculty staff were successful across a range of other competitive funding areas.

Collaborations across UNE and with national and international industry, university and institute



partners, continue to be crucial for our research activities. Faculty staff are involved in the new CRN in Mental Health and Well-being in Rural Regions as well as several CRCs. Professor Martin Thoms was awarded a Fulbright Senior Scholar Fellowship and several staff were invited to give keynotes at national and overseas conferences. Published outputs across the Faculty included commissioned and refereed research articles and scholarly monographs, while papers authored by Associate Professor Neil Argent and Adjunct Professor Tony Sorensen were named in a national study as among 50 of the year's most influential regional research contributions.

January, 2013

SCHOOL OF ARTS

The School of Arts saw an increase in student load of 13% during 2012. This is attributed to the School's engagement in Trimester 3, with enrolments particularly strong in the Discipline of English, Communication and Media, and to the introduction of Spanish

taught in collaboration with Massey University, New Zealand. Expansion of blended model partner university arrangements continued with the negotiation of an agreement with Southern Cross University for the delivery of Chinese in 2013.

Reviews were conducted of the Bachelor of Music, the Bachelor of Music/Bachelor of Teaching and the School itself.

The Arts New England annual research symposium, 'Transformations', explored the theme of transformation in languages, literature, film, theatre, music, visual arts, history and biography and attracted interdisciplinary researchers. The keynote address and 25th Gordon Athol Anderson Memorial Lecture was delivered by Professor Sue Court, Dean of Humanities and Communication, Central Queensland University, whose lecture was entitled '*Uniting every noble delight: Illusion, deception, and metaphor in the triumvirate of poetry, music, and design in early European opera.*

Academic staff received financial support from the School to attend nine international and 11 domestic conferences.

Five students graduated at the level of Doctor of Philosophy in 2012 including one by creative practice.

Progress in research was recognised in the 2012 ERA rankings, which saw the School's two primary Fields of Research, 1904, Performing Arts and Creative Writing, and 2005, Literary Studies, increase their respective rankings each from 2 to 3.

Community engagement included a Latin American Film Festival, and three illustrators and writers in residence sponsored by the Copyright Agency Limited grant awarded to Dr Elizabeth Hale in 2011 continued over 2012.

During 2012 the School confirmed Dr Astrid Gesche in the project position of Senior Lecturer in German for a period of 3 years. Dr Jennifer Hatte (French) and Ms Antonia Feitz (Music) both retired in December and Dr Paul Gibbard (French) resigned to take up a new position at UWA.

SCHOOL OF BEHAVIOURAL, COGNITIVE AND SOCIAL SCIENCES

The School of BCSS had another outstanding year in 2012 with T1/T2 enrolments up 10.5% over 2011, and whole-year enrolments (including T3) up 12.2%. Continuing strong growth in the Bachelor of Criminology (28%) and the Bachelor of Psychological Science (18%) is complemented by the growth of PhD students in the School from 47 (in 2011) to 57 (in 2012).

The report of the External School Review was received and included 10 commendations and 22 recommendations to which the School responded. Following a mid-year review of the School's Psychology program, all degrees were accredited without conditions. The BCSS Strategic Plan was published in May, 2012, as was a 2013 Wall Calendar, mailed in December to all 3978 students enrolled in a BCSS degree during 2012. The School established Indigenous and International strategy groups to manage and boost indigenous/international student enrolments and completions.

Research activity continued apace with all disciplines recording above their respective DEST averages. All five subject areas assessed in BCSS for ERA 2012 scored 3 (world standard), an outstanding result for the School. Several School staff are part of the successful CRN hosted by the School of Health, while others enjoyed considerable external grant success. Martin Thoms took up a Fulbright Senior Scholar Award. The School welcomed its first BCSS Visiting Fellow (Professor Matthew Shumway, Brigham Young University) for three months.

For 2013, Tanya Hanstock is promoted to Associate Professor, while Amy Lykins, Michael Reid and Cindy Schneider are promoted to Senior Lecturer. For 2013, two new academic positions have been approved in Psychology, 1.5 in Criminology, and one in BCSS administration. From the start of 2013, the University's Institute for Rural Futures will become part of BCSS; this is expected to involve the addition of nine academic staff, one general staff member, and six adjunct staff.

SCHOOL OF ENVIRONMENTAL AND RURAL SCIENCE

The School's aim remains focused on carrying out high quality research and training to Save the Planet and Feed the World. 2012 was an excellent year, with continued significant growth in undergraduate numbers, across all main degrees, and increases in research income and activity. Our PhD numbers rose significantly, from an already high base, to just over 140 PhD students. High quality publications in *Nature*, *Science* and *Interface* journals, were backed up by a strong performance in the latest ERA round which saw Animal Science, Earth Science, Environmental Management, and Zoology, performing at, or above, world standards.

Success in the Federal Educational Investment Fund will see a new \$46 million investment in Agriculture and related infrastructure at the Armidale campus and in Tamworth. From 2013, new facilities on farm (SMART Farm), a new Animal House, and a new Integrated Agricultural Education Building will begin. Added to this major investment, we have



recently completed a multi-million dollar investment in a new 3D visualisation centre with state of the art medical tomography and scanning electron microscopy facilities. On farm, we have completed the new research feedlot at Tullimba with strong industrial partnerships. The School boasts the best research and education facilities for Agriculture and Environmental studies in Australia. Our new International Strategy was implemented in 2012, allowing us to better co-ordinate all international activity. This yielded immediate success in AUSAID, ACIAR and private donations, providing \$5.4 million in grants to support our agricultural research and training in, and for, many countries: Iraq, Burma, Cambodia, Vietnam, Indonesia, Oman and a wide range of African nations. Research-led teaching is key to our future.

SCHOOL OF HUMANITIES

In 2012, the School of Humanities won two more ARC Discovery Grants in Archaeology. These were for 'Indigenous Heritage: Working ancient wetlands for social benefit and cultural understanding'

(Associate Professor Wendy Beck) and 'Axes, Exchange, Social Change: New perspectives on Australian Hunter-gatherers' (Dr Peter Grave). The School also received the only DECRA grant at UNE in this calendar year: 'The Cartoon Empire: The Anglo-American tradition of political satire and comic art, 1720-2020' (Dr Richard Scully).

Historical Studies, Archaeology and Philosophy all were recognised again in 2012 as ERA research areas of international status. A new lecturer, Dr Thomas A Fudge, has been appointed in the area of Medieval History, bringing to the School of Humanities expertise and internationally recognised publications in medieval heresy, religious reform and social revolution in Bohemia, and the later crusades.

In teaching, undergraduate enrolments rose to an all-time high, mainly due to the offering of popular elective units in the third trimester. The year also saw the first graduates exiting successfully from the Master of Environmental Advocacy and the Graduate Certificate in History Curriculum, as well as fifteen

successful HDR completions. A National Peacebuilding Conference in May, 'Cultivating Peace: Context, Practices and Multidimensional Models', attracted participants from eleven different countries. Eleven postgraduates in Peace Studies also delivered papers.

Community media outreach continues for the fifth year with two radio broadcasts, in Studies in Religion and History, presented each week by ABC New England North West.

SCHOOL OF SCIENCE AND TECHNOLOGY

In 2012, the School of Science and Technology saw continued increases in undergraduate and postgraduate enrolments across most degrees. Great news was also received for the Pharmacy program which received accreditation (with conditions) from the Australian Pharmacy Council and opened a new state of the art multi-million dollar teaching facility. This is a credit to many staff who have worked over a number of years to achieve professional recognition for this degree. The

School's SMART Farm initiative, led by Professor David Lamb, continued to make an impact in the national media and, in October, was visited by Senator Stephen Conroy, the Federal Minister for Broadband, Communications and the Digital Economy, and Member for New England, Tony Windsor. They observed livestock tracking, field survey equipment, a sensor network of 100 soil moisture probes and Senator Conroy launched a SensFly UAV to collect aerial imagery of the nearby fields. In research, Pure Mathematics continued their outstanding success, achieving an ERA 4 ranking (above world standard) and receiving two ARC Discovery grants worth over \$550k (Associate Professor Shusen Yan, Dr Gerd Schmalz and Professor Yihong Du). There was also a great result for Associate Professor Paul Kwan, who received ARC discovery funding for a project in collaboration with researchers from the School of ERS. The School welcomed a number of new staff in 2012, including Dr Stephen

Bosi (Physics), Dr Daniel Keddie (Chemistry), Mr Mark Waldron (Sport Science) and Associate Professor Priti Krishna (Molecular Biology). Academic and general staff across the School continue to provide many opportunities for primary and secondary students to experience and learn about science at UNE, including HSC Booster Days and Science in the Bush, which enthralled over 700 students from 30 regional NSW schools. Science in the Bush is a component of a larger 3-year outreach project, 'Far Out Science', which received \$45,000 in funding over 3 years through the Inspiring Australia Grant scheme.



*Professor Victor Minichiello,
Pro Vice-Chancellor and Dean, Faculty of The Professions*

Faculty of The Professions

The year of 2012 saw some historic milestones and achievements for the Faculty. The first cohort of UNE medical students finished their five-year degree studies and our first social work graduates completed their studies this year. This is an outstanding achievement.

Developments in teaching and learning focused on international collaboration and the use of innovative technologies. The School of Rural Medicine, in collaboration with the University of California-Irvine School of Medicine, pioneered the use of iPads and portable ultrasound, putting us at the forefront of advances in medical education in Australia. Also the University of New England Business School and ESC Rennes School of Business in France, lead the MBA International Social Entrepreneurship program with funding from the Australian Government and the European Union. A faculty academic convened the Australia-Argentina Mission project that saw the two countries discuss possible collaboration in a number of areas including tele-health. SiMERR was successful in winning a \$6 million AusAID grant to set up a National Research Centre for Teacher Quality in the Philippines.

The Faculty also engaged with the educational opportunities provided by the Commonwealth Government National Broadband Network (NBN). For example, in collaboration with CSIRO, Neuroscience Research Australia, and Autumn Lodge (an aged care facility), the 'Smarter Safer Homes' concept for older people living independently was developed with a trial site using NBN-related technology. This has implications for aged care and disability training. Another project, with implications for education training, is *QuickSmart*, aimed at improving the literacy and numeracy skills of both children and adults currently across the country. The project has received further funding from the Commonwealth Government to develop an on-line program called *QuickSmart* for Jobseekers, aimed

at increasing the numeracy of people seeking employment. Also the Asia ConneXions program, funded by the Commonwealth, saw Australian schools connect with schools in Korea, Japan, China and Indonesia using high definition videoconferencing. This program provided rural/regional students with opportunities for global experiences and to motivate Australian students to learn about Asia. One of the classes included a special guest – the Australian Prime Minister.

A number of important academic achievements are worth highlighting. The School of Law announced the launch of a new online Journal, the *International Journal of Rural Law and Policy*, aimed at generating important discussion among scholars of rural law and policy. A national conference on regional law and justice hosted by the School of Law brought experts from across Australia and around the world to discuss the impact of the mining boom, Indigenous justice, and the support of rural and remote lawyers. Research conducted by the Collaborative

Research Network (CRN) in Mental Health attracted national and international attention with figures from Australia and abroad showing similar rising trends in the incidence of a range of sexually transmissible infections – including HIV – in older people. A researcher in the CRN won a Churchill Fellowship for a project aimed at improving services for ageing Australians with an intellectual disability, while another colleague won a national award presented by Suicide Prevention Australia: the LIFE Award for work on suicide prevention among some of the most marginalised members of society. A law researcher was awarded a Commonwealth Government Discovery Early Career Research Award to study the role of the law in managing disputes over the use of natural resources. An Australia-wide survey led by a science educator researcher contributed to the international Interest and Recruitment in Science (IRIS) project funded by the European Commission.

A significant community initiative for a pilot adult literacy project in Wilcannia in western NSW was

funded by the Commonwealth Department of Education, Employment and Workplace Relations (DEEWR). This program trialled an internationally-successful model for undertaking a mass adult literacy campaign in an Aboriginal community and featured on SBS Living Black and the ABC PM program.

March, 2013

SCHOOL OF EDUCATION

During 2012, the School of Education continued to grow at nearly 10% with total student enrolments around 4500 or 2200 eftsI, with a consequent impact on staffing and workforce planning. There were six new or replacement staff employed in 2012 with a further eleven new positions to be filled during the first half of 2013.

The School currently has several key goals that were established during 2012 and will continue into 2013. The first is to develop a workforce plan that will enable curriculum teams to build capacity in both teaching and research. Clearly this requires teaching as well as senior research-oriented academics to focus on building research capacity.

Member for New England, Tony Windsor, looks on as the Federal Minister for Broadband, Communications and the Digital Economy, Stephen Conroy, congratulates the PV-C Dean of the Faculty of the Professions, Professor Victor Minichiello, at the groundbreaking ceremony for the UNE Tablelands Clinical School in October.



Second, with the introduction of trimesters, the School of Education offered fourteen units in Trimester 3, 2012. These units were well received by students with three units having in excess of 400 enrolments contributing to a total of 2168 enrolments (270 efts) in T3, 2012. It can be generally concluded that Education students wish to study part-time and continuously over the three trimesters; clearly, the trimester strategy has been successful and will lead to further increased enrolments. In particular, the mapping of units in three trimesters has provided attractive, flexible pathways in terms of academic progression for a number of teacher education courses, including the two new courses, the BEd (Early Childhood and Primary) and the BEd (K – 12).

Third, the School of Education has worked closely with external accrediting authorities, including AITSL, NSWIT and ACECQA. Our teacher education courses are in the final process of accreditation approval.

Finally, the School is hoping to broaden its research currency and capacity in the areas of positive psychology, eLearning in higher

education, the use of technologies and the inclusion of the Future Campus at Parramatta and our UNE Access Centres.

We envisage becoming leaders in higher education and rural education research into online pedagogies and distant education at the tertiary level, with plans to build a higher education research centre within the School.

SCHOOL OF HEALTH

In 2012, the School of Health commenced large scale re-development across all curricula in accredited and professional courses. The Bachelor of Nursing and Master of Nursing Practice are being updated to reflect recent industry and professional trends, and these curricula will be submitted to the Australian Nursing and Midwifery Accreditation Council in early 2013. Similarly, the Bachelor of Social Work and Master of Social Work (Qualifying) will be submitted to the Australian Association of Social Workers for full accreditation in 2013. Other courses are also undergoing accreditation and major changes: the Master of International Health Management is undergoing

significant renewal to ensure it remains industry relevant and professionally attractive.

During 2012 the School also engaged with delivering a range of outcomes against two of the Structural Adjustment Fund projects, the Dual Sector and the Trimesterisation projects, as part of wider curriculum redesign to provide greater flexibility for students by teaching a range of courses across all three trimesters. The dual sector project has seen the School develop two exciting and innovative new pathways for students that will provide a seamless experience from the VET sector to Bachelor level qualifications in Health Practice and/or Community Services. The Deputy Head of School (Teaching and Learning) is leading the process of review and potential amendment of all courses and units to ensure AQF compliance by early 2014.

2012 has seen the School attract external funds for a number of innovative projects, most notably Health Workforce Australia funding, which was granted to increase student placements in Tamworth via a student-led clinic based at the



Ruth Frater, LLB graduate.

Coledale Community Centre. This project will increase community placements across a range of health and social care disciplines. The School also attracted several grants from the Health Education and Training Institute (HETI) of the NSW Ministry of Health to develop and deliver flexible online education programs for clinical supervisors and students in a range of health disciplines, developed and delivered by a team from within the School of Health in collaboration with partners from the School of Rural Medicine, School of Science and Technology and Hunter New England Local Health District. Other notable achievements have been the School's involvement in the CRN Mental Health program.

In mid 2012 the School appointed a second Deputy Head of School (Research and HDR Coordination) to lead and support the School to better achieve its research objectives and to further enhance the School's excellent reputation in HDR supervision. Going into 2013 the School is in a busy period of transition, as the University seeks to recruit a new Head of School.

SCHOOL OF LAW

The past twelve months have been a time of change for the School with a number of senior academic staff leaving and a number of new colleagues joining.

Under its new Head, Professor Michael Stuckey, the School aims to maintain and, where possible, improve its research performance. In part, this involves improving its performance under the conventional measures of research performance: external grants, ERA rankings and HERDC publications. However, as numerous statements from the Council of Australian Law Deans has noted, this science-denominated paradigm does not capture the full range of the research carried out in law. Scholarly research can be found in teaching and practitioner texts as it can be found in research reports prepared for government or NGOs. This latter component of research output is particularly important for the School's research centre, the Centre for Agriculture and Law, where multidisciplinary teams conduct research on wide-ranging areas of policy relevant to rural and regional Australia. The Centre has been enormously successful in generating traditional and non-

traditional research outcomes and has also been very successful in attracting a high quality cadre of higher degree research students.

The School actively promotes research by maintaining a variety of sources of funding to support research. It also sponsors the Kirby Seminar Series where leading academics and professional lawyers are brought to Armidale to present seminars to the School and wider university community. This year's Annual Sir Frank Kitto Memorial Lecture presenter was the Honourable Bob Debus, lawyer, journalist and a former government Minister and Attorney General.

The research reputations and expertise of the School's staff have been recognised by the proposal that the School of Law host the 2014 Annual Conference of the Australia and New Zealand Law and History Society. There is also considerable strength in tort law, property law, medico-legal, jurisprudence, international law and constitutional law. This strength has been bolstered by the appointment of staff with strong research credentials and by a number of staff undertaking PhDs to improve their research performance. In



this regard, the Law Library staff have provided exceptional support to our researchers, lecturers, and postgraduate and undergraduate students.

SCHOOL OF RURAL MEDICINE

In February, 2012, the University of New England welcomed 75 first year medical students in a 'White Coat Orientation Ceremony'. Another highlight was the strategic decision by the School of Rural Medicine (SRM) to use the National Broadband Network (NBN) and innovative technologies to try to diminish the disparities in medical education between the urban and rural sectors through the Joint Medical Program with the University of Newcastle and the Hunter New England Local Health District and the Central Coast Health District. The rural positioning of the School places it at a disadvantage in terms of availability of lecturers and tutors on site, and in the availability of clinical placements. Using the affiliation with the University of California-Irvine (UCI), the School became the first medical school in Australia to give every incoming

first year medical student an iPad. The iMedED program has been championed by Associate Professor Amanda Nagle and Adam Landow. This has enabled the students to have greater access to online learning resources and reference materials. It has also enhanced delivery of teaching material and helped improve assessment, and academic staff have developed a unique electronic Objective Structured Clinical Exam (eOSCE) which improves delivery of the tests with enhanced security. Also using the affiliation with UCI, the School demonstrated the practical use of NBN and high speed internet connections to deliver remote synchronous simulation and ultrasound education. Multiple ultrasound courses and a pre-intern skills boot camp was also conducted during 2012 with help from UCI students and faculty. These projects are ongoing and should see further enhancements in 2013.

Research was expanded in 2012 with the establishment of the Collaborative Research Network under the direction of Professor

Rafat Hussain. There is now an expanded capacity for PhD and Higher Doctoral students to participate in research through the School of Health and the SRM.

The School has also been recognised for its elective undergraduate and postgraduate courses in anatomy under the direction of Associate Professor Fiona Stewart. Over 40 students from around Australia enrolled in the intense anatomy program as part of the Grad Diploma or Masters courses. The third year Health Equity placement continued to be a major opportunity for students to explore medicine to underserved communities in remote regions of the world.

The School's first intake of medical students finished their studies at the end of 2012, in time for graduation in April, 2013.

The School of Rural Medicine remains an evolving organisation with local, national and international links. The challenges of recruiting academic faculty and clinicians to the rural sector will continue to persist into the

foreseeable future. In the coming year there are opportunities to work more closely with other schools, especially Health and Science and Technology, to expand local links to the medical community and to build on our international connections. The School also has the opportunity to be an important player in the curriculum revision with the University of Newcastle.

UNE BUSINESS SCHOOL

In 2012 the School's new name, the UNE Business School, was launched. This is an exciting move based on a recommendation from the School review as well as input from our Advisory Board and School members. We also developed our Strategic Plan, 2012-2015 and continued to teach, research and provide professional service in our three discipline areas: Accounting and Finance, Economics, and Management.

A number of new courses were offered in 2012. These included the Master of Economic and Regional Development which was officially launched (and for which we have cross-institutional arrangements

with Penn State University). We also commenced bachelor degrees in Chinese Language and Business Studies. Given the importance of the Asian Century, our timely release of these courses will enable us to take on the challenges ahead.

Staff continued to engage in research of regional, national and international significance and demonstrated their success through high publication rates across a broad range of activities as well as supervision of a large number of higher degree research students at doctoral and masters levels.

Other successes in 2012 included:

- A successful funding application to develop a joint MBA International Social Entrepreneurship with the University of Western Sydney, Open University of Catalonia and ESC Rennes.
- The continuation of our relationship with the Institute of Public Accountants (IPA).
- The hosting of colleagues from Wuxi South Ocean College and Wenzheng College of Soochow University, which was reciprocated with visits to partner institutions in China.

Videoconferencing with Chinese partner institutions was also introduced this year.

- The continuation of pathway arrangements with the University of Sydney and the University of Western Sydney as part of these Vice-Chancellor initiatives.
- The hosting and sponsoring of events associated with the UN's International Year of the Cooperatives at UNE and in Port Macquarie.

Finally, our Graduate School of Business 'turned 21', an important milestone which we celebrated with industry leaders.

Partnerships and related entities

AGRICULTURAL BUSINESS RESEARCH INSTITUTE (ABRI)

During 2012, ABRI continued to provide technology services to livestock industries both in Australia and in many overseas countries. The Institute's flagship product is the BREEDPLAN genetic analysis technology, and ABRI continues to work closely with UNE's Animal Genetics and Breeding Unit in delivering this technology to beef cattle producers. Recent advances in genomics research are now incorporated into BREEDPLAN for a number of clients.

The Dairy Express herd recording service for Queensland and NSW dairy farmers continues to be affected by the overall decline in cow numbers and dairy farm number in these states. Retail milk price wars and their effect on farm gate prices together with land use changes from urbanisation in traditional dairying areas have seen many dairy farmers exit the industry. Encouragingly, the proportion of

dairy farmers in these states who are using Dairy Express continues to remain very high. Dairy Express remains an important production management tool for farms to remain viable in difficult economic times.

ABRI's beef cattle extension service continues to be a key element in the delivery of the genetic improvement message to cattle producers. During 2012, this service extended its reach to New Zealand where a series of on-property workshops was very well received. Once again in 2012, webinar technology has been extensively used in order to get the message to the far-flung corners of Australia.

The independent certification of beef breeding animals for live export reached record levels in 2012, with more than 37,000 animals certified this year compared to 24,769 in 2011. These breeding animals (largely heifers) are now forming part of the local herd rebuilding process being carried out in Russia, Kazakhstan

and China. Quality Australian animals continue to be highly sought after and valued in these countries. The certification process ensures this quality continues. Australian genetics is now forming a key part of the national breeding herd in these countries.

SERVICES UNE LTD

Services UNE Ltd continued to deliver services across the UNE campus and to our off-campus cohort as part of the University strategic plan. This has included the reopening of the old Deli Cafe as Grind and Squeeze Cafe early in the New Year: with weekly barbecues and a new look menu, this business has certainly been a successful addition to the company's business portfolio.

Our off-campus business, the Belgrave Twin Cinema, hosted the most successful International Film Festival ever and introduced further upgrades to our cinema website. Our on-campus businesses continue to provide services right

across the University that align with its strategic plan of fostering operational and business processes that maximise efficiency, promote a service culture and meet the needs of students and staff.

The future for the company looks very bright indeed. With our continued profits and improved cash flow the Board anticipates undertaking further improvements to on-campus facilities that will benefit all students. We have appointed an additional student support officer to expand and improve the range of services we provide to local and external students. We have also appointed an additional staff member at Tune FM to improve the interaction volunteers have with the station. The company is also working with Facilities Management Services to undertake improvements at Campus Essentials and the 'Stro. Long term planning will also commence in 2013 to manage all of the buildings under our control.

As always, none of our successes or continued progress would have been possible without the continued support of our directors and the

super effort from all of our staff. Together we have worked tirelessly towards achieving the objectives of the company.

SPORTUNE

SportUNE continues to provide first-class sporting facilities and services for the University of New England and the wider community.

It remains one of the top university sporting precincts in Australia, with one of the highest student participation rates of any Australian university: in 2012 the University hosted more than 210,000 visits to its sporting facilities. Over the past five years, these facilities have brought an estimated \$18m in revenue to the Armidale community through a wide range of University and community sporting events.

In 2012 the University of New England became a major sponsor of the NRL Parramatta Eels Rugby League Club and UNE hosted the Parramatta Eels 2012 pre-season training camp. Our facilities were heavily utilised and SportUNE staff worked closely with the Eels throughout the week. Other events during the week included

a Civic Reception at the Armidale Town Hall, an Official 'Evening with the Eels' Dinner and a free junior coaching clinic. The community was able to join take part in these events as well as watch the team train during the week-long camp.

UNE has re-signed as a major Parramatta Eels Sponsor for the 2013 and 2014 seasons. As part of this arrangement the University has created a Sports Business Development Unit to manage this sponsorship relationship and to develop additional sports business opportunities for the University.

Upgrades to both the indoor sport and recreation centre and the Bellevue Oval have continued throughout 2012 with a number of building projects undertaken. These included the refurbishment of the squash courts, establishment of a new stretching area in the strength and conditioning gym and two new studios which accommodate functional fitness and wellbeing classes such as yoga and pilates.

Our large range of classes were updated in line with current fitness trends and new programs were introduced, including 'healthy

living' presentations from local practitioners.

The new Exercise and Sport Science and Physiology teaching and research laboratories are close to completion for the 2013 Academic Year. This area will accommodate UNE's new sports related degrees: Exercise Science, Clinical Exercise Physiology and Sports Studies – a unique opportunity for the University.

UNE students and sporting clubs had considerable success locally, nationally and internationally during 2012. A number of UNE sporting teams competed in the Northern University Games and Australian University Games. On an international level, Sarah Cook and Richie Campbell competed in the London Olympics, Sarah in the Women's Eights Rowing Team and Richie in the Men's Waterpolo Team. Murray Scown has competed in various Orienteering Championships here and overseas during the year and Emma Gillogly, UNE's Sportsperson of the Year, was a member of the Australian Rugby 7's Women's Squad.

UNE FOUNDATION

Membership of the UNE Foundation Ltd Board of Directors was unchanged during the year. In August, 2012, the CEO resigned, and this led to an examination of how the position should be restructured and reporting lines strengthened to better position the Foundation to meet its objectives. A new CEO operating under modified terms of reference is expected to be appointed in 2013. Concurrent with this work, discussions began with the NSW Government on how to modify the arrangements for the selection of funds managers under the UNE Act 1993 (NSW) Schedule 2 Section 2A to achieve greater flexibility and timeliness of placement of Foundation funds by the Myer Family Company, the Foundation's investment adviser. These discussions continued into 2013.

In 2012 the Foundation received around \$944,465 in donations. Funds available to support UNE activities now surpass \$6.9m. These funds are held by Myer in two pools: the 'Immediate Pool' for donations

not requiring capital preservation and the 'Perpetual Pool' for long-term investments to preserve capital and optimise investment income. The Foundation's Investment Committee oversees the Foundation's investment policies, risk management and donor/regulatory compliance requirements and has a conservative risk ratio of 30/70% of equities to cash investment of endowed funds in the Perpetual Pool.

In 2012 the Foundation dispersed some \$843,730 to the University in prizes, scholarships, research projects and purchase of equipment in accordance with donors' wishes.

The UNE Council-approved, University-wide Advancement Policy remains in place and will be due for renewal early in 2013. The UNE Foundation remains the primary trust entity through which donated funds to UNE are to be deposited and receipted.

UNE PARTNERSHIPS PTY LTD

This year has been especially significant for UNE Partnerships following our 2 July 2012 acquisition

of Contracting and Tendering Services in Adelaide. CTS is recognised as one of Australia's leading management consulting firms specialising in procurement training and probity services.

UNE Partnerships currently has 25 nationally recognised vocational qualifications on its scope of registration, from certificate three to advanced diploma. The Australian Skills Quality Authority renewed our registration to 12 September 2017.

Our strategic objective in 2012 was to achieve a revenue target of \$7.86 million by offering face-to-face and distance education courses and customised programs to individuals and organisations in the public and private sector in Australia.

UNE Partnerships currently has 1381 students across three program areas. In 2012, UNE Partnerships received over \$2 million in funded training through the NSW Government's Strategic Skills Program. Our Project Management program continues to be the major contributor to income this year.

The Marketing and Sales division worked hard during the year to

target opportunities and was successful with a number of tenders and proposals including:

- Department of Sustainability, Environment, Water, Population and Communities
- TAFE Commission NSW
- Australian Taxation Office
- Department of Defence
- NSW Health
- National Australia Bank

During the year we designed, developed and delivered education and training solutions for a range of corporate and government clients.

Our top clients include:

- Department of Defence
- Ausgrid
- Department of Sustainability, Environment, Water, Population and Communities
- Sandvik Mining and Construction
- John Holland Group
- National Australia Bank
- Queensland Health
- Origin Energy
- Powerlink
- RailCorp

Through much hard work by the 32 staff located in our head office in the

Old Teachers' College, Armidale, and in Adelaide and Melbourne, we have positioned UNE Partnerships for growth in the future.

Diversity, access and equity

UNE trends against NSW benchmarks or targets at 31 March each year

Table 1 a. Trends in the Representation of EEO groups — Academic Staff

(at 31 March each year)

% of Total Staff

EEO group	NSW benchmark or target	2005	2006	2007	2008	2009	2010	2011	2012
Women	50%	40%	40%	40%	40%	42%	44%	45%	46%
Aboriginal people & Torres Strait Islanders - 2011 not rounded off	Target 2.6% By 2015	1%	1%	1%	1%	0.5%	1%	1%	1%
People whose first language was not English	19%	17%	18%	19%	20%	21%	20%	18%	22%
People with a disability	Monitored but not set from 2011	8%	8%	8%	8%	8%	7%	6%	7%
People with a disability requiring work-related adjustment - 2011 not rounded off	1.1% 2010/11 1.3% 2011/12 1.5% 2012/13	2%	2%	2%	2%	2%	2%	1.8%	2%

Table 1 b. Trends in the Representation of EEO groups — General Staff

(at 31 March each year)

% of Total Staff

EEO group	NSW benchmark or target	2005	2006	2007	2008	2009	2010	2011	2012
Women	50%	58%	59%	60%	61%	61%	60%	61%	62%
Aboriginal people & Torres Strait Islanders - 2011 not rounded off	Target 2.6% By 2015	2%	2%	2%	2%	2%	2%	2.3%	3%
People whose first language was not English	19%	4%	4%	5%	5%	3%	3%	3%	4%
People with a disability	Monitored but not set from 2011	7%	7%	6%	6%	7%	6%	6%	7%
People with a disability requiring work-related adjustment - 2011 not rounded off	1.1% 2010/11 1.3% 2011/12 1.5% 2012/13	2%	2%	2%	2%	2%	2%	2.3%	3%

Information for groups other than women in Tables 1a & 1b was derived from ongoing voluntary EEO data surveys as at the snapshot date of 31 March each year (86% in 2012). It excludes casual staff.

Table 2 a. Trends in the Distribution* of EEO groups — Academic Staff

(at 31 March each year)

Distribution Index

EEO group	NSW benchmark or target	2005	2006	2007	2008	2009	2010	2011	2012
Women	100	79	80	80	79	80	81	81	83
Aboriginal people & Torres Strait Islanders	100	n/a							
People whose first language was not English	100	98	97	94	93	96	99	97	92
People with a disability	100	98	103	102	93	93	96	101	107
People with a disability requiring work-related adjustment	100	n/a							

Table 2 b. Trends in the Distribution^a of EEO groups — General Staff

(at 31 March each year)

Distribution Index

EEO group	NSW benchmark or target	2005	2006	2007	2008	2009	2010	2011	2012
Women	100	84	82	84	85	86	88	87	89
Aboriginal people & Torres Strait Islanders	100	n/a	83						
People whose first language was not English	100	106	94	92	94	107	106	110	112
People with a disability	100	96	92	91	94	93	92	91	93
People with a disability requiring work-related adjustment	100	n/a							

^a A Distribution Index of 100 indicates that the centre of distribution of the EEO groups 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. .

Supplementary information

INSURANCES

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

UNIVERSITY OF NEW ENGLAND PRIVACY STATEMENT

UNE policy

The University will collect personal information, manage and use it, and disclose it in a way that complies with relevant legislation. The NSW State Information Protection Principles¹ and the National Privacy Principles² will underpin all aspects of the University's dealings with personal information. This policy shall apply to the university, its controlled entities and its affiliated bodies³.

The following statements are intended to communicate simply and clearly the University's intentions; a more comprehensive statement is found in the UNE Privacy Management Plan.

In collecting personal information the University will

- only collect information for lawful purposes related to its function;
- only collect the information that is necessary and by lawful means;
- where possible only collect personal information that is provided by the individual to whom the information relates, collecting in a way that is not personally intrusive;

- where information is provided by someone else, ensure that collection has been authorised by the individual concerned, or by someone who is legally authorised to provide it on their behalf; and
- notify the individual concerned that personal information is being collected, either at the time of collection or as soon as practicable afterwards.

The University will declare to individuals from whom information is collected and

- the purpose for collecting the personal information;
- whether or not the collection is voluntary and any consequences for not providing it;
- how the information is to be held and the intended recipients;
- the name and address of any agency used to collect information on the University's behalf; and
- how individuals can obtain access to their information, check it for accuracy and completeness, and make application to correct it.

The University will manage personal information responsibly by:

- taking reasonable steps to ensure that personal information held is relevant to the purpose for which it was collected, accurate, up to date and not misleading;
- retaining personal information for no longer than necessary; then disposing of it securely in accordance with approved methods;
- protecting it from loss or unauthorised access, use, disclosure, or misuse; and from unauthorised modification;
- taking reasonable steps to prevent its disclosure without authorisation by external service providers; and
- only disclosing personal information outside the university or its affiliated bodies where:
 - its disclosure has been consented to by the individual to whom it relates; or
 - its disclosure is required by law and requested in an authorised written form; or

- it is reasonably believed to be necessary to prevent or lessen a serious threat to life or health of any person.

The University's privacy management plan is published on the policies and related documents pages of the UNE Web pages.

Internal Review

No internal reviews were conducted in 2012.

GOVERNMENT INFORMATION (PUBLIC ACCESS) REPORT

1 Open Access Information

Section 6(2) of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act) requires UNE to provide Open Access Information publically available free of charge on a web site maintained by UNE. UNE's Open Access Information can be found at www.une.edu.au/vc/legaloffice/gipa-act/.

Open Access Information includes a list of UNE's publications, documents tabled in the NSW Parliament by UNE or on behalf of UNE, a Disclosure Log of Access Applications, a Register of Government Contracts and a list of Open Access Information not released to the public.

2 Review of the GIPA Act

Section 7(a) of the GIPA Regulation 2010 No 252 requires that UNE provide details of the review of the GIPA Act it has carried out during the year and list any information it has made publically available as a result of the review. A review has been commenced but was not completed by the time of this publication.

3. Total number of Access Applications from 1 January 2012 to 31 December 2012 (including withdrawn applications but not including invalid applications)

14.

4. Total number of Access Applications from 1 January 2012 to 31 December 2012 refused because the application was for disclosure of information referred to in Schedule 1 to the GIPA Act

Nil.

5. Statistical information about access applications from 1 January 2012 to 31 December 2012

¹ In the *Privacy and Personal Information Protection Act 1998* (NSW)

² In the *Privacy Act 1988* (Commonwealth) as amended in the *Privacy Amendment (Private Sector) Act 2000*

³ Controlled entities and affiliated bodies are listed in the UNE Privacy Management Plan

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	6	0	1	0	0	0	0
Members of the public (application by legal representative)	0	1	0	0	0	0	0	0
Members of the public (other)	1	4	0	0	1	0	0	0

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

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information application*	1	1	0	0	0	0	0	0
Access applications (other than personal information applications)	0	9	0	1	1	0	0	0
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

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

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	No of times consideration used ^o
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
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

^o 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 Act

	No of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	5
Individual rights, judicial processes and natural justice	3
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

	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	14
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	14

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*	1	1	2
Internal review following recommendation under section 93 of Act	2**	0	2
Review by ADT	0***	0***	3
Total	TBC***	TBC***	7

* The 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 by the Information Commissioner.

** Two Decisions were varied in part only (aspects of the original decision where upheld and have been subsequently considered by ADT).

*** Three ADT Decisions are pending at the date of this report.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	No of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

6 Access arrangements, procedures and points of contact

General information about UNE is contained in UNE's Annual Report and specific information can be found through its web pages: www.une.edu.au. The Annual Report lists all UNE's major activities, statistics, financial statements, services and community involvement.

Marketing and Public Affairs Office is able to answer enquiries of an informal nature and provide details of UNE's publications. Office hours are from 9.00am-5.00pm Monday to Friday and they can be contacted on (02) 6773 3909 or email dthorsen@une.edu.au

Enquiries about access to policy documents or student files should be made to the Manager, Records Management Office during office hours (normally 9.00am to 5.00pm) on (02) 6773 2140 or email rmo@une.edu.au

Enquiries about access to staff employment files should be made to the Director, Human Resource Services during office hours (normally 9.00am to 5.00pm) on (02) 6773 2100 or email directorofhr@une.edu.au

A GIPA Access Application is not necessary for an individual to access their own personal files except when they include documents which may be considered exempt under the GIPA Act.

Applications under the GIPA Act

For access to documents which are not available to the general public, a person may make an application to UNE under the GIPA Act. Applications may be to access information or to seek amendment of personal records.

How to lodge an application

All applications must be in writing using the GIPA Access Application Form located at www.une.edu.au/vc/legaloffice/pdfs/GIPA%20Application%20Form.pdf, accompanied by an application fee and directed to:

Right to Information Officer
 Legal Office
 University of New England
 Armidale NSW 2351

A table of the relevant fees are listed below.

Processing of applications

UNE must respond to all applications within 20 working days. In addition to the application fee a processing charge may also be levied, although every effort will be made to minimise the cost of processing an application. If the applicant feels that the processing charges are unreasonable the fees may be challenged. The right to challenge is not abrogated if the charges are paid; this allows the applicant to proceed with the enquiry pending the outcome of the challenge.

Schedule of charges

Type of Application	Application fee	Processing Charge	Waiver or reduction*
Open access information	Nil	Charge may apply provided one method of access is free (s.6)	N/A
Information released proactively	Nil	Information may be made available at the lowest reasonable cost to the agency (s.7)	N/A
Informal access application	Nil	Nil	N/A
Formal access applications for personal information	\$30 (GST Exempt) (includes first hour of processing)	First 20 hours free, then \$30/hour (GST Exempt) (s.67)	Processing charges must be discounted by 50% where the applicant can show financial hardship (s.65 and regulations cl 9) or where the information applied for is of special benefit to the public generally (s.66). In the latter case, the applicant is entitled to a full waiver of the charges if the information is publicly released before or within 3 working days after being given to the applicant
Formal access applications for information other than personal information	\$30 (GST Exempt) (includes first hour of processing) (s.64(3))	\$30/hour (GST Exempt) (s.64)	Same as above
Internal review by UNE	\$40 (GST Exempt) unless it is a review of a deemed refusal (s.85) or an internal review as recommended by the Information Commissioner (s.96(6))	Nil	N/A
External review by Information Commissioner	Nil	Nil	N/A
External review by Administrative Decisions Tribunal	Filing Fee	Nil	If applicant can show financial hardship

* UNE has a general discretion to waive, reduce or refund any fee or charge that may be imposed under the GIPA Act where they consider it to be appropriate (s127).

CONSUMER RESPONSE

The University collects information from its students in a number of questionnaires that invite students to give their feedback on services provided and to rate their satisfaction with their courses. Results from the Australian Graduate Survey (AGS), as published in the Good Universities Guide, show that UNE has maintained a 5-star rating for student satisfaction since 2000, an achievement unmatched by any other university. Results from these surveys are addressed through the UNE quality assurance processes, which are designed to ensure that any issues raised by students are met by improvements in activities.

In addition, individual units of study are evaluated by students each and every time a unit is offered, with action plans for improvement being requested for low performing units and high performing units receiving a commendation. Lecturers and their heads of school are responsible for considering the results of evaluation of units by students and responding to them.

The Service Quality Unit (SQU) also provides a mechanism for immediate response to specific

complaints made by students, handling 123 complaints in 2012. The main categories for 2012 were:

Academic service delivery/academic process – 46.3%

Student misunderstanding of process – 14.6%

Student misinterpretation of request – 17.0%

In 2010, the SQU began recording and responding to requests for follow-up from students who had responded to the customer satisfaction survey by the Student Administration and Services Directorate of all students who contacted the directorate through the Student Relationship Management System. This is in line with the SQU plan to ensure a pre-emptive as well as reactive response to student issues as they present. The aim of this is to address potential systemic and individual issues before they reach the complaint level, where possible. A further 266 students were individually contacted on this basis in 2012.

The SQU also provides students with a feedback mechanism. This mechanism enables students to compliment or suggest improvement in relation to their relevant area. In 2012, 31 students utilised this process through the SQU.

Where a SQU investigation outcome is not in the student's favour, the SQU advises the student of the avenues open to them for further review. This is best practice procedure under the NSW Ombudsman Office's published guidelines and can be through external bodies or through the UNE Ombudsman's Office. The UNE Ombudsman handles complaints only after all other internal avenues have been exhausted and looks at processes and procedures – not the decision reached, although comment may be made.

UNIVERSITY OMBUDSMAN

Summary

- Two new Ombudsmen were recruited to replace two who left the service of the University.
- The policy of classifying potential complaints initially as enquiries has continued (as detailed in the 2011 Annual Report).
- Seventeen student complaints were formally accepted and investigated.
- Seven staff complaints were handled as enquiries. Two were resolved, one did not come under Ombudsman jurisdiction and the remaining four remain active. It is likely that three will result in reports to the Vice-Chancellor early in 2013. One ongoing staff case carried forward from 2010 remains active.
- The Chief Ombudsman handled seventeen student enquiries which did not proceed to full investigations.
- In October, Ms Alicia Zikan represented UNE at the Annual National Meeting of University Ombudsmen and Complaint Handlers. This year, the meeting was held at the central Melbourne campus of Victoria University.

- In February, the Chief Ombudsman and Mr Andrew St John-Brown attended the University Complaint Handler's Forum held by the NSW Ombudsman at its Sydney Office.

Advice to students and staff concerning grievances/appeals/complaints ('enquiries')

The Chief University Ombudsman provides confidential advice to staff members and students whose complaints do not fall within University Ombudsman jurisdiction, but who require assistance in determining the best way to address their problem. Advice is also provided to individuals whose complaints initially appear to fall within Ombudsman jurisdiction.

Resolution of such enquiries does not lead to a formal conclusion because either the person in question does not request the University Ombudsman to proceed to a formal investigation or the Ombudsman refers them to other jurisdictions within the University.

Student enquiries

During 2012, seventeen student enquiries were handled by the Chief Ombudsman. This compares with 13 in 2011, eight in 2010, 28 in 2009, 25 in 2008 and 16 in 2007.

As indicated above, these cases did not lead to a formal investigation and are therefore not reflected in reports submitted to the Vice-Chancellor. However they involved contact and/or interviews with the person concerned, a review of documentation provided by that person, and (usually) contact with one or more University officers who could potentially assist. The time commitment required to deal with such cases was significant.

In addition, the Service regularly receives requests for assistance from students at other Australian Universities and from overseas. These are responded to and referred to the relevant jurisdiction where this is known.

Investigations of Student Complaints

Seventeen formal student investigations were completed in 2012 and resulted in 12 full reports.

Staff Complaints and Enquiries

All staff complaints and enquiries in 2012 were handled by the Chief Ombudsman. Staff complaints are often complex with multiple issues running and usually do not result from process failure. However, they often involve a consideration of whether the staff member has been treated fairly.

Seven staff complaints were referred to the Ombudsman Service during 2012 compared to 12 in 2011. All were initially handled as enquiries. The most common outcome of these was referral to another channel of redress. In two cases the University Ombudsman's informal contact with a relevant University officer resolved the matter. Four cases remain active and three of these will result in reports to the Vice-Chancellor early in 2013. One has been ongoing since 2009 and remains so.

Recommendations for improvement of University procedures

Recommendations for improvements to University procedures may be made by the Ombudsman and this occurred again in 2012. In each case report, any such recommendations are listed separately in an appendix as 'Organisational Recommendations.' These are not forwarded to complainants.

Changes for 2013

During 2012 the Ombudsmen reviewed the University Ombudsman Policy (Rule) and changes have been recommended to the Vice-Chancellor for action. The proposed changes would clarify the Ombudsman's jurisdiction over staff employed by wholly University owned legal entities (eg SportUNE). The document 'Making a Student Complaint to the University Ombudsman' has been updated.

ENVIRONMENTAL MANAGEMENT PLAN

Environmental management at UNE has continued to build upon the progress made over the past few years. In 2012, the University implemented several initiatives which directly contributed to the core theme areas of the UNE Strategic Plan and the UNE Master Plan.

One significant initiative was the targeting of a Green-Star 'As Built' certification for renovation works to the McClymont Building. This was the first such project of its kind for UNE and incorporated features such as grid-connected photovoltaic power generation, a living 'green' wall and extensive water recycling. The facility was specifically designed for Pharmacy in the School of Science and Technology, and has provided specialised teaching and research spaces which utilise innovative audio visual technologies to enable content delivery to distance students.

Another key project in 2012 saw Facilities Management Services (FMS) and the UNE Landcare group make significant improvements to the Dumaresq Creek riparian zone. This project sought to improve the amenity of creeklands on campus and included

works such as weed removal, erosion control and revegetation. As a result, the project has contributed to improving creek bank stabilisation and habitat protection whilst directly increasing native vegetation and biodiversity on campus.

The University's commitment to enhancing sustainable transportation was further strengthened by the introduction of a web-based carpooling system. The system was initially trialled during the August intensive school period and received much positive feedback from students. As a result, the system was fully commissioned during Trimester 3 to ensure sustainable transport alternatives were extended beyond the campus to engage our much-valued distance education students.

UNIVERSITY LAND SALES

There were no university land sales in 2012.

EXECUTIVE PERFORMANCE SUMMARY

Number of executive staff of the University by gender

	2011	2012
Female	4	4
Male	5	5
TOTAL	9	9

Position

Vice-Chancellor and Chief Executive Officer

Name

Professor Jim Barber

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$491,251

At-risk incentive payment: \$93,500

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate, portfolio and individual performance measures.

Position

Deputy Vice-Chancellor (Research)

Name

Professor Annabelle Duncan

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$335,510

At-risk incentive payment: \$23,500

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate, portfolio and individual performance measures.

Position

Chief Operating Officer

Name

Mr Peter Enlund

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$333,019

At-risk incentive payment: \$18,000

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate, portfolio and individual performance measures.

Position

Legal Counsel and Chief Governance and Planning Officer (to 2 March 2012)

Name

Ms Kim Cull

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$317,789 (including Early Termination Payment [ETP])*

At-risk incentive payment: \$0

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate portfolio and individual performance measures.

*Ms Cull continued to provide services to the University after 2 Mar 2012 to complete specific projects.

Position

Legal Counsel and Executive Director, Governance (from 20 April 2012)

Name

Mr Brendan Peet

Remuneration

Remuneration (including superannuation): \$163,037**

At-risk incentive payment: not applicable

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period.

**for the period 20 April 2012–31 December 2012).

Position

Pro Vice-Chancellor and Dean, Faculty of The Professions

Name

Professor Victor Minichiello

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$301,943

At-risk incentive payment: \$23,500

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate portfolio and individual performance measures.

Position

Pro Vice-Chancellor and Dean, Faculty of Arts and Sciences

Name

Professor Jennie Shaw

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$254,946

At-risk incentive payment: \$22,750

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate portfolio and individual performance measures.

Position

Pro Vice-Chancellor, Students and Social Inclusion

Name

Ms Evelyn Woodberry

Remuneration, and at-risk payment based on 2011 performance

Remuneration (including superannuation): \$268,485

At-risk incentive payment: \$13,500

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate portfolio and individual performance measures.

Position

Pro Vice-Chancellor, Educational Innovation and International (from 6 February)

Name

Dr Michael Crock

Remuneration, and at-risk payment

Remuneration (including superannuation): \$238,686

At-risk incentive payment: \$25,000 (commenced 2012)

Statement of performance

All performance goals were achieved to a satisfactory level in the specified period. At-risk incentives/performance payments are based upon a combination of corporate portfolio and individual performance measures.

Statistics

STUDENTS IN 2012¹

	Armidale		Other Centres	Totals
	External	Internal		
Course Type				
Higher Degree Research	328	393	-	721
Postgraduate Coursework	5,143	325	183	5,651
Undergraduate	9,455	3,725	-	13,180
Non-award and other	771	30	3	804
Funding Source				
Research Training Scheme	304	192	-	496
Commonwealth supported	13,244	3,426	-	16,670
Domestic Fee	1,846	6	-	1,852
International Fee	215	849	186	1,250
Other	88	-	-	88
Attendance				
Full-time	4,474	3,824	146	8,444
Part-time	11,223	649	40	11,912
Students who commenced an award course				
	6,189	1,652	107	7,948
Gender				
Female	10,565	2,555	97	13,217
Male	5,132	1,918	89	7,139
Residency Status				
Domestic Resident	15,483	3,624	-	19,107
International Student	214	849	186	1,249
Source of Students (home address at enrolment)				
New England and NW NSW	1,402	1,328	-	2,730
NSW North Coast	1,487	829	-	2,316
Sydney	3,355	290	-	3,645
Remainder of NSW	4,081	794	-	4,875
Southern Queensland	995	114	-	1,109
Brisbane	748	45	-	793
Remainder of Queensland	404	37	-	441
Other States and Territories	2,722	156	-	2,878
Overseas (Domestic)	289	32	-	321
Overseas (International)	214	848	-	1,248
Age Profile				
Under 21	457	1,397	1	1,855
21–24	1,872	1,888	52	3,812
25 and Over	13,368	1,188	133	14,689
Total Students at 31 December, 2012				
	15,697	4,473	186	20,356
Total Students at 31 December, 2011	14,728	4,245	278	19,251

¹ Reporting year January 1, 2012 to December 31, 2012

LOAD BY SCHOOL AND DISCIPLINE AT 31 DECEMBER 2012

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
Faculty of Arts and Sciences				
Arts				
School	5.4	4.0	-	9.4
Chinese	49.5	5.5	0.3	55.3
English, Communication & Media	385.4	31.5	11.4	428.2
French	76.5	6.1	-	82.6
German	26.6	2.8	0.5	29.9
Indonesian	33.8	1.0	1.5	36.3
Italian	34.6	0.9	-	35.5
Japanese	58.1	3.5	0.8	62.4
Music	78.0	1.9	8.0	87.8
Spanish	18.6	0.5	-	19.1
Theatre Studies	37.9	2.8	3.1	43.7
School Total	804.4	60.4	25.5	890.3
Behavioural, Cognitive and Social Sciences				
School	1.3	0.1	0.8	2.2
Geography and Planning	197.1	47.3	14.1	258.4
Linguistics	91.5	76.4	3.8	171.7
Psychology	455.3	149.8	16.1	621.1
Sociology	323.5	1.9	6.4	331.8
School Total	1,068.6	275.4	41.2	1,385.1
Environmental and Rural Science				
Agronomy and Soil Science	85.4	23.1	19.1	127.6
Animal Science	92.7	21.0	35.9	149.6
Botany	79.0	8.0	8.4	95.3
Earth Sciences	61.1	5.2	1.1	67.4
Ecosystems Management	81.7	29.7	22.7	134.1
Environmental Engineering	62.1	6.9	2.0	70.9
Genetics	18.9	4.1	5.7	28.7
School	1.0	0.1	-	1.1
Zoology	85.3	5.6	8.9	99.8
School Total	567.1	103.7	103.7	774.6
Humanities				
Archaeology and Palaeoanthropology	85.5	6.9	5.8	98.2
Classics and Ancient History	108.8	23.8	8.0	140.5
History	234.1	51.0	13.4	298.5
Humanities	23.0	19.8	0.1	42.9
Indigenous Studies	39.8	3.4	0.3	43.4
Peace Studies	27.8	6.4	11.7	45.8
Philosophy	86.3	5.5	2.7	94.5
Political and International Studies	104.6	10.0	5.2	119.8
Religion	73.0	8.6	0.2	81.9
School	2.1	0.3	0.0	2.4
School Total	784.9	135.6	47.4	967.8
Science and Technology				
Chemistry	170.1	9.3	6.1	185.5
Computer Science	104.6	41.4	8.6	154.7
Human Biology and Physiology	242.9	9.9	13.2	266.0
Mathematics	197.4	11.0	0.1	208.5
Molecular and Cellular Biology	99.9	5.7	2.7	108.3
Physics and Electronics	67.0	5.4	3.7	76.1
School	0.4	0.1	0.1	0.6
Statistics	76.0	2.6	0.3	78.9
School Total	958.2	85.6	34.8	1,078.5
Faculty Total	4,183.1	660.7	252.6	5,096.4

	Undergraduate	Coursework Postgraduate	Higher Degree Research	Total
Faculty of The Professions				
Education				
Contextual Studies	189.6	205.0	15.2	409.8
Early Childhood	172.1	0.8	9.1	181.9
Humanities Education	343.0	282.5	24.7	650.2
Learning and Teaching	260.1	206.8	11.2	478.1
School Experience Practicum	40.4	1.0	-	41.4
Science Education	339.1	166.1	8.2	513.5
School Total	1,344.4	862.1	68.4	2,274.9
Health				
Complementary and Allied Health	2.5	14.9	1.7	19.0
Counselling	34.4	49.6	8.7	92.7
Health Management and Gerontology	76.9	24.5	11.7	113.1
Nursing	291.3	64.1	9.9	365.3
Social Work	80.8	26.1	0.2	107.0
School Total	485.8	179.3	32.3	697.3
Law				
Law	960.4	157.9	15.0	1,133.2
Rural Medicine				
Medicine	308.8	39.5	1.9	350.2
UNE Business School				
Accounting and Finance	305.1	145.9	16.7	467.7
Economics	371.0	85.0	27.6	483.6
Management	256.6	223.8	15.4	495.8
School	0.8	-	11.0	11.8
School Total	933.5	454.6	70.7	1,458.8
Faculty Total	4,032.8	1,693.3	188.3	5,914.4
Load outside faculties				
Oorala Aboriginal Centre	22.3	-	-	22.3
Teaching and Learning Centre	131.4	-	-	131.4
Total	153.6	0.0	0.0	153.6
Load by funding source				
Research Training Scheme	-	-	273.1	273.1
Commonwealth funded	7,931.0	1,447.0	-	-
Domestic fee	17.0	591.0	-	608.0
International fee	401.8	316.0	167.8	885.5
Non-award and other	19.8	-	-	19.8
Total load at 31 December, 2012	8,369.5	2,354.0	440.9	11,164.4
Total Load at 31 December, 2011	7,242.5	2,185.9	399.3	9,827.7

STAFF AT 31 MARCH 2012

Staff in faculties and centres

	Female	Male	Total
Professor (E)	12	39	51
Associate Professor (D)	22	35	57
Senior Lecturer (C)	52	65	117
Lecturer (B)	113	99	212
Tutor (A)	25	26	51
Total academic in faculties and centres	224	264	488
Senior administrative/technical	23	29	52
Administrative/technical	102	39	141
Faculties and centres total	349	332	681

Staff in management, administration and support sections

	Female	Male	Total
Senior Executive	3	5	8
Managers and Senior staff	14	15	29
Academic	14	9	23
Senior administrative and technical	66	69	135
Administrative and technical	224	120	344
Controlled entities*	18	24	42
Total	339	242	581
UNE Total at 31 March, 2012	688	574	1,262
UNE Total at 31 March, 2011	686	570	1,256

* Staff from controlled entities not reported in previous years.

FINANCIAL SUMMARY FOR THE YEAR ENDING 31 DECEMBER 2012

	2012	2011
	\$m	\$m
Total revenue (excluding controlled entities)	295.5	232.5
Australian Government grants		
Commonwealth grant scheme	94.1	79.6
Research block funding	11.8	11.8
Capital development pool	-	4.9
Scholarships	3.9	3.3
Research program grants	20.4	15.3
Other operating income	43.1	10.2
Subtotal Australian Government grants	173.3	125.1
Australian Government grants as a percentage of total revenue	58.6%	53.7%
Other income		
HECS and contributions by students	61.0	48.9
Domestic student tuition fees	9.6	8.4
International student fees	14.2	13.2
External income for research purposes	4.8	2.7
Consultancies	0.7	0.5
Subtotal other income	90.3	73.7
All other sources^o	31.9	33.7

^o Income from all other sources includes student residences fees, other fees for services and other income not directly derived from academic activities.

