# University
*of* New England

Annual Report 2018

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# Message from the Chancellor

↑ **James Harris**
Chancellor
UNE

UNE's results in 2018 in terms of academic and operational achievements were pleasing.

UNE again achieved a five-star rating for overall student satisfaction in 2018[1], reflecting the quality of our teaching, a continued focus on academic innovation within our offered programs, and UNE's consistent ability to provide high-level support services to our on-campus, online and blended student cohorts. In 2018, UNE welcomed an increasing number of Aboriginal and Torres Strait Islander graduates and had success with our continued efforts to increase participation rates in higher education in our communities.

UNE's research, particularly in our priority research focus areas, continues to grow and have a positive impact on our local, regional and international communities and partners.

UNE's Council, which completed its transition to a new composition and size in 2018, is working well together and with senior management, and as a combined group we are focused on the future needs of our stakeholders and the sector. The Council is ambitious for UNE and will continue to look for opportunities to grow and serve its communities through learning and research opportunities, and to support UNE staff and

students to achieve their best by providing positive working and learning environments.

In 2018, UNE continued to invest in partnerships both national and international, in facilities such as the new Robb College and Sporting Precinct, and in technology and communications infrastructure. In terms of financial performance, the University remains in a strong position.

On behalf of the UNE Council, I express our thanks to Professor Annabelle Duncan, Vice-Chancellor, and her senior management team, and acknowledge the contribution of all University staff in delivering UNE's outcomes for 2018.

[1] Source: Good Universities Guide 2019.

# Message from the Vice-Chancellor

↑ **Professor Annabelle Duncan PSM FTSE**
Vice-Chancellor and CEO
UNE

In 2018, the University of New England continued to deliver on the ambitious priorities we have outlined in our Strategic Plan 2016-2020 *Together, we can do this*.

It was a year of growth for UNE. It has been especially rewarding to see the expansion in our Aboriginal and Torres Strait Islander and international student cohorts. This was the result of a number of joint initiatives across the Faculties and business units to improve retention and education outcomes for our students, such as online examinations, the introduction of student concierges, pro-active learning support and a flexible learning calendar.

At UNE, we provide student-focused teaching, and this was reflected in our outstanding performance in the Good Universities Guide as it relates to overall quality of the student experience, full-time employment, starting salaries, social equity, teaching quality and learning resources. It was a ringing endorsement by our student cohort, who also voted UNE number one in the Propensity to recommend UNE to others category in the International Student Barometer.

We have begun work to revitalise our residential college facilities, which include the remodelling of Robb College and Wright Village. Work to improve campus infrastructure is ongoing and comprises the renewal of the Science Precinct, construction of a solar farm to subsidise our energy demands, and extensive upgrade to our sporting complex, amongst others.

UNE continued to advance its profile for research excellence and attracted over $2 million in prestigious Australian Research Council (ARC) funding in 2018. Through our strong research partnership with ACIAR we are bringing social, economic and environmental improvements to developing nations across the Indo-Pacific and Africa. In addition, our internal investment in research paid dividends with pleasing growth recorded in post-doctoral and Higher Degree by Research numbers.

In 2018, UNE realised a deficit of over $22 million. This reflected that annual growth in expenditure, mostly of a one-off nature, was higher than the growth in teaching revenue – which is restricted under current Commonwealth funding arrangements.

I thank our staff for their persistent hard work in 2018, and Chancellor James Harris and Council for their support.

As a University we are making a difference to our communities and will continue to do so. We look forward to the challenges 2019 will bring.
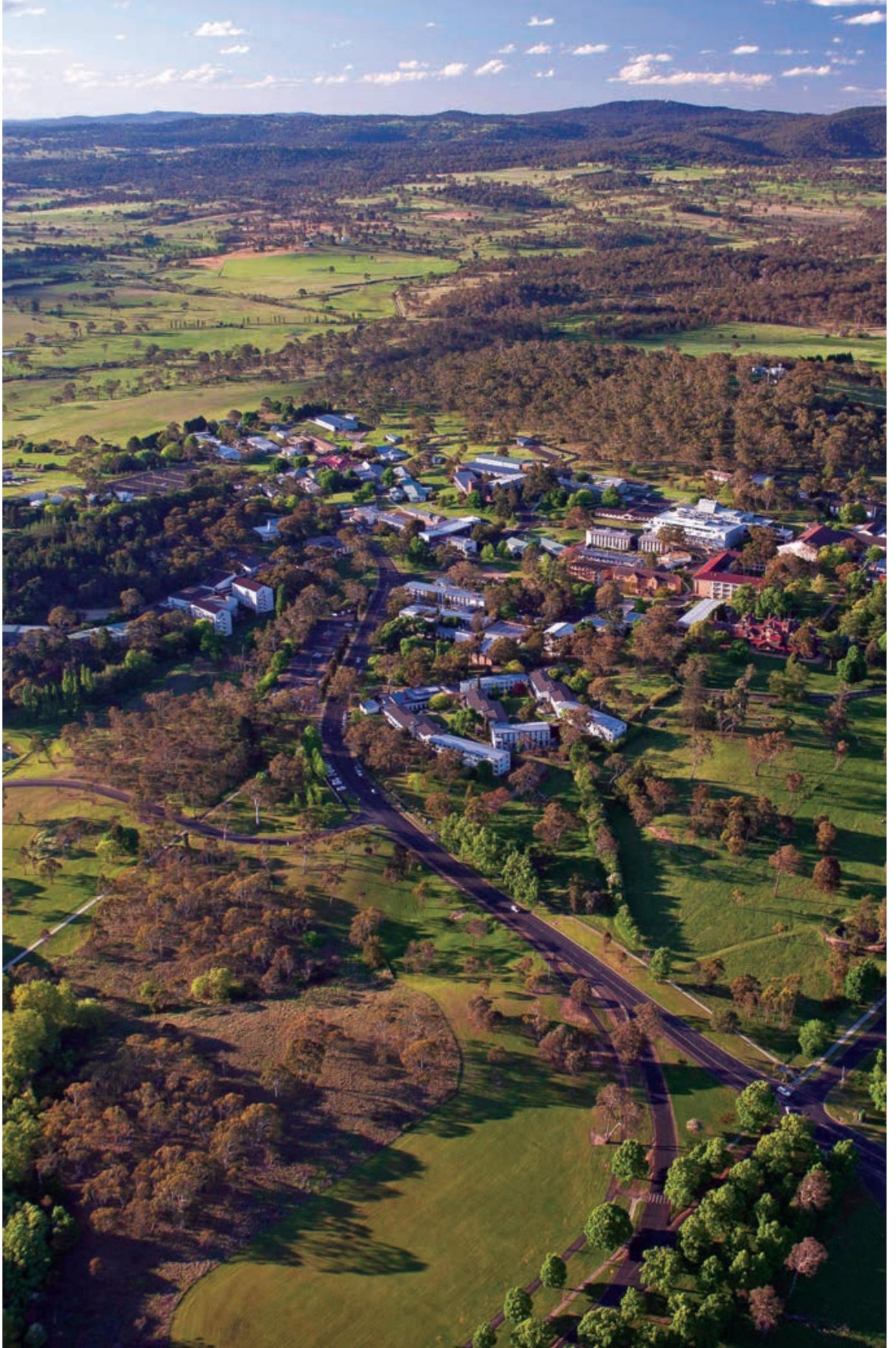
# About UNE

The University of New England is Australia's first regional university. Established in Armidale, New South Wales, in 1938, it was tasked with providing access to education and research for the benefit of regional communities. UNE remains true to that vision today and is committed to providing student focused teaching.

We are dedicated to the highest academic standards when it comes to teaching our students and offer a varied portfolio of courses that are delivered by a growing network of teachers, all experts in their fields. Our teaching is characterised by outstanding engagement, a high level of personal support, and opportunities to network with industry.

As one of Australia's premier online universities, with the highest proportion of its students as online lifelong learners in the country, UNE uses advanced online technologies to deliver flexible education options to our students, wherever they are, enabling them to make their own futures.

Access to tertiary education is strengthened by 10 regional study centres throughout northern New South Wales, and UNE Sydney in Parramatta. Our three faculties, through nine academic schools, offer over 200 courses at undergraduate, postgraduate coursework and higher degree research levels, providing our students both choice and opportunities for specialisation.

Our vibrant residential precinct ensures students have a home away from home, networks of friends, peer support and academic mentoring, as well as access to a diverse range of sporting and cultural activities.

UNE's international reputation for excellence in research is well established. Our academic staff, in collaboration with their growing network of research partners comprising industry, government, tertiary institutions, Cooperative Research Centres and institutes, continue to deliver improvements in agriculture, environmental sciences, mental health, education, local government, business, law, social sciences and productivity to communities throughout rural and regional Australia and around the world.

The University of New England has **three Faculties** and **nine Schools**:

## The Faculty of Humanities, Arts, Social Sciences, and Education (HASSE), comprising:

- School of Humanities, Arts and Social Sciences (HASS); and
- School of Education.

## The Faculty of Science, Agriculture, Business and Law (SABL), comprising:

- School of Environmental and Rural Science (ERS);
- School of Law;
- School of Science and Technology (S&T); and
- UNE Business School (UNEBS).

## The Faculty of Medicine and Health, comprising:

- School of Health;
- School of Psychology; and
- School of Rural Medicine.

## 2018 - Other student information

- Students - 23,823
- Student load (EFTSL) - 12,264.7
- Graduates - 3,639
- International HDR students - 249

← Aerial view of the campus, University of New England, Armidale NSW.

# UNE in numbers

Top 10 countries for international students

Nepal
**25.5%**

China
**18.8%**
(excludes SARs and Taiwan Province)

Hong Kong
(SAR of China)
**2.6%**

Philippines
**5.2%**

Pakistan
**1.9%**

Bangladesh
**2.5%**

Saudi Arabia
**6.0%**

India
**4.6%**

Vietnam
**2.2%**

Nauru
**1.9%**

South Africa
**4.6%**

All other countries
**24.2%**

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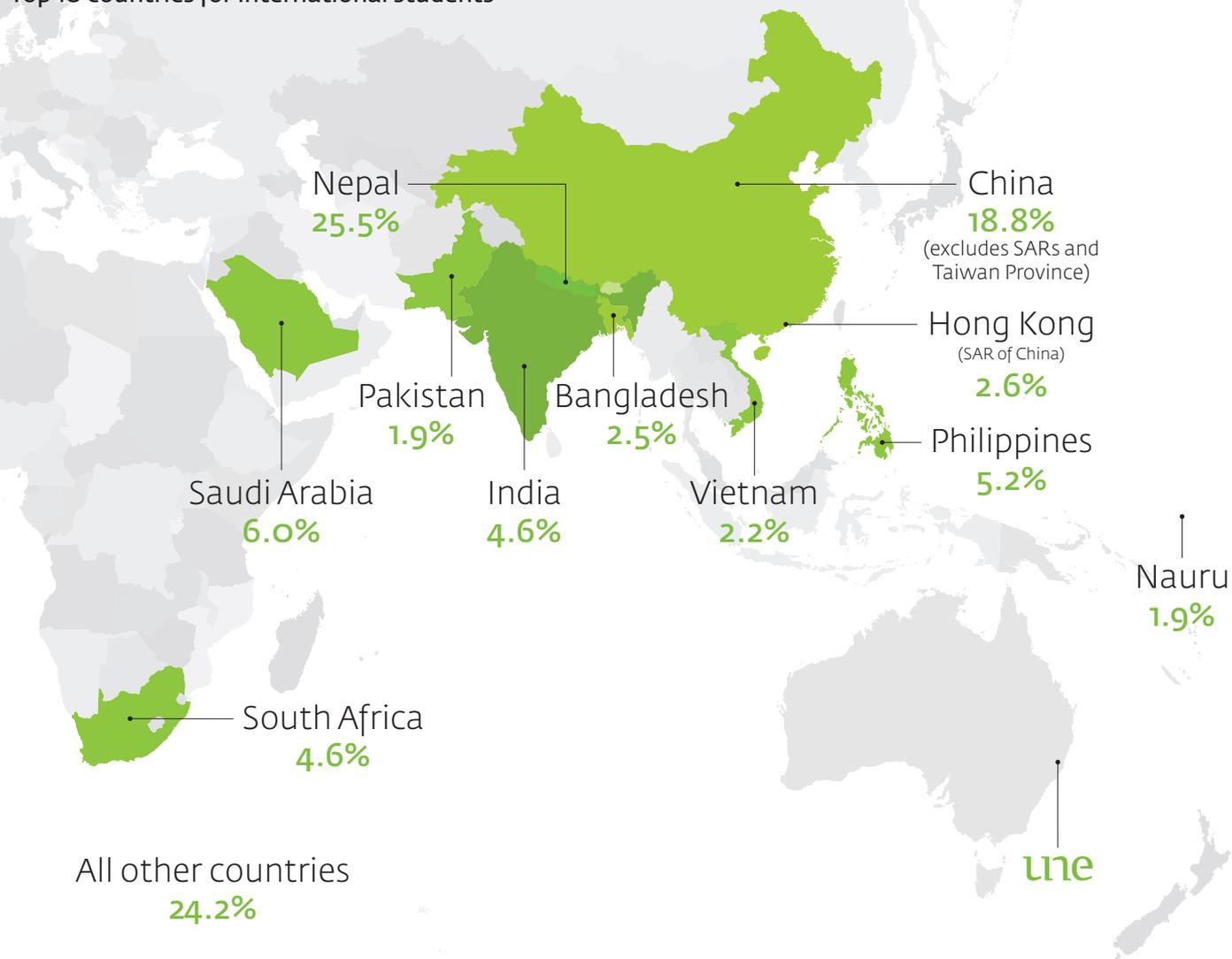
2018 student enrolment demographics

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **80.8%** | **19.2%** | **67.1%** | **32.8%** | **0.1%** | **40.6%** | **5.5%** | **3.3%** | **29.2%** |
| Online students | On-campus students | Female students | Male students | Other students | Commencing students | International students | Indigenous students | Post Graduate students |
| 19,820 | 4,698 | 16,460 | 8,036 | 22 | 9,962 | 1,339 | 816 | 7,165 |
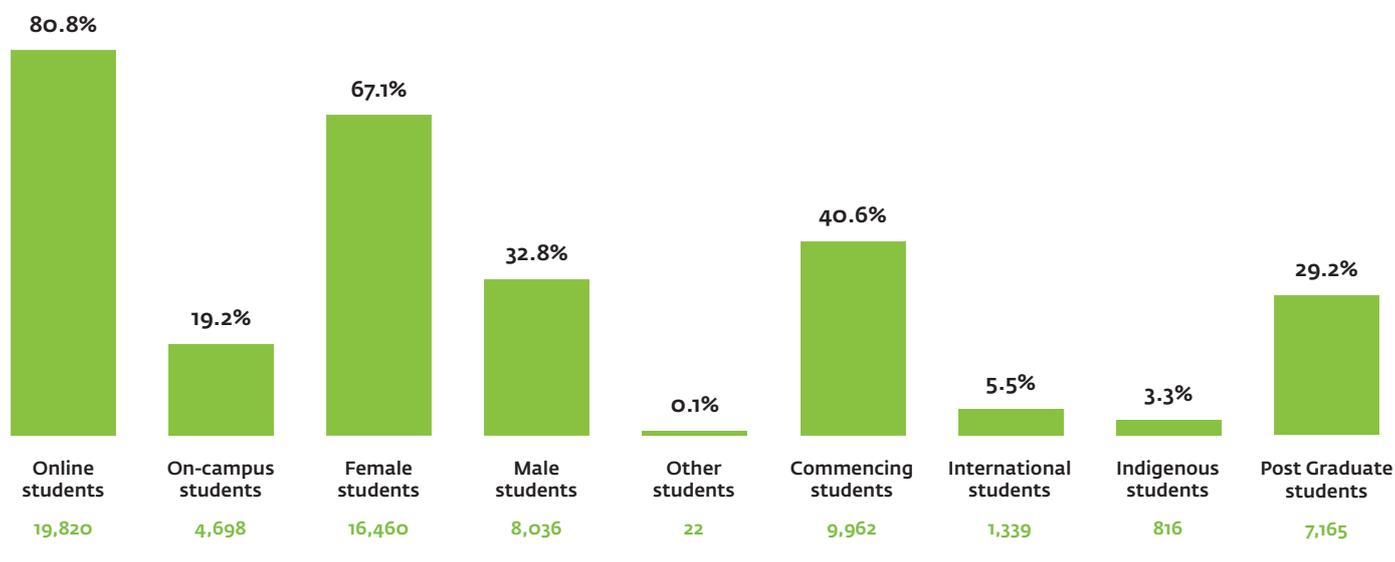
# Strategic Plan 2016-2020:
## *Together, we can do this*

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

### Aspiration

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

### Purpose

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

### Values

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



↓ Graduation ceremony, University of New England, Armidale NSW.
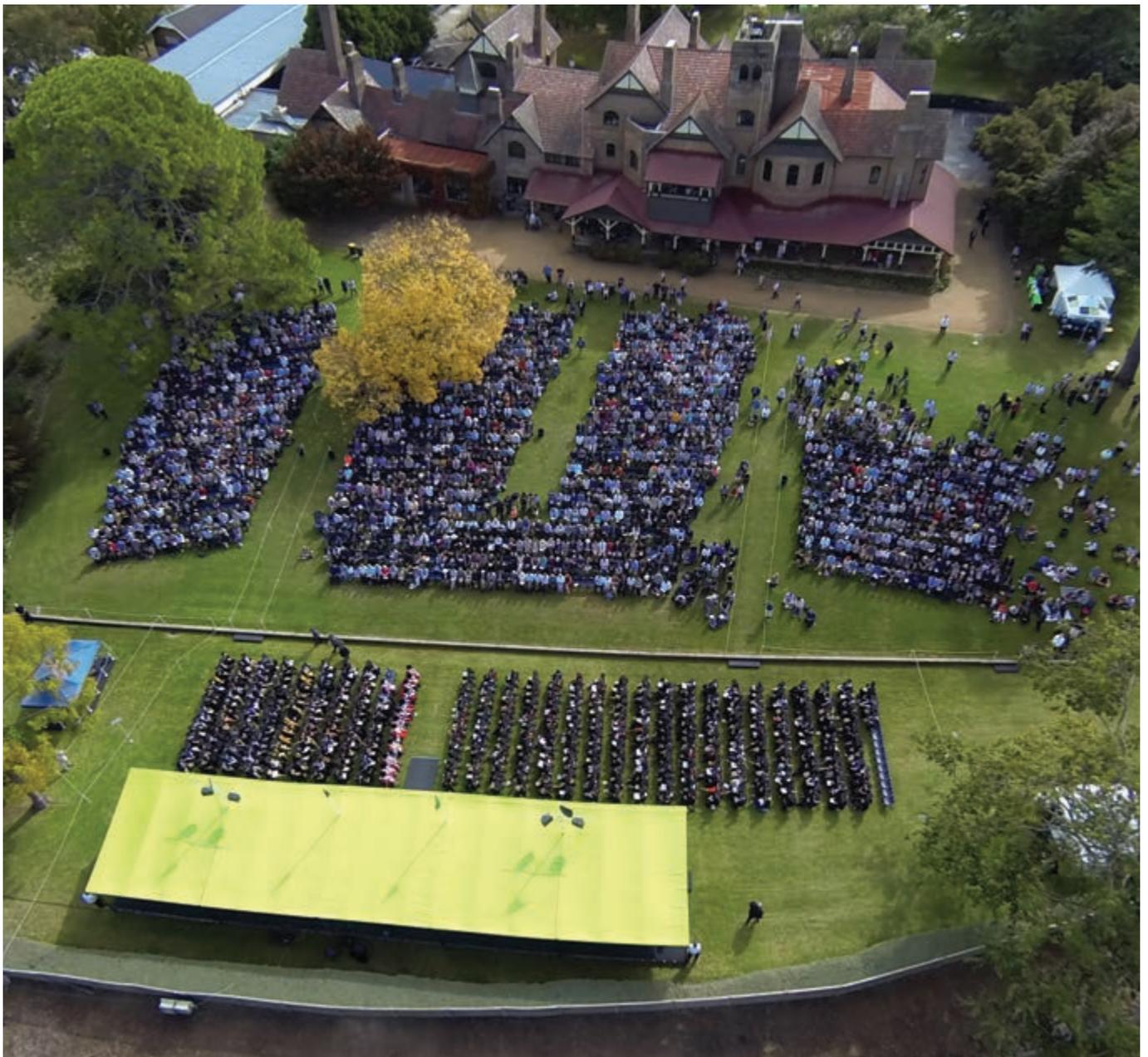
# Operational Report

UNE continued to make significant strides towards delivering on its Strategic Plan *Together, we can do this* throughout 2018. Achievements, as measured against each of the six strategic priorities, are described below.

## Strategic Priority 1: Deliver excellent research with high impact

**We will achieve international distinction in research in our chosen fields, which will positively impact and strengthen our communities.**

UNE's success in the highly prestigious Australian Research Council (ARC) grants and fellowships continued, with our researchers being awarded $2 million across three Discovery Projects, one Discovery Early Career Researcher Award (DECRA) and a Discovery Indigenous project. The project topics range from mathematics, archaeology and education, to palaeontology and Indigenous knowledge systems.

We also continued our outstanding performance in world-class research with impact in the agricultural research sector, both nationally and internationally. Multiple very large grants were awarded to UNE by the Australian Centre for International Agricultural Research (ACIAR). This included a number of projects aimed at addressing food security and improving the livelihoods of smallholder farmers in Indonesia. Other large  ACIAR-funded projects are conducted in the Pacific, in relation to improved cattle production systems, and another in relation to goat production systems in Laos and Vietnam.

UNE's impact in the agricultural industry will be extended, courtesy of a number of successful grants from Meat and Livestock Australia (MLA) and the continuing MLA-funded livestock genomics work conducted by the Animal Genetics & Breeding Unit (AGBU).

Our Post-Doctoral Fellowship scheme is the flagship internal investment in UNE's research future. In operation since 2014, it now supports 22 post-doctoral fellows, shortly to grow to 36, resulting from two competitive rounds for fellowships conducted over 2018. The additional 14 post-doctoral fellows commenced from late 2018 and early 2019.

Higher Degree by Research (HDR) continued to grow at UNE. In 2018, the University invested approximately $4.5 million in HDR scholarships, including 48 new scholarships available over the next three years. The Doctor of Philosophy (Innovation), introduced in 2017, saw four new international PhD.I candidates from Indonesia commence the first phase of their projects. Projects involve context-based research that develops one or more tangible or process-based innovations that have identifiable impacts when implemented.

Cloud.UNE is a significant step forward in the ability of our researchers to securely store and share digital research assets with co-workers wherever they are. Cloud.UNE became a storage requirement for active research projects at the University in 2017. In 2018, a 12-month capability development project was finalised after tripling the user population and quadrupling the storage use for Cloud.UNE.

University of New England

**Table 1: Top research grant allocations in 2018**

| Project | Principal Researcher | Faculty/School | Funding Body | Amount |
|---|---|---|---|---|
| INDOBEEF 'PalmCow' – Improving smallholder beef supply and livelihoods through cattle-palm system integration in Indonesia | Adjunct Professor John Ackerman | SABL – ERS | Australian Centre for International Agricultural Research (ACIAR) | $4,762,000 |
| Further development of a reference population for genomic prediction | Prof. Julius van der Werf | SABL – ERS | Meat & Livestock Australia (MLA) | $4,708,000 |
| INDOBEEF 'CropCow' – Improving cattle production and smallholder livelihoods in crop-based farming systems in Indonesia | Prof. Heather Burrow | SABL – UNE Business School | ACIAR | $4,675,000 |
| Accelerating rates of genetic gain in MerinoLink with DNA testing | Prof. Julius van der Werf | SABL – ERS | MLA and Merino Link Limited | $2,917,000 |
| Determining the impact of long-distance road and rail transport on the eating quality of beef | Dr Peter McGilchrist | SABL – ERS | Meat & Livestock Australia (MLA) | $2,434,000 |
| Improving small ruminant production and supply in Fiji and Samoa | Dr Fran Cowley | SABL – ERS | ACIAR | $1,850,000 |
| Grass-fed markets and value chains for small-scale and emerging beef cattle farmers in South Africa (Stage 2) | Prof. Heather Burrow | SABL – UNE Business School | ACIAR | $1,626,000 |
| Goat production systems and marketing in Lao PDR and Vietnam | Prof. Steve Walkden-Brown | SABL – ERS | ACIAR | $1,543,000 |
| Managing flies for effective crop pollination | Dr Romina Rader | SABL – ERS | Horticulture Innovation Australia (HIA) | $1,039,000 |
| Development and delivery of improved genomic prediction tools for sheep | Prof. Julius van der Werf | SABL – ERS | MLA | $900,000 |
| Resource Flock sensory evaluation and MSA Mark II model development | Dr Peter McGilchrist | SABL – ERS | MLA | $760,450 |
| Behaviourally effective communication and engagement | Prof Don Hine | Medicine & Health – Psychology | Centre for Invasive Species Solutions | $750,000 |

## Strategic Priority 2: Deliver an outstanding student experience

**As well as high-quality education, we will provide a formative experience that enhances our students' lives and enables them to excel personally and professionally, nationally and internationally.**

In 2018, UNE cemented its position as a university of choice for international students. This preference is, in part, explained by our outstanding results in the International Student Barometer (ISB) survey. UNE was one of 36 universities that participated in the survey, which benchmarked us against the Regional Universities Network (RUN) universities as well as all NSW-based universities. We were ranked first in Australia for the propensity of our international students to recommend UNE to their friends and family, and ranked either first or second in Australia in the areas of technology, expert teachers, social facilities, on-arrival welcome, sporting facilities, library facilities and research.

In addition, UNE's English Language Centre ranked first nationally out of 54 English Language Intensive Courses for Overseas Students (ELICOS) centres, first out of 32 ELICOS centres located on university campuses, and first out of the eight regional universities surveyed across the main areas of learning, living, support (non-academic) and arrival.

With student wellbeing inextricably embedded in the UNE residential experience, our college staff introduced several new initiatives to support the mental health and wellbeing of college students in 2018. Among these were an after-hours crisis support line and an online learning module to help ease first-year residential students' adjustment to university life.

To emphasise our commitment to a safe and respectful campus for staff and students, and following the *Change the Course* report recommendations on sexual harassment and assault on university campuses, UNE engaged the Australian Human Rights Commission to undertake an independent review of its residential colleges. The expert-led review examined factors that contribute to sexual assault and sexual harassment in the residential system. The outcomes of this review will be actioned early in 2019.

Having a physical environment conducive to learning is as important as teaching pedagogies and online innovations, and in 2018 UNE continued to improve its campus infrastructure. Works included the construction and/or upgrade of parking facilities, pathways and external lighting. In addition, all external signage on UNE rural properties, as well as the academic and residential campuses, was updated.

The Precinct Plan for upgrading the Bellevue Residential campus was completed, reviewed and approved. In August 2018, the Finance and Infrastructure Committee also approved the business cases for a new Wright Block and Robb College, and both projects have now proceeded to final design.

In 2017, a comprehensive Science Precinct review was undertaken with the aim of developing a clear understanding of existing spaces, their condition, and the potential opportunities for shared space and collaboration. The review identified issues such as ageing buildings and infrastructure, duplication of non-shared spaces and minimal collaboration. Based on the review, a business case for renewal of the Science Precinct was completed in 2018 and the design of stage 1 has now begun.

Finally, a major upgrade of the Sport UNE Indoor Recreation Centre began in 2018, and is scheduled for completion in early 2019. Environmentally sustainable design initiatives, such as the use of a geothermal heat exchange system to heat the indoor pool, were incorporated into the project. The project further includes the refurbishment and upgrade of the pool enclosure and surrounds, as well as the installation of a new water filtration and heating plant. Male and female amenities, including change rooms, are also being upgraded.

The University Academic Calendar was thoroughly reviewed in 2018. Recommendations arising from the review were adopted by UNE Council in November 2018 and will, once implemented, result in a flexible learning calendar, offering students the opportunity to progress their studies at a pace and intensity suited to them. There will also be more unit offerings available that will allow students to commence and progress their studies at any time. Implementation of the recommendations will begin in 2020.

Work to develop and refine the UNE Model continued during the reporting period. The UNE Model articulates and implements a distinctive first-year pedagogy, predicated

on technology-enabled interactivity, peer learning, and the proactive development of academic skills, leadership, critical thinking and positive values around academic integrity.

UNE first introduced online examinations in 2017, and continued to expand its rollout in 2018. Currently, 20% of students offered online exams take up the option. It contributed to optimising the student experience, with 66% of our participating students indicating they felt their performance was improved as they could choose their preferred start time, they did not have to travel to an exam venue, and could complete the exam by typing instead of writing by hand.

The introduction of flexible rescheduling of exams for individual students in 2018 resulted in around 250 students sitting their exams without having to wait until the end of the next trimester's exam period to do so. This initiative has noticeably reduced the attrition of students who needed to undertake a special examination and had to wait until the next exam period before they could do so.

We also embarked on a significant Admissions Project, designed to analyse and improve the applicant experience, streamline admission rules, and leverage business process improvement opportunities. An external provider undertook the research on behalf of UNE, with the aim of better understanding the applicant experience and the factors that influence application and enrolment decisions; identifying the key difference between UNE and its primary competitors; and assessing why prospective students did not enrol at UNE.

In addition, UNE implemented a new admission service to supplement its existing services. The new service enables prospective students to talk with an advisor to understand their future plans, provide advice on study options, and from there deliver an instant offer. The new service has yielded early positive outcomes, demonstrated by the number of prospective students choosing the new service option when applying and the positive feedback from prospective students about the value of the conversation.

The *Personal Retention and Engagement Program* (PREP) showed positive results in 2017, and was expanded to all commencing students in 2018. The program works to reduce attrition between enrolment and census date for all commencing students, and initial results are very positive. In addition to PREP, UNE implemented in 2018 a new program called Restart, which identifies students who have discontinued their studies, but not completed an award. They are contacted by an advisor to assist them with any problems they are experiencing with their studies, advised on alternative study options, and offered exit awards. The program also returned positive results in 2018 and is expected to contribute to an improvement in the University's attrition rates. Students benefit because they are able to graduate with a university award, rather than a record of "discontinued". Two additional Early Academic Intervention programs, aimed at reducing the number of students identified as at-risk or lack of academic progression, and targeted interventions for students who had enrolled but not accessed learning material prior to census date, were developed and implemented in 2018, resulting in additional positive student outcomes.

The Oorala Aboriginal Centre continued to provide learning support to over 800 Indigenous students enrolled at UNE. This ongoing support resulted in a record 96 Indigenous students graduating in 2018. Part of the centre's success is ascribed to the Integrated Student Engagement Model of Support provided to Indigenous students, which utilises UNE's proven Automated Wellness Engine (AWE). The AWE identifies students who may be at risk of not completing their studies in a timely manner. Pro-active individual support is provided to these Indigenous students, resulting in improved progression rates.

## Strategic Priority 3: Diversify and grow income

**We will have a diverse funding base in order to guarantee excellence in teaching, learning, research and innovation.**

Fees from students in Commonwealth Supported Places is UNE's largest source of revenue. The freeze on the Commonwealth portion of funding for Commonwealth Supported Places, announced in the December 2017 Mid-Year Economic and Fiscal Outlook, therefore significantly impacted UNE's ability to grow income. The number of students studying at UNE increased during 2018 but our financial position deteriorated.

During the reporting period, we sought to further diversify our revenue by increasing our number of international students. We entered into a number of new partnerships with domestic and international providers that resulted in new pathways for international students to study at UNE. One such partnership is with the Malaysian-based Intelli Education Group (IEG), to assist in the delivery of our online business courses to international students. The partnership resulted in our first overseas teaching support centre, and provides UNE access to new transnational markets. In November, the Vice-Chancellor travelled to Malaysia to welcome over 140 students into the first cohort of business courses. We also gained accreditation for teaching international students at our Sydney campus. Overall, UNE was successful in growing the number of international students by 17% in 2018.

We also entered into new partnerships for the delivery of our online courses, including an increase in the number of units offered via Open Universities Australia. We will also deliver courses to the financial planning industry in anticipation of new accreditation requirements, as part of a strategic partnership with the Monarch Institute.

The introduction of "bespoke courses" greatly enhanced the flexibility of study at UNE. The Bespoke Graduate Certificate and Bespoke Graduate Diploma in Professional Practice were implemented in 2018, recognising that each student comes to UNE with their own unique skills and experience. These courses provide an academic success advisor to help students develop their learning, based on their individual requirements. There are more than 500 units of study on offer, and students are able to choose the units to complement their existing skills and knowledge, according to their future needs. By the end of 2018, enrolments in these degrees had exceeded 55.

## Strategic Priority 4: Digital dominance

**We will be a global leader in the delivery of high quality and innovative teaching and learning, with digital and online education accessible 24/7 throughout the world.**

Our Information Technology Directorate (ITD) has partnered with the Precision Agriculture Research Group (PARG) in the Faculty of Science, Agriculture, Business and Law (SABL) to develop telemetry services using IoT (Internet of Things)

technology. This will create an ecosystem of monitoring equipment for UNE's regional and remote farms, including the UNE SMART Farm. The project is laying the foundation for the use of IoT for teaching, research and development as it enables the "road testing" of connected agriculture.

The ITD also maintained a greater than 99.9% availability of teaching and learning systems in 2018, resulting in ongoing student satisfaction. This is evidenced by the results of the IT Service Quality Benchmark survey, which measures IT support across Australian and New Zealand universities. The UNE IT service desk was rated number one by our students – a ranking we have gained seven times in the past eight years.

UNE BOOST launched in 2018. It explores fast-track, design-thinking curriculum development processes to develop agile online platforms that are responsive to different learning requirements, and which is structured in partnership with relevant industries. The pilot program on teacher continuing professional development attracted significant industry interest.

## Strategic Priority 5: Improve operational resilience

**We will ensure our long-term resilience by improving flexibility, responsiveness, efficiency and reliability, and through adopting best practice in all things we do.**

UNE introduced Contracts, to manage the end-to-end life cycle of all types of contracts, resulting in improved processes and visibility around UNE's contract management practices. End user training is ongoing, and the Legal and Governance group will continue to work one-on-one with business areas to understand their needs and enhance use of the system. In addition, contract status reports are now generated on a monthly basis, enabling senior executive to have full oversight of all active contracts in their portfolio.

The Audit and Risk Directorate has embedded data mining software called Controls Monitoring for accounts payable and vendor master data. This enables transactional data to be fully tested and exceptions to be investigated by the business area as they occur. Applications will be extended to payroll and corporate card processes during 2019/20. In addition, the Control Self-Assessment audit process (introduced by the Audit and Risk Directorate in late 2017) continued during 2018, with a number of audits completed. The technique tests risk management and controls for specific processes at the point they are exercised.

In 2018, the Pro Vice-Chancellor Academic Innovation undertook a review of his portfolio to align its functions with University teaching and learning activities and to better support student success.

The review resulted in the creation of the Learning and Teaching Transformation (LaTT) directorate, which will lead the University, in partnership with faculties and schools, in the transformation of curricula, the implementation of the new academic calendar and the UNE Model. LaTT established a Curriculum Incubator, in which innovative curriculum ideas, from the faculties or developed centrally, were designed and developed in a fast-track mode. Through the incubator, LaTT worked closely with faculties to develop new courses in business (financial planning), and medicine and nursing, while supporting the design and development of UNE Boost and the Bespoke Professional Practice courses.

Work to embed the University's Emergency Management Plan and its associated processes at an operational level continued during the reporting period. Business continuity processes were also reviewed and improved where needed.

Extensive audits were conducted of HVAC (Heating, Ventilating and Air Conditioning), Fire and Life Safety, and low-voltage electrical, to benchmark asset liability and to inform the Strategic Asset Management Plan. This plan will be reviewed and updated in 2019 to incorporate the audit findings. Business processes will be introduced to capture asset condition reporting during the life of the asset.

The Campus Master Plan 2017-2035 was approved by Council in 2018 after an extensive consultation process with the UNE community. It informs the modernisation of UNE's campus and the connectivity of buildings and outdoor spaces. Priorities include the integration of social and academic/research spaces and effecting financial efficiencies through the improved allocation, distribution and utilisation of existing and future space.

UNE's commitment to sustainable energy was boosted with the completion and endorsement of the business plan for the renewable energy solar farm project. The design phase of the project is now complete and pre-construction works have commenced.

UNE staff emails were migrated to Microsoft's Office 365. The service provides improved resilience against system failure and more sophisticated archival capabilities. Our ageing fibre optic network has also been upgraded. This network connects every building on the campus (including residential colleges) and delivers vital infrastructure services, such as internet, wi-fi, voice and video services, as well as building management and security services. Some of this infrastructure was over 20 years old and the upgrades were vital to deliver new-generation performance and reliability to all parts of the campus.

## Strategic Priority 6: Create a bold and innovative culture

**We will foster a constructive and engaged culture, where creative ideas and innovation thrive, and where staff flourish.**

Leadership is key to our drive to foster a productive organisational culture and in 2018 UNE maintained its focus on leadership development at all levels. A new program was introduced to support leadership development for senior managers, with all Senior Executive, two Faculty Deans and 44 Senior Managers successfully completing the program. It will continue into 2019 and is aimed at strengthening leadership capability across UNE and supporting ongoing cultural change.

During the course of 2018, the Information Technology Directorate changed its engagement model to align with the emerging faculty structure. Dedicated Business Relationship Managers were recruited and IT support technicians were positioned in outpost offices to support future engagement between faculties and IT.

→ Lazenby Hall,
University of New England,
Armidale NSW.
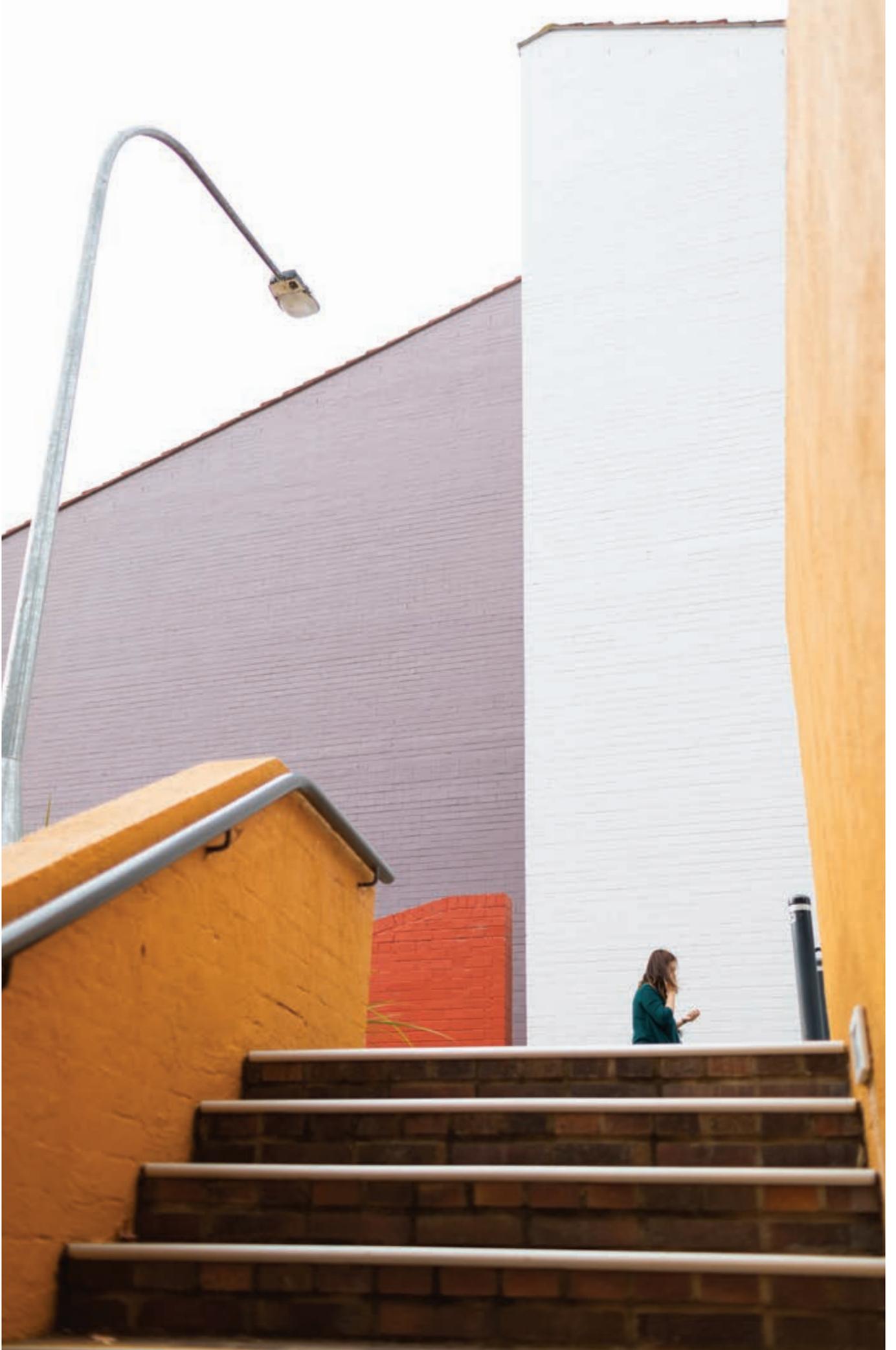
# Governance

The University of New England was established in 1938 and is a statutory corporation under the University of New England Act, 1993 (NSW) (hereafter 'the Act') and its by-laws.

In accordance with the Act, the Body of the University comprises the UNE Council, Convocation, the University's graduates and students, as well as full-time members of staff as the by-laws may prescribe. The objectives 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.

There were no significant changes to the nature of the activities of the consolidated entity, which consisted of:

- The provision of facilities for education and research;
- The provision of courses of study across a range of disciplines;
- The conferring of degrees at Bachelor, Master and Doctoral levels, as well as the awarding of other diplomas and certificates;
- The encouragement, dissemination and advancement of knowledge through free enquiry;
- Participation in public discourse;
- Administration in support of teaching, learning and research activities; and
- Community engagement in cultural, sporting, professional, technical and vocational services.

## Council

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

The aim of the University Council and its committees is to oversee the operation of UNE for the benefit of its students, staff, academic community, and the wider community as a whole. The Council may make rules in relation to any activity or function of the University, provided they are consistent with the University of New England Act 1993 and the University's by-Laws.

The Council seeks to make decisions that contribute to the learning environment and interests of the University's stakeholders in a positive and transparent manner.

← Booloominbah,
University of New England,
Armidale NSW.

## Voluntary Code of Best Practice

In 2018, UNE was compliant with the Voluntary Code of Best Practice for the Governance of Australian Universities.

## Academic Board

The Academic Board oversees academic governance at the University, provides advice to the Council and Vice-Chancellor on academic matters, and provides a forum for discussion of research, teaching and student engagement and support.

A key role of the Academic Board is to monitor the quality and integrity of the University's academic programs. The Board reviews and has oversight of the governance frameworks and policy instruments that guide the scholastic activities of the University. It provides a link between the University's internal quality assurance arrangements and the accountability of the Council, to ensure the quality of the higher education the University offers and to meet the requirements of the Higher Education Standards Framework.

During 2018, the Academic Board and its committees:

- Implemented revised terms of reference for the Academic Board and its committees, following university-wide restructuring, and considered significant course proposals and changes to UNE's future academic calendar;

- Monitored and advised on ongoing works in progress, clarifying academic delegations, institutional benchmarks, areas of academic risk, the rationalisation of academic policies, and improved committee terms of reference;

- Held thematic discussions on domains within the Threshold Standards, exploring opportunities for continuous improvement at UNE, and the considerate interaction of governance and management functions;

- Monitored reports on student progress, learning outcomes and student grievances, and discussed areas of focus for change in the future;

- Received assurances that actions were being undertaken with regard to recommendations from an external review of human ethics structures, as well as from the external review of academic governance conducted in 2017; and

- Continued to develop processes to support student participation in University decision-making and participation in governing bodies by Aboriginal and Torres Strait Islander staff and students.

# Members of Council

Table 2: Members of Council, their qualifications and term of appointment

| Appointment | Council members | Date elected[2] | Expiry date | Qualifications |
|---|---|---|---|---|
| **Official** | Chancellor, Mr James Harris | 20/11/2014 | 19/11/2019 | HonDUniv (UNE) |
| | Vice-Chancellor, Professor Annabelle Duncan | 20/08/2014 | n/a | BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch), PSM, FTSE |
| | Chair Academic Board, Professor Nick Reid | 20/02/2017 | 30/04/2018 | BSc (Hons), PhD (Adelaide) |
| | Chair Academic Board, Professor Mark Perry | 18/06/2018[3] | 18/06/2020 | LLB (Hons) (Victoria, Manchester), DipSA (NCC UK), DipCompSci (Auckland), MJur (Auckland), Barrister-at-law (Canada) |
| **Minister** | Ms Meredith Symons | 17/08/2016 | 16/08/2019 | BFA, FCA |
| | Mr David van Aanholt (reappointed) | 17/08/2016 17/08/2018 | 16/08/2018 16/08/2022 | B.Bus (Land Economy), GradDipMgt, MBA (UNE), FAPI |
| **UNE Council** | Deputy Chancellor, Ms Jan McClelland AM (reappointed) | 02/10/2014 01/01/2018 | 31/12/2017 31/12/2021 | BA (Hons) (Syd), BLegS (Macq), FACEL, FIML, FAICD |
| | Mr Russell Evans (re appointed) | 17/08/2016 17/08/2018 | 16/08/2018 16/08/2022 | BBA (Charles Sturt), MBA (UNE), GAICD |
| | Ms Anne Myers | 01/12/2016 | 30/11/2019 | MBA (AGSM), GAICD |
| | Ms Rosemary Leamon | 17/08/2016 | 16/08/2019 | BFA (UNE), CA, GAICD |
| | Mr Robert Finch (reappointed) | 01/01/2016 01/01/2019 | 31/12/2018 24/11/2020 | ACA, FLGAA |
| **Academic** | Professor Margaret Sims | 21/08/2016 | 20/08/2018 | BA, MA, PhD Auckland, DIM NZ, DipEd (Massey) |
| | Associate Professor Richard Scully | 21/08/2018 | 20/08/2020 | BA (Hons) (Monash), PhD (Monash) |
| **Non-Academic** | Mr Charles Hebblewhite (reappointed) | 25/10/2016 21/08/2018 | 20/08/2018 20/08/2020 | BEc BSc (ANU), BTh (MTC), GDipCompSci (UoN) |
| **Student** | Ms Louisa Quiddington | 12/10/2018 | 11/10/2020 | undertaking BPsych (Hons) |
| | Ms Catherine Millis | 12/10/2016 | 11/10/2018 | BSc (Nutrition) (Virginia Tech), BCompSc, MCompSc (UNE) |
| **Graduate** | Dr Robyn Muldoon | 18/8/2014 | 17/08/2018 | BA DipEd, MEd, EdD (UNE) |
| | Dr John Hobbs | 18/8/2014 | 17/08/2018 | BSc (Hons) London, CertEd (Nott), MSc PhD (UNE), FRMetS, JP |

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

[3] Professor Mark Perry was Acting Chair of the Academic Board from 1 May 2018–17 June 2018.

## Council Committees

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

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

## Honorary Degrees

UNE conferred two honorary degrees in 2018 in recognition of exceptional contributions by individuals to the university community, following a recommendation from the Honorary Degrees, Titles and Tributes Committee, at its meeting of 25 May 2018.

- Professor Randall Albury, Honorary Doctor of Letters *honoris causa* (HonDLitt); and
- Dr Kerry Schott, Honorary Doctor of Letters *honoris causa* (HonDLitt).

## Leadership

The Vice-Chancellor is the University's Chief Executive Officer (CEO) and is responsible for the management of the University and the implementation of its Strategic Plan. The role of the Vice-Chancellor is determined by the Act and includes official membership of the University's Council.

The Vice-Chancellor has charge of the University's administrative and financial activities. The role manages the direction of the University's corporate planning and budgetary

activities, and implements policy. The Vice-Chancellor reports directly to the Chancellor and the University Council and provides supervision to, and receives support from, a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

## Senior executive team

### Vice-Chancellor and CEO

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

### Provost and Deputy Vice-Chancellor

- Professor Todd Walker, BMedBiotech (Hons) (CSU), Grad Cert GCULM (CSU) PhD (CSU), GAICD

### Deputy Vice-Chancellor Research

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

### Pro Vice-Chancellor Academic Innovation

- Professor Jonathan Powles, BMus (Sydney), DPhil (Oxford)

### Pro Vice-Chancellor External Relations

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

### Chief Legal and Governance Officer

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

### Chief Operating Officer

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

### Chief Financial Officer

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

## Senior Management Remuneration

**Table 3: Senior Management Remuneration**

| Band[4] | Salary package band | Count and gender | Average remuneration |
|---|---|---|---|
| Above band 3 | >$475,150 | 1 female | |
| Band 3 | $337,101–$475,150 | 3 males | $392,594 |
| Band 2 | $268,001–$337,100 | 4 males | $313,748 |
| Band 1 | $187,900–$268,000 | nil | $0 |

[4] Public Service Sector Senior Executive bands determined by the Statutory and Other Officers Remuneration Tribunal under the Statutory and Other Officers Remuneration Act 1975.

# Organisational Structure



Organisational structure chart:

- Chancellor
- UNE Council
- Academic Board
- Vice-Chancellor and CEO
  - Vice-Chancellor's Office
  - Chief Legal and Governance Officer
    - Legal Office
    - Audit and Risk Directorate
    - Records Management Office
    - Policy and Governance
    - UNE Secretariat
  - Chief Financial Officer
    - Financial Performance and Analytical Services
      - Finance
      - Procurement
      - Corporate Planning and Analytics
    - Controlled Entities
  - Chief Operating Officer
    - Information Technology Directorate
    - Facilities Management Services Directorate
    - Human Resource Services Directorate
    - UNE Life
    - UNE Residential System
    - Business Intelligence and Data Governance
  - Pro Vice-Chancellor (External Relations)
    - UNE Marketing
    - Advancement, Communications, and Events (ACE)
    - UNE International
    - UNE Sydney
    - Regional Study Centres
  - Deputy Vice-Chancellor (Research)
    - Research Services
    - Research Centres and Institutes
    - Collaborative Research Centres
    - Animal Genetics and Breeding Unit
  - Pro Vice-Chancellor (Academic Innovation)
    - Learning and Teaching Tranformations
    - Student Success
    - University Library and Archives
    - Student Grievance Unit
  - Provost and Deputy Vice-Chancellor
    - Oorala Aboriginal Centre
    - Academic Quality
    - Faculty of Science, Agriculture, Business and Law (SABL)
      - UNE Business School
      - School of Environmental and Rural Science
      - School of Law
      - School of Science and Technology
    - Faculty of Medicine and Health (M&H)
      - School of Health
      - School of Psychology
      - School of Rural Medicine
    - Faculty of Humanities, Arts, Social Sciences and Education (HASSE)
      - School of Education
      - School of Humanities, Arts and Social Sciences

## Ombudsman recommendations

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

## Privacy

The recent introduction of new legislative material around Notifiable Data Breaches and the impact of the European General Data Protection Regulations, which both came into effect in 2018, has emphasised the critical importance of privacy within UNE's administrative units. This has resulted in the Privacy Officer working more closely with these units, and with the University's academic schools and faculties, to ensure personal information is protected and managed appropriately, in accordance with state and commonwealth legislation. Privacy training was presented both online and in person to individuals and groups in 2018.

Forty matters required follow-up and further discussion beyond that of a single meeting or phone call in 2018. Of that number, less than 10 required detailed attention, while two matters were referred to external bodies for final resolution. One matter was referred to the Office of the Australian Information Commission and the other to the Office of the NSW Privacy Commissioner.

The University's Privacy Management Rule was reviewed during 2018, and was circulated throughout the University community with a request for feedback and responses in December. The revised document will be available for implementation during the first half of 2019.

## NSW Audit Office Recommendations

UNE uses the Pentana Audit Work System to track, follow up and report on all audit recommendations, including NSW Audit Office audit recommendations. During 2018, the NSW Audit Office issued audit recommendations as follows:

**Table 4: Audit recommendations[5]**

| Audit | Date of letter/ report | Total recommendations | Finalised by 31/12/18 | In progress but outstanding as at 31/12/2018 |
|---|---|---|---|---|
| 2017 Audited Financial Statements Final Management Letter | 4 April 2018 | 10 | 2 | 8 |
| 2018 Report to Parliament | 8 June 2018 | 4 | 1 | 3 |

[5] NSW Audit Office recommendations are normally only closed when the NSW Audit Office reviews the previous year's audit recommendations as part of the current year's audit. Therefore any completed 2017 audit recommendations above would normally only be closed following receipt of the 2018 management letter in April 2019.

## Risk Management

The University's Corporate Risk Management Framework is consistent with AS/NZS ISO31000:2009. An external review team assessed the framework in 2017, finding that risk management at UNE is generally sound, with opportunities to further integrate risk management into everyday activities and to build a risk-conscious culture throughout the University.

UNE continued to implement its corporate risk management framework in 2018. It is also in the process of buying a new Corporate Risk Management Database. The new database will capture UNE's strategic, key operational and project risks, as well as associated risk assessment data. Key corporate, operational and project risks are currently being identified and assessed for inclusion in the new database.

**Internal Audit and Risk Management Attestation Statement**

Document located in TRIM A18/2986/1 document number D19/6341

**Digital Information Security Policy Attestation**

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

- An Information Communication and Technology Facilities and Services Rule;
- An Information Security Rule;
- A General Password Policy;

- A CCTV Rule;
- An Information Communication Technology Infrastructure Rule; and
- An Administrative and Testing Account Review Protocol.

UNE's digital security policies are regularly reviewed in line with our policy framework. We are also one year into a three-year program of works to uplift our Cyber Security Maturity from level 1 to level 3, as measured on the Capability Maturity Model. The above policies and the need for other policies and protocols will be assessed under that program of works.

## Government Information Public Access (GIPA)

**Review of the University's proactive release program**

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

**Number of access applications received**

UNE received 12 applications in 2018.

**Number of applications refused**

Nil

**Table 5: Schedule 2, statistical information about access applications (Clause 7)**

| Table A: Number of applications by type of applicant and outcome[6] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 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 | O | O | O | O | O | O | O | O |
| Members of Parliament | O | O | O | O | O | O | O | O |
| Private sector business | O | O | O | O | O | O | O | O |
| Not-for-profit organisations or community groups | O | O | O | O | O | O | O | O |
| Members of the public (application by legal representative) | 1 | O | O | O | O | O | O | O |
| Members of the public (other) | 4 | 5 | O | 2 | O | 1 | O | O |

| Table B: Number of applications by type of application and outcome | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
| Personal information applications[7] | 4 | 4 | O | O | O | 4 | O | O |
| Access applications (other than personal information applications) | 1 | 1 | O | 2 | O | O | O | O |
| Access applications that are partly personal information applications and partly other | O | O | O | O | O | O | O | O |

[6] 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.

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

| Table C: Invalid applications | |
|---|---|
| *Reason for invalidity* | *Number of applications* |
| Application does not comply with formal requirements (section 41 of the Act) | 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 | |
|---|---|
| | *Number of times consideration used[8]* |
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 1 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 0 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

| Table E: Other public interest considerations against disclosure | |
|---|---|
| | *Number of occasions when application not successful* |
| Responsible and effective government | 1 |
| Law enforcement and security | 0 |
| Individual rights, judicial processes and natural justice | 5 |
| Business interests of agencies and other persons | 1 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

| Table F: Timeliness | |
|---|---|
| | *Number of applications* |
| Decided within the statutory timeframe (20 days, plus any extensions) | 9 |
| Decided after 35 days (by agreement with applicant) | 2 |
| Not decided within timeframe (deemed refusal) | 1 |
| Total | 12 |

[8] 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 to Table E.

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| 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 | 2 | 0 | 2 |
| Review by Information Commissioner[9] | Decision pending | 0 | 0 |
| Internal review following recommendation under section 93 of the Act | 0 | 0 | 0 |
| Review by NSW Civil and Administrative Tribunal | 0 | 0 | 0 |
| Total | 2 | 0 | 0 |

| Table H: Applications for review under Part 5 of the Act (by type of applicant) | Number of applications for review |
|---|---|
| Applications by access applicants | 3 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

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

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

Not applicable.

## Public Interest Disclosure

During 2018, new staff were trained on the UNE Public Interest Disclosure Rule and Public Interest Disclosure procedure. Existing staff also had to complete compulsory compliance training on six key policy areas, including Public Interest Disclosures. In addition, existing staff have to certify that they have completed the compulsory compliance training within the required timeframe as part of the Performance Planning Development and Review (PPDR) process.

**Table 6: Number of PIDs received and completed**

| Particulars | 1 January to 31 December 2018 |
|---|---|
| Number of public officials who made PIDs | 6 |
| Number of PIDs received | 3 |
| Of the PIDs received, number primarily about: | |
| • Corrupt conduct | 3 |
| • Maladministration | 0 |
| • Serious and substantial waste | 0 |
| • Government information contravention | 0 |
| Number of PIDs finalised | 2 |

[9] 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.

## Legal change

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

**General Data Protection Regulation (GDPR), as introduced by the European Union (EU) in May 2018.**

The GDPR applies to any Australian organisation (including Universities) if they:

a)  have an "establishment" in the EU, and process personal data in the "context of the activities" of that "establishment"; or

b)  do not have an "establishment" in the EU, but (i) handle personal data relating to EU individuals in the course of offering them goods or services; or (ii) monitor the behaviour of individuals in the EU.

The GDPR may also apply to universities indirectly where they provide services to organisations that are bound by the GDPR, and those organisations seek to impose compliance obligations contractually (i.e. through a data processing addendum).

**Government Information (Public Access) Act 2009 (NSW) (GIPA Act)**

The GIPA Act was amended (by the Government Information (Public Access) Amendment Act (NSW) 2018), so that:

a)  GST must be taken into account when calculating the value of contracts for the purpose of the contract register;

b)  Agencies may make partial transfers of applications to other agencies;

c)  The Information Commissioner has 40 working days to complete their review of a decision and make any recommendations; and

d)  Agencies may only submit their annual GIPA report to the Information Commissioner after the agency's annual report has been tabled in Parliament by its Minister.

**Significant judicial decisions affecting agency**

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

## Consumer response

The Student Grievance Unit (SGU) received 347 grievances in the reporting period, encompassing 540 separate student-related issues. The number of complaints received in 2018 increased slightly from 342 in 2017. The complaints were multifaceted and of increasing complexity.

There was a significant increase in the reporting of sexual assault/harassment incidents in 2018 compared to 2017. The increase is believed to be due to the effectiveness of the actions taken by the University in response to the *Change the Course* report released by the Australian Human Rights Commission and an ongoing awareness campaign on personal safety, rather than due to a rise in the number of incidents that occurred.
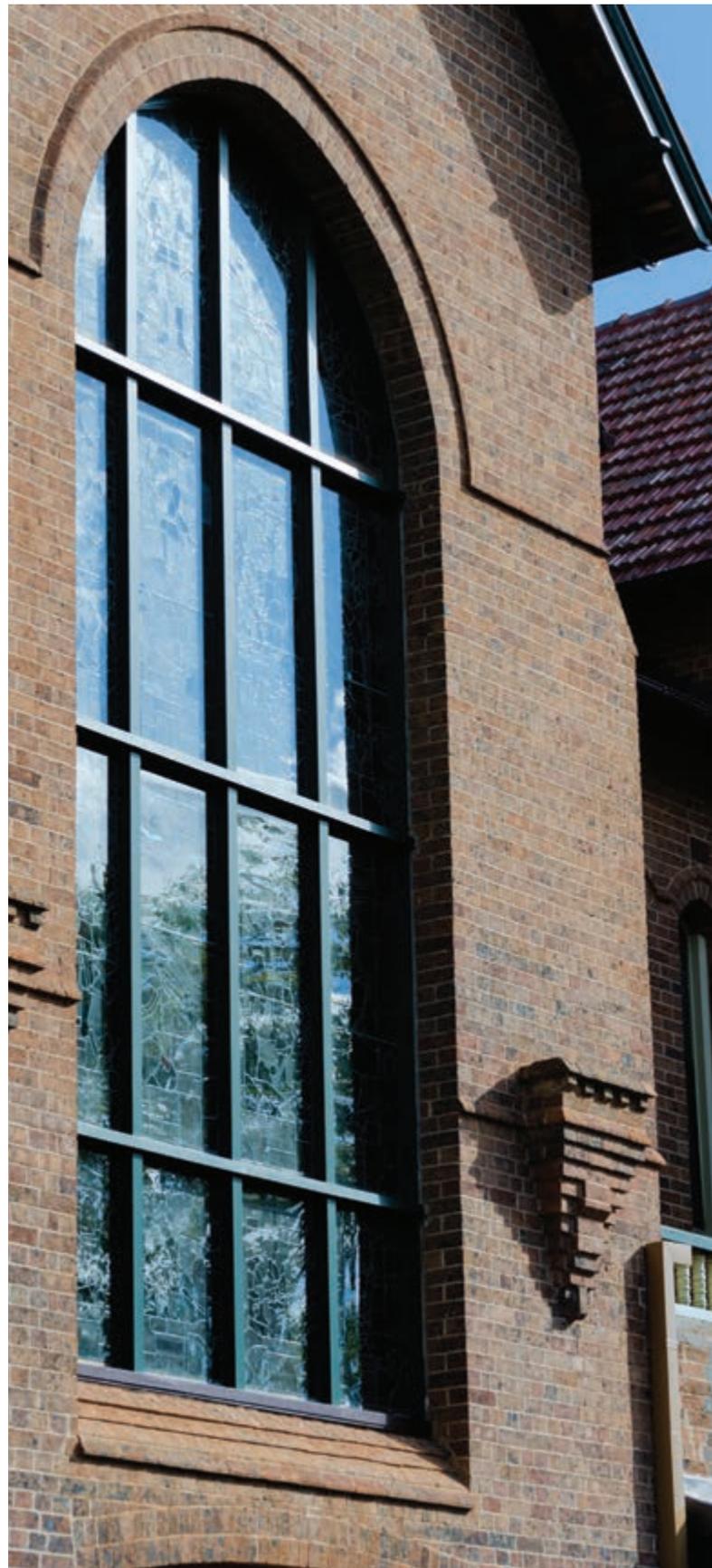
↑ The Gordon Window,
Booloominbah,,
University of New England,
Armidale NSW.

# Workplace

## Industrial Relations

Conditions of staff employment are primarily governed by either the UNE Academic and English Language Teacher Staff Collective Agreement 2014-2017 or the UNE Professional Staff Collective Agreement 2014-2017. Negotiations occurred with staff representatives in 2018 to establish new agreements but as yet no agreement has been reached.

The Universities Staff Code of Conduct is the primary rule that sets out the expectations required of staff employed by UNE.

## Workforce diversity

A range of initiatives were undertaken to progress diversity at UNE in 2018, with a large focus on implementing objectives specified in the UNE Multicultural Action Plan 2016-2018.

We continued to be assessed as compliant under the Workplace Gender Equity Act 2012, and initiatives to increase the number of women at the senior manager and middle manager level positions are ongoing. These included the continuation of the Early Career Academic Program, leadership programs, a review of University promotion processes, and submission to the NSW

Anti-Discrimination Board for exemption to be able to target female applicants for science and agriculture academic positions.

An Accessibility Action Plan 2019-2022 has been drafted and made available to staff and students for consultation, with the aim of implementation in 2019. The plan is a continuation of UNE's 2014-2017 Disability Action Plan and aims to further embed accessibility in our workplace, products and services to empower and encourage broader participation for students and those employed at UNE.

A new Aboriginal and Torres Strait Islander Employment Strategy was drafted in 2018 and is in the final stages of completion, with the aim of implementation in 2019. The Cultural Connections staff development program is ongoing.

Four fully funded Early Career Indigenous Academic Fellowships have been introduced to improve the participation of Aboriginal and/or Torres Strait Islander peoples in academia. In addition, an Indigenous Research Support Officer position has been created and funded for two years.

↑ Students working in the lab, University of New England, Armidale NSW.

**Table 7: Trends in the representation of EEO groups: academic staff[10]**

| EEO group | NSW benchmark or target | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 60% | 44% | 45% | 46% | 45% | 47% | 47% | 45% | 48% | 47% |
| Aboriginal people & Torres Strait Islanders | 2.63% | 1.1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |
| People whose first language was not English | 19% | 20% | 18% | 18% | 18% | 16% | 15% | 16% | 18% | 15% |
| People with a disability | n/a[11] | 7% | 6% | 5% | 5% | 4% | 4% | 3% | 3% | 3% |
| People with a disability requiring work-related adjustment (targeted increase) | by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013 | 2.3% | 1.8% | 2% | n/a | n/a | n/a | n/a | n/a | n/a |

**Table 8: Trends in the representation of EEO groups: general staff**

| EEO group | NSW benchmark or target | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 60% | 61% | 61% | 61% | 63% | 62% | 62% | 61% | 60% | 60% |
| Aboriginal people & Torres Strait Islanders | 2.63% | 2.2% | 2.3% | 2% | 2% | 2% | 2% | 2% | 2% | 3% |
| People whose first language was not English | 19% | 3% | 3% | 4% | 4% | 5% | 5% | 5% | 4% | 4% |
| People with a disability | n/a | 6% | 6% | 6% | 5% | 5% | 5% | 4% | 5% | 3% |
| People with a disability requiring work-related adjustment (targeted increase) | by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013 | 2.2% | 2.3% | 3% | n/a | n/a | n/a | n/a | n/a | n/a |

[10] All statisics exclude casual staff.

[11] Percentage employment levels are reported, but a benchmark level has not been set.

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**Table 9: Trends in the distribution[12] of EEO groups: academic staff**

| EEO group | NSW benchmark or target | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 100 | 81 | 81 | 94 | 95 | 95 | 94 | 96 | 94 | 95 |
| Aboriginal people & Torres Strait Islanders | 100 | n/a | n/a | n/a | 84 | 84 | 88 | 87 | 82 | 89 |
| People whose first language was not English | 100 | 99 | 97 | 99 | 100 | 101 | 103 | 102 | 101 | 100 |
| People with a disability | 100 | 96 | 101 | 103 | 109 | 107 | 106 | 104 | 100 | 110 |
| People with a disability requiring work-related adjustment (targeted increase) | 100 | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

**Table 10: Trends in the distribution of EEO groups: general staff**

| EEO group | NSW benchmark or target | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 100 | 81 | 81 | 94 | 95 | 95 | 94 | 96 | 94 | 95 |
| Aboriginal people & Torres Strait Islanders | 100 | n/a | n/a | n/a | 84 | 84 | 88 | 87 | 82 | 89 |
| People whose first language was not English | 100 | 99 | 97 | 99 | 100 | 101 | 103 | 102 | 101 | 100 |
| People with a disability | 100 | 96 | 101 | 103 | 109 | 107 | 106 | 104 | 100 | 110 |
| People with a disability requiring work-related adjustment (targeted increase) | 100 | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

[12] A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean 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 the EEO group is less concentrated at lower salary levels.

## Multicultural policies and services

A Multicultural Action Plan 2016-2018 has been developed and aligned to the principles of the Multicultural NSW Act 2000. The key objectives of the plan are to:

- Provide an inclusive environment that supports and embraces a knowledge of, and respect for, cultural diversity and inclusion that is free from harassment and discrimination;

- Provide education programs that reflect cultural and international awareness; and

- Strengthen collaboration between UNE and the local community to enrich the experiences of our culturally diverse students and workforce.

Key activity undertaken to support the above objectives included:

- The ongoing operation of the Diversity Advisory Committee, which includes staff, student, management and union representation.

- The development of a new Equity and Diversity Rule that consolidated all relevant policies under the one rule.

- Staff were trained in unconscious bias throughout the year.

- Five students were appointed as Student Ambassadors in 2018. These ambassadors work to increase engagement between on-campus international and domestic students through various events, such as the Culture Fest held in 2018.

- UNE's International Hub secured a second round of partner funding in 2018, allowing it to increase the number of international students and families it supports to integrate into the Armidale community.

- UNE continued to participate in the Mayor's Civic Welcome. This longstanding event is held annually by the Armidale Regional Council to welcome newly arrived international students to the community.

Priorities for 2019 include:

- Implementation of the 2019-2022 Accessibility Action Plan and new Aboriginal Employment Strategy; and

- Increasing support for LGTBQI students and staff, as well as initiatives to improve gender balance within management roles.

## Agreements with Multicultural NSW

The University currently has no agreements with Multicultural NSW.

## Workplace Health and Safety (WHS)

Work Health and Safety is guided by the UNE Work, Health & Safety, Wellbeing and Emergency Management Strategic Plan 2018-2020, which adheres to the vision "UNE will be a safe environment, where safety is embedded as a priority for staff and students".

Corporate safety, emergency management and wellbeing are managed by the Work Health and Safety (WHS) team. In addition, the team assists faculties and directorates with:

- Hazard and risk management;
- Regulatory compliance;
- Training and administrative functions;
- Emergency and business continuity planning;
- The management of hazardous substances (biological, chemical and radioactive);
- Plant and equipment safety;
- Workers' compensation and injury management; and
- Proactive wellness initiatives.

Significant outcomes achieved in 2018 by the WHS Team include:

- The Skytrust Report system, through which incident and hazard reporting and investigation practices are managed, showed an increase in the number of incidents and hazards reported in 2018, with 221 incidents and 66 hazards logged. This increase continues the trend experienced in 2017, and demonstrates the culture of safety awareness at UNE.
- The University's Safety Management System has been branded as UNESAFE, resulting in improved corporate visibility for the team and increased safety awareness, in general, across the campus.
- A Rapid Risk Assessment form was developed and embedded in all Facility Management work requests.
- The University's high-voltage/low-voltage business continuity plan was finalised and implemented in 2018.
- The team facilitated and delivered safety Roadshow

presentations, mental health seminars, manual handling training and a quad bike virtual reality workshop for National Safe Work Month in October.

- Fifty teams comprising 250 staff participated in a fiercely contested wellbeing competition 'Spring in Your Step' in November 2018. Teams were awarded points for walking and being active.
- A specialist Hazardous Substance Safety Advisor position has been filled and will commence in early 2019.

**Workers' Compensation data for 2018**

Injuries and claim performance data was closely monitored during the reporting period, with results recorded in 2018 higher than 2017. This supports increased reporting within the University's safety culture and does not demonstrate any adverse trends.

- Total number of claims: 20
- Total time lost: 1,462.40 hours
- Total claim costs for policy year 2018: $49,095.46
- Total claim costs for policy year 2017: $58,618.38
- Total claim costs for policy year 2016: $35,453.19

**Figure 1 : Total workers' compensation paid 2016-2018**
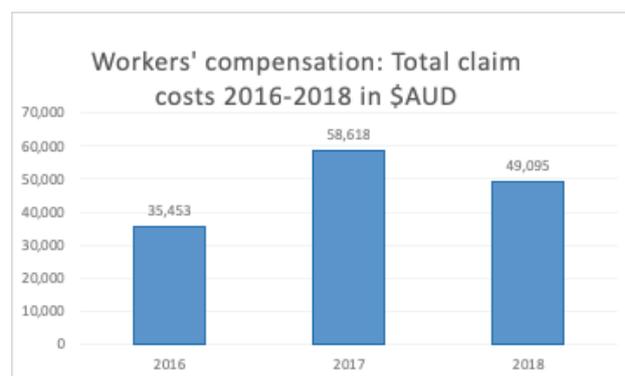
## Staff numbers

**Table 11: UNE staff numbers as at 31 March 2018**

|  |  | Female | Male | Total |
|---|---|---|---|---|
| **Staff in schools** | Professor (E) | 12 | 49 | 61 |
|  | Associate Professor (D) | 26 | 34 | 60 |
|  | Senior Lecturer (C) | 72 | 75 | 147 |
|  | Lecturer (B) | 113 | 77 | 190 |
|  | Tutor (A) | 34 | 26 | 60 |
|  | ELC | 0 | 0 | 0 |
|  | Total academic staff | 257 | 261 | 518 |
|  |  |  |  |  |
|  | HEO 10+ | 5 | 16 | 21 |
|  | HEO 09 | 3 | 2 | 5 |
|  | HEO 08 | 5 | 10 | 15 |
|  | HEO 07 | 23 | 16 | 39 |
|  | HEO 06 | 30 | 21 | 51 |
|  | HEO 05 | 33 | 19 | 52 |
|  | HEO 04 | 24 | 5 | 29 |
|  | HEO 03 | 2 | 1 | 3 |
|  | HEO 02 | 0 | 0 | 0 |
|  | HEO 01 | 0 | 0 | 0 |
|  | Total non-academic staff | 125 | 90 | 215 |
|  | Total staff in schools | 382 | 351 | 733 |
|  |  |  |  |  |
| **Staff in management, administration and centres** | Professor (E) and above | 1 | 3 | 4 |
|  | Associate Professor (D) | 2 | 3 | 5 |
|  | Senior Lecturer (C) | 2 | 5 | 7 |
|  | Lecturer (B) | 4 | 6 | 10 |
|  | Tutor (A) | 5 | 2 | 7 |
|  | ELC | 5 | 0 | 5 |
|  | Total academic staff | 19 | 19 | 38 |
|  |  |  |  |  |
|  | HEO 10+ | 22 | 32 | 54 |
|  | HEO 09 | 16 | 17 | 33 |
|  | HEO 08 | 39 | 28 | 67 |
|  | HEO 07 | 43 | 36 | 79 |
|  | HEO 06 | 65 | 33 | 98 |
|  | HEO 05 | 91 | 45 | 136 |
|  | HEO 04 | 26 | 22 | 48 |
|  | HEO 03 | 11 | 7 | 18 |
|  | HEO 02 | 6 | 4 | 10 |
|  | HEO 01+ | 0 | 0 | 0 |
|  | Total non-academic staff | 319 | 224 | 543 |
|  | Total staff outside schools | 338 | 243 | 581 |
|  | Staff in Controlled Entities[13] | 2 | 2 | 7 |
|  |  |  |  |  |
|  | UNE total at 31 March, 2018 | 720 | 594 | 1,321 |
|  | UNE total at 31 March, 2017 | 706 | 580 | 1,286 |
|  | UNE total at 31 March, 2016 | 701 | 598 | 1,290 |

[13] Paid by the University.

# Finance

## UNE Budget and Structural Surplus

**Table 14: Budget and Structural Surplus**

| Comparison to Budget | 2018 | 2018 | 2019 |
|---|---|---|---|
| **Parent Entity** | **Budget** | **Actual** | **Budget** |
| **University of New England** | **$M** | **$M** | **$M** |
| Teaching Income | 234.7 | 218.7 | 236.5 |
| Research & Grant Income | 69.3 | 66.0 | 74.7 |
| Other Income | 27.4 | 30.9 | 28.3 |
| **Total Income** | **331.3** | **315.6** | **339.5** |
| Employee-related Expenses | 190.4 | 185.1 | 192.1 |
| Non Payroll Expenses | 123.7 | 113.7 | 129.3 |
| **Underlying Result** | **17.2** | **16.8** | **18.1** |
| Interest Income | 3.6 | 3.9 | 3.2 |
| Interest Expense | 1.1 | 1.0 | 0.2 |
| Depreciation & Amortisation | 23.0 | 24.4 | 24.3 |
| **Operating Profit** | **(3.2)** | **(4.8)** | **(3.3)** |
| One-off Income | 0.0 | 0.0 | 9.0 |
| One-off Expenditure | 4.0 | 17.6 | 2.0 |
| **Operating Result attributable to members of the University of New England** | **(7.2)** | **(22.4)** | **3.7** |

**Structural Surplus**

| Description | 2018 | | |
|---|---|---|---|
| | **Budget** | **Actual** | **Variance** |
| **Financials** | **$M** | **$M** | **$M** |
| Teaching Revenue | 234.7 | 218.7 | (16.0) |
| Operating Revenue | 331.3 | 315.6 | (15.8) |
| Payroll Costs | 190.4 | 185.1 | 5.2 |
| Non-Payroll Costs | 123.7 | 113.7 | 10.0 |
| Operating Surplus | 17.2 | 27.5 | 10.2 |
| Interest Inc & Exp & Depreciation | 20.4 | 21.6 | (1.2) |
| Underlying Surplus/(Deficit) | (3.2) | (4.8) | (1.6) |
| Net Result | (7.2) | (22.4) | (15.2) |

## Overseas travel

The Vice-Chancellor travelled to Jakarta, Malaysia and Singapore to further develop teaching partnerships and attend events with alumni. The Provost and Deputy Vice-Chancellor and Pro Vice-Chancellor External Relations accompanied her to Singapore and Malaysia.

The Pro Vice-Chancellor External Relations also travelled to Tehran to attend the Iranian Feed and Poultry Science Conference.

## Consultants

The consultant spend for 2018 is as described in the table below.

## Liability Management Performance

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

## Insurance

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

**Table 12: Total consultant spend**

| Spend in Excess of $50,000 | | | |
|---|---|---|---|
| *Name of Consultant* | *Total 2018 Spend* | *Name of Project* | *Classification* |
| Ernst & Young | $407,692 | ERP Project Architecture | Information Technology |
| David Lynas Consultancy | $119,000 | Security Remediation | Information Technology |
| Snowy Advisory Pty Ltd | $86,361 | UNESMART Farms connect | Information Technology |
| Edworld Pty Ltd | $81,195 | UNE International Office Review | Organisational Review |
| Forethought Pty Ltd | $65,025 | Town Based International Student Review | Organisational Review |
| Less than $50,000 | | | |
| *Classification* | *Total 2018 Spend* | *Number of consultants per category* | |
| Organisational Review | $122,676 | 11 | |
| Information Technology | $55,499 | 3 | |
| Training | $13,000 | 1 | |

## Land disposal

There were no land sales in 2018.

## UNE investments

The majority of UNE's investments were placed in term deposits for periods of less than 12 months. The weighted average return for 2018 was 2.60%, which outperformed the benchmark NSW Treasury Corporation Short Term Income Fund of 2.21%. The Agriculture Business and Research Institute (ABRI) and UNE Foundation placed investments with professional funds manager Russell Investments.

## Funds granted to non-governmental community organisations

**Table 13: Funds to non-government community organisations**

| Non-Government Community Group | Sponsorship | Event | Total | Event Description |
|---|---|---|---|---|
| Armidale & Region Aboriginal Cultural Centre & Keeping Place | - | 1,500 | 1,500 | Corporate Partnership (Platinum) |
| Armidale and New England Show Society | 1,250 | - | 1,250 | Sponsorship |
| Armidale and New England Show Society | - | 1,500 | 1,500 | Junior Sheep & Cattle Judging |
| Armidale Business Chamber | 8,000 | - | 8,000 | Sponsorship |
| Australian Academy of the Humanities | - | 5,000 | 5,000 | Australian Academy of the Humanities' 49th Symposium |
| Farming Futures | 5,000 | - | 5,000 | Sponsorship |
| Fulbright | - | 1,818 | 1,818 | Gala Presentation Dinner |
| Guyra & District Chamber of Commerce | - | 3,500 | 3,500 | Website |
| Malaysian Australian Alumni Council | 1,850 | - | 1,850 | Sponsorship |
| Manning Valley Neighbourhood | 1,000 | - | 1,000 | Sponsorship |
| Moree Boomerang Aboriginal Rugby League Football Club | - | 3,000 | 3,000 | 2018 Sponsorship Koori Knockout |
| Nambucca Valley Rams ARLFC | - | 1,500 | 1,500 | 2018 Sponsorship Koori Knockout |
| Narwan Eels Rugby League & Sporting Club | - | 1,000 | 1,000 | 2018 Debutante's Ball |
| Narwan Rugby League Club | - | 4,000 | 4,000 | 2018 Aboriginal Knockout Scholarship |
| National Rural Women's Coalition Ltd | 12,000 | - | 12,000 | Sponsorship |
| New England Regional Art Museum Limited | - | 1,000 | 1,000 | Myall Creek Massacre symposium |
| New England Regional Art Museum Limited | 30,000 | - | 30,000 | Sponsorship |
| New England Writers Centre | 455 | - | 455 | Sponsorship |
| Northern Inland Academy of Sport Inc. | 10,000 | - | 10,000 | Sponsorship |
| Northern Inland Innovation Awards | 4,000 | - | 4,000 | Sponsorship |
| Northern Nations Football Club | 2,000 | - | 2,000 | Sponsorship |
| PCYC Armidale | 2,000 | - | 2,000 | Sponsorship |
| Pius X Aboriginal Corporation | 2,000 | - | 2,000 | Sponsorship |
| Royal Agricultural Society of NSW | - | 21,000 | 21,000 | Education Fund |
| Royal National Capital Agriculture Society | - | 500 | 500 | Cattle Sponsorship |
| Tamworth Business Chamber | 21,000 | - | 21,000 | Sponsorship |
| Tenterfield Rugby League Club Inc. | 2,000 | - | 2,000 | Sponsorship |
| The Crawford Fund Ltd | 9,000 | - | 9,000 | Sponsorship |
| The Ecological Society | 1,394 | - | 1,394 | Sponsorship |
| Wingham Show Society | - | 1,000 | 1,000 | Wingham Akoostik Music Festival |

| Total | 112,948 | 46,318 | 159,266 | |
|---|---|---|---|---|

## Disclosure of Controlled Entities

In addition to our administrative areas, faculties and academic schools, UNE has a number of Controlled Entities.

### Agricultural Business Research Institute (ABRI)

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

### UNE Life

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

### UNE Foundation

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

### UNE Partnerships

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

# Access Arrangements

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

### Office hours

Monday to Friday, 9.00am to 5.00pm (AEST)
University switchboard +61 2 6773 3333 (office hours)

### Physical address

The University of New England
Elm Avenue
Armidale NSW 2351

### Postal address

The relevant officer or business unit
The University of New England,
Armidale NSW 2351

### Other inquiries

The University's Chief Legal and Governance Officer/University Secretary
Phone: +61 2 6773 3729
Email: legalandgovernance@une.edu.au.

### Office of the Secretariat

Phone: +61 2 6773 3445
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