

PART ONE: OVERVIEW

A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

In 2025, the University of Newcastle proudly celebrated six decades of looking ahead and making an impact through world-class education, future-focused research and genuine engagement with our communities.

With 60th anniversary celebrations throughout the year, we had many opportunities to acknowledge the impact our University continues to have both locally and globally. Celebrating the graduation of our 200,000th student in our diamond jubilee year was a fitting highlight and confirmation that our trajectory remains strong and overwhelmingly positive.

Being the last year of our Looking Ahead Strategic Plan, 2025 was also a year of hard work and achievement delivering against the plan's key strategic priorities. The list of achievements is long, and we are grateful to all our staff, students, alumni, partners and communities who have contributed to our success.

The Looking Ahead Strategic Plan has anchored our University over the past five years. Through the disruption of the global pandemic and to the more recent shifting higher education policy landscape in Australia, we have held our course and continued to advance our strategic priorities.

During those five years, we have embedded Career-Ready Placement opportunities in all our undergraduate programs, strengthened our research impact through our Living Lab model, and implemented environmental initiatives that have now eliminated our Scope 1 and 2 emissions, and have delivered considerable reductions in Scope 3 emissions. We have delivered new locations such as the Q Building in Newcastle and the Central Coast Gosford Hospital and Gosford Central locations, and strengthened our ties with the Asia Pacific region and expanded our presence in Singapore.

The broader international landscape has been challenging and at times disturbing in 2025, particularly where global issues have become local issues. This has been a difficult and sensitive space to navigate, as we have sought to balance people's rights to freedom of speech with our responsibility to ensure our campuses are safe and inclusive. We are aware of heightened antisemitism in the broader community, and we are committed to working with our stakeholders and the community on ensuring our University remains a safe place for everyone. At our University in particular, we often refer to ourselves as having a place for everyone. That is also our hope for our world – a place of empathy, inclusion and equity. Racism, including antisemitism and Islamophobia, will never have a place at our University, and we condemn it outright.

Inclusivity is something we cherish at the University of Newcastle. Indeed, we are very proud of the significant steps forward we have taken to ensure ours is a workplace that celebrates gender equity, diversity, and inclusion. We are proud to have delivered cultural capability training to more than 90% of our staff. Moreover, we are delighted to see our University now offering this cultural capability training to industry and other external parties. We take our responsibilities as a role

model for Indigenous advancement and reconciliation very seriously and are proud to support others on their journeys.

As we look ahead to 2026 and beyond, we have undertaken extensive consultation on the development of our next Strategic Plan 2030. With over 2,500 unique engagements across staff, students, alumni, community, industry and government, Looking Ahead 2030 will once again be anchored in our core values and our dual purposes of delivering outstanding student experiences and serving our communities with bold solutions.

Our new strategic plan will be focused, and supported by an in-depth Education Plan, Research Plan and Engagement Plan, and several key enabling plans. Guided once again by our values of Excellence, Equity, Engagement and Sustainability, Looking Ahead 2030 will prioritise education that prepares graduates for life, and delivers sustainable learning and teaching of uncompromising quality. It will also focus on addressing challenges that matter to the regions we serve and that resonate globally, and embed long-term reciprocal partnerships responsive to community priorities.

As we enter our seventh decade, our University is on a sound footing. While challenges remain, we continue to face these head-on with a clear focus on the future. This year, through our Business Improvement Program we have taken further steps to strengthen our long-term financial sustainability by improving the way we operate and finding efficiencies in our operations. Through these changes we have achieved the cost savings that were necessary to help us achieve an annual surplus in our core operations, which is critical to the financial sustainability of the University.

Responding to the challenges faced by universities across the country has required some difficult decisions. Throughout this process, we have remained committed to supporting our people and minimising impacts wherever possible. Our staff are to be commended for the way in which they have navigated some of the more challenging times. With the support of our staff and the community, we see a strong and successful future for the University of Newcastle.



The Hon Patricia Forsythe AM
Chancellor

Professor Alex Zelinsky AO
Vice-Chancellor and President

AIMS AND OBJECTIVES

Since 1965, the University of Newcastle has delivered superior education and world-class research to serve the Hunter, Central Coast and surrounding regions.

In 2025, our University ranked in the top 1% in the world in the QS World University Rankings and we remain committed to being a world-leading university for our regions. As Australia's largest provider of enabling programs, we offer a range of alternative entry pathways into university for students from diverse backgrounds. We pride ourselves on offering an outstanding student experience across our three Colleges, led by interactive and collaborative teaching and learning, and enabled by innovative technologies.

Our students take part in Career-Ready Placement opportunities and global learning through our strong partnerships with government and industry. Our programs centre on real-world problem solving, multidisciplinary collaboration and creating environments that enhance entrepreneurial thinking and deliver graduates who are ready for the world of work. We are committed to tackling some of the world's greatest challenges, while also addressing local concerns and issues, knowing that our work can have global impact. The Newcastle Institute for Energy and Resources (NIER), Hunter Medical Research Institute (HMRI), and Institute for Regional Futures (IRF) are our flagship institutes, delivering cross-disciplinary research translated into world-class innovation.

We are Australia's only United Nations-affiliated university, as host of CIFAL Newcastle, a United Nations Institute for Training and Research (UNITAR) affiliated training centre. Our inspiring campuses are located in Newcastle, Central Coast, Sydney, Singapore, as well as regional facilities in Muswellbrook, Tamworth, Taree, Armidale, Moree and Coffs Harbour. These are welcoming and collaborative spaces designed to inspire students and our staff to make a difference. From pioneering work that transforms lives and regions to producing life-ready graduates who can change our world for the better, when you study, work or collaborate with the University of Newcastle you become part of our global network.

VISION, PURPOSE AND VALUES

OUR VISION

To be a world-leading university for our regions.

OUR PURPOSE

To deliver an exceptional student experience, preparing graduates for life in an increasingly interconnected society.

To serve our regions by taking research that matters to the world and bringing our global expertise home.

OUR VALUES

At the University of Newcastle, our values are more than words, they are the compass that guides our decisions, shapes our culture, and inspires our impact. They reflect who we are, what we stand for, and how we work together to serve our communities and the world.

EXCELLENCE

We pursue the exceptional and strive for innovation in our teaching, research and operating environment.

EQUITY

Our commitment to equity, diversity and inclusiveness is fundamental to everything we do. We believe that every person has the right to participate and succeed.

ENGAGEMENT

Our staff, students, alumni and communities are deeply connected to the challenges and opportunities in our regions and beyond.

SUSTAINABILITY

We are ethically minded and prioritise responsible management of our environment and financial resources.

For further information about the University of Newcastle, visit:

Our history: newcastle.edu.au/our-uni/history

Indigenous collaboration: newcastle.edu.au/our-uni/indigenous-collaboration

Executive leadership: newcastle.edu.au/our-uni/governance-and-leadership/executive-leadership

MANAGEMENT AND STRUCTURE

CHARTER

The University of Newcastle is governed by its Council, which is chaired by the Chancellor. Council has responsibility for the direction and oversight of the University according to the University of Newcastle Act 1989 (the Act) and the University of Newcastle By-law 2017 (the By-law).

UNIVERSITY COUNCIL

ROLE OF COUNCIL AND ITS COMMITTEES

The Council supports the long-term success of the University. It sets strategy and oversees its implementation ensuring that all matters are discussed within the context of our agreed risk framework and ethical standards. It rigorously challenges strategy, performance, responsibility and accountability to make decisions of the highest quality, providing leadership and direction to support corporate governance and the overall financial performance of the organisation. Council retains control of key decisions through a schedule of reserved matters, with other matters delegated to its Committees, the Vice-Chancellor, Academic Senate and to additional management teams.

The Council has the following five standing Committees:

- Chancellor's Committee
- Nominations and Governance Committee
- Finance and Infrastructure Committee
- People and Culture Committee
- Risk Committee

In addition, the Academic Senate is the principal advisory committee to the Council on academic matters and has a major role in academic quality assurance processes. The Academic Senate is supported in its functions by its subcommittees:

- Program and Course Approval Committee
- Research Committee
- Teaching and Learning Committee
- College Boards

The University acknowledges and observes the Universities Australia and University Chancellors Council Code of Governance Principles and Practice for Australia's Public Universities and confirms that it complies with this Code.

COUNCIL MEMBERS

The Council comprises 17 members who contribute their expertise and time. Membership as at 31 December 2025 was:

EX-OFFICIO EXTERNAL MEMBER

Chancellor The Hon Patricia Forsythe AM

BA, DipED (Newcastle), FAICD

Chairs: University Council, Chancellor's Committee, Nominations and Governance Committee

Date of Appointment: 1 January 2024

Expiry of Term: 31 December 2027

EX-OFFICIO MEMBER

Vice-Chancellor and President Professor Alex Zelinsky AO

BMathSc(Hons), PhD, Hon DSc(UOW), GradDip(AICD), FAA, FTSE, FIEEE, Hon FIEAust, FAICD

Date of Appointment: 19 November 2018

Expiry of Term: 31 December 2028

EX-OFFICIO MEMBER

President of Academic Senate

Associate Professor Marcus Rodrigs

BCom, MCom, MPhil, PhD, MAICD, CPA

Chairs: Academic Senate

Date of Appointment: 1 January 2025

Expiry of Term: 31 December 2027

MINISTERIALLY APPOINTED EXTERNAL MEMBER

The Hon Dr John Della Bosca AM

BA(UNSW), MLitt, PhD(USyd)

Date of Appointment: 21 October 2024

Expiry of Term: 21 October 2027

MINISTERIALLY APPOINTED EXTERNAL MEMBER

Ms Liz Nicol

Grad Dip OHS, MBA, (Newcastle), FAICD, FGIA

Date of Appointment: 27 February 2024

Expiry of Term: 27 February 2028

COUNCIL APPOINTED EXTERNAL MEMBER

Deputy Chancellor Mr Kevin Young

BE(Hons1), MBA(Newcastle), FIEAust, FAICD

Date of Appointment: 1 September 2024

Expiry of Term: 31 August 2028

COUNCIL APPOINTED EXTERNAL MEMBER

Ms Julie Phillips

BPharm, MSc(USyd), Dip Hosp Pharm, MBA(Macq), MPS, MAICD

Chairs: People and Culture Committee

Date of Appointment: 13 August 2016

Expiry of Term: 12 August 2026

COUNCIL APPOINTED EXTERNAL MEMBER**Mr Jason Darney**

Dip Ed, BSocSc(CSU), Grad Cert (Mgmt)(WSU)

Date of Appointment: 1 February 2024*Expiry of Term:* 31 January 2030**COUNCIL APPOINTED EXTERNAL MEMBER****Mr Noel Cornish AM**

BSc(Met), MEngSc(Newcastle), FAICD, FUOW

Chairs: Finance and Infrastructure Committee*Date of Appointment:* 1 March 2024*Expiry of Term:* 28 February 2030**COUNCIL APPOINTED EXTERNAL MEMBER****Ms Elizabeth Crouch AM,**

CertClimGov (AICD), BEc, MCSec(Macq), FAICD

Date of Appointment: 1 January 2025*Expiry of Term:* 31 December 2026**COUNCIL APPOINTED EXTERNAL MEMBER**

Vacant position

COUNCIL APPOINTED EXTERNAL MEMBER**Adjunct Professor Michael Di Rienzo**

BCom(Newcastle)

Chairs: Risk Committee*Date of Appointment:* 14 August 2022*Expiry of Term:* 13 August 2028**ELECTED STAFF MEMBER****Professor Brendan Boyle**

BBus(DkIT, Ireland), MBS(UCD, Ireland), PhD(USyd)

Date of Appointment: 1 September 2018*Expiry of Term:* 31 August 2026**ELECTED STAFF MEMBER****Dr Annika Westrenius**

BMgmt, BBus(Hons1), PhD(Mgmt)(Newcastle)

Date of Appointment: 1 September 2024*Expiry of Term:* 31 August 2026**ELECTED NON-ACADEMIC STAFF MEMBER****Ms Wendy Taggart**

BBus(UTS), MTeach(Newcastle), AARE

Date of Appointment: 4 June 2025*Expiry of Term:* 31 August 2026**ELECTED STUDENT MEMBER (UNDERGRADUATE)****Mr Jacob Carson**

UCTh(Morling), BA, LLB(Hons)/DipLegPrac(Newcastle), AAICD

Date of Appointment: 1 January 2024*Expiry of Term:* 31 December 2025**ELECTED STUDENT MEMBER (POSTGRADUATE)****Ms Laura Dowling**

DipLang(French), BBioMedSc(Hons1)(Newcastle)

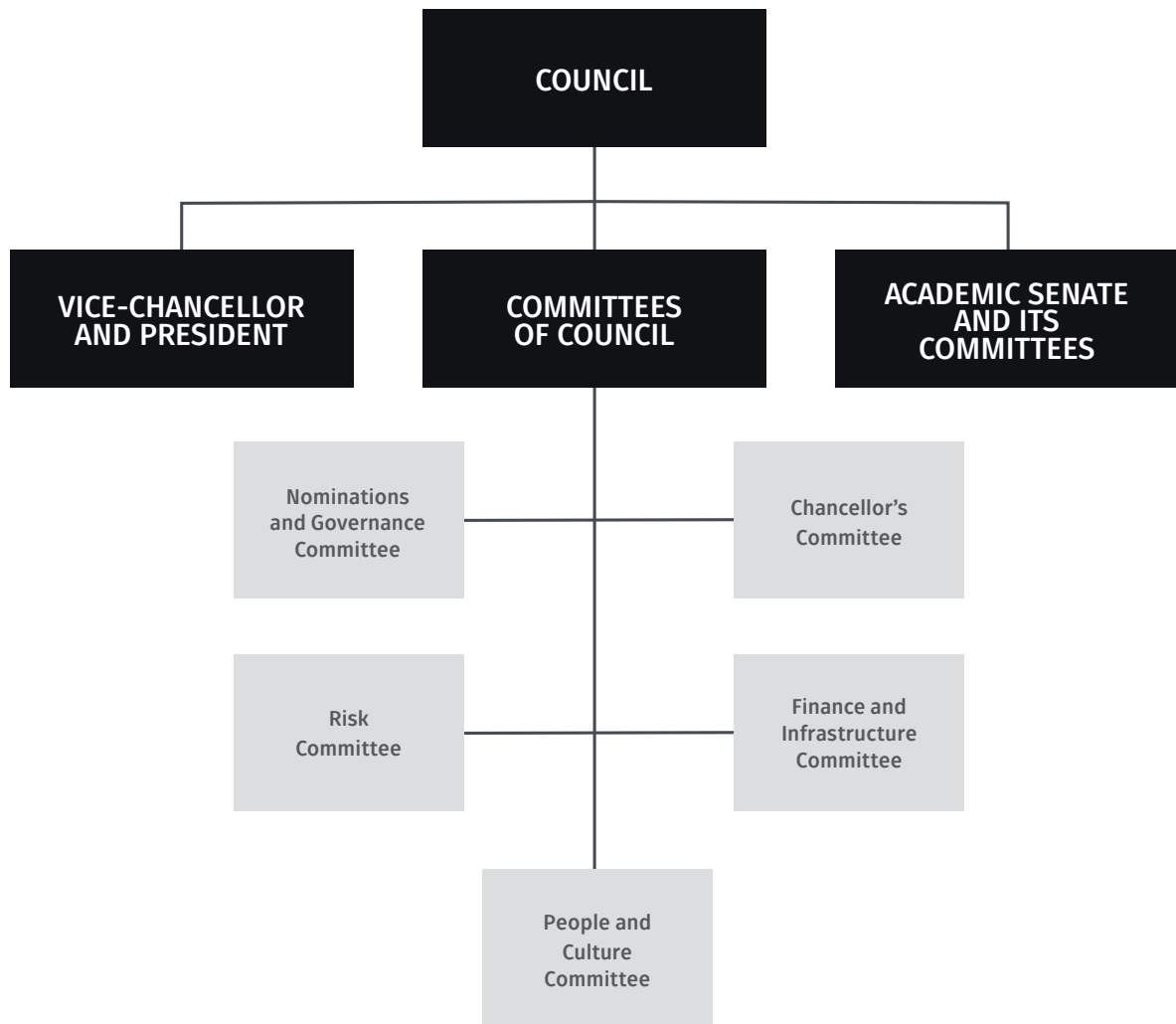
Date of Appointment: 1 January 2025*Expiry of Term:* 31 December 2026**BOARD MEETINGS AND ATTENDANCE TABLE**

Council members may attend all committee meetings with rights of audience and debate, with the exception of the Chancellor's Committee. The table below provides details of the number of meetings convened during the year, details the meetings Council members were eligible to attend and records their attendance.

Member	Council Scheduled Meetings	Chancellor's Committee	Nominations & Governance Committee	People & Culture Committee	Finance & Infrastructure Committee	Risk Committee
The Hon Patricia Forsythe AM	8/8	5/5	5/5	5/5	5/5	5/5
Professor Alex Zelinsky AO	8/8	5/5	5/5	5/5	5/5	5/5
Mr Brendan Boyle	8/8	N/A	N/A	N/A	4/5	N/A
Mr Jacob Carson	7/8	N/A	N/A	3/5	N/A	N/A
Mr Noel Cornish AM	8/8	5/5	N/A	N/A	5/5	N/A
Ms Elizabeth Crouch AM	8/8	N/A	N/A	N/A	3/5	4/5
Mr Jason Darney	6/8	N/A	N/A	N/A	4/5	N/A
Mr John Della Bosca AM	7/8	N/A	5/5	4/5	N/A	N/A
Mr Michael Di Rienzo	8/8	4/5	N/A	N/A	4/5	4/5
Ms Laura Dowling	8/8	N/A	N/A	5/5	N/A	N/A
Ms Liz Nicol	8/8	N/A	5/5	5/5	N/A	N/A
Ms Julie Phillips	8/8	5/5	5/5	5/5	N/A	N/A
Associate Professor Marcus Rodrigs	8/8	5/5	5/5	N/A	5/5	N/A
Ms Shireen Syed	4/4	N/A	N/A	N/A	N/A	2/2
Ms Wendy Taggart	4/4	N/A	N/A	2/2	N/A	N/A
Dr Annika Westrenius	8/8	N/A	N/A	N/A	N/A	4/5
Mr Kevin Young	6/8	5/5	5/5	N/A	5/5	5/5

For further information on the University's members of Council, visit: newcastle.edu.au/current-staff/our-organisation/governance/council/council-members

OUR GOVERNANCE FRAMEWORK



The University's governance policies can be found on our website at: newcastle.edu.au/about-uon/governance-and-leadership/policy-library

Policies are regularly reviewed and updated to ensure they reflect best practice and support stakeholders' expectations wherever practical.

EXECUTIVE LEADERSHIP COMMITTEE

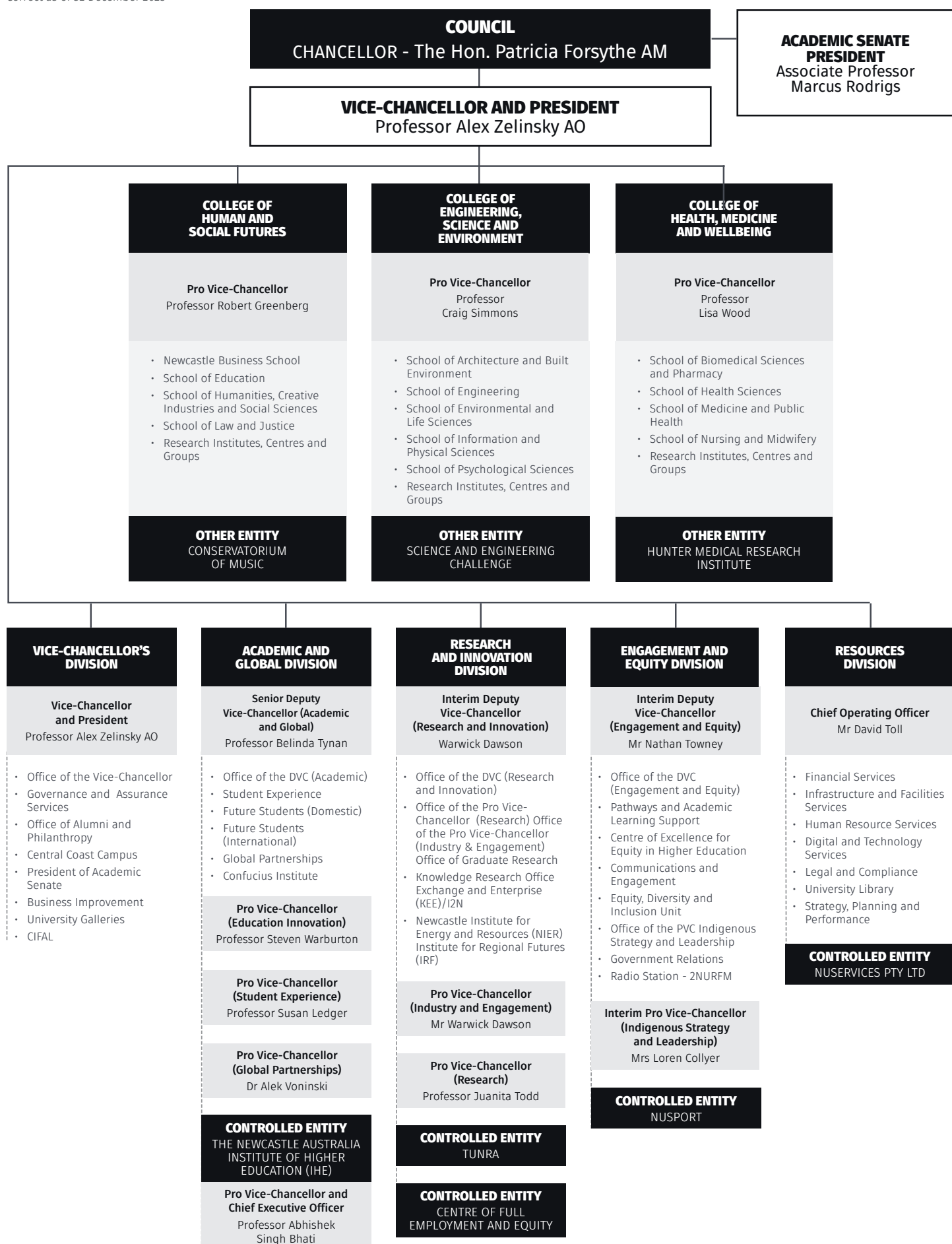
The Vice-Chancellor and President is the Principal Executive Officer of the University of Newcastle with responsibility for strategic direction, the operation and management of the University and for chairing the University's Executive Leadership Committee.

ROLE OF THE EXECUTIVE LEADERSHIP COMMITTEE

The Executive Committee is a forum for the Executive to share information and provide advice to the Vice-Chancellor on major strategic matters. It defines and focuses the University's strategic direction in line with the strategic plan. It operationalises the strategic plan through business.

ORGANISATION CHART

Correct as of 31 December 2025



----- Dashed line denotes senior point of contact between the University and its entities

CONTROLLED ENTITIES

The University of Newcastle Group consists of the University and its four controlled entities.

TUNRA

The University of Newcastle Research Associates Limited (TUNRA) is a wholly-owned subsidiary of the University of Newcastle. TUNRA plays a key role within the University ecosystem, enabling business, industry, and government to connect with experts on consulting and contract research projects. Their service enables University experts to utilise their knowledge and experience to collaborate with external partners to create impact. They support hosted projects and provide specific engineering expertise in the bulk materials handling fields. This proven framework enables TUNRA to be agile and responsive to industry needs. TUNRA has strategically developed specific divisions that allow them to facilitate a wide range of services that assist clients both in Australia and internationally.

Boasting a rich history, TUNRA Bulk Solids (TBS) celebrated its 50th year of operation in 2025. Over this time TBS has established itself as a global leader in research and consulting for the resource, process and manufacturing sectors. TUNRA Connect provides a platform for University experts to collaborate with external partners on consulting, testing services and industry short courses and training to deliver research-led solutions with real world impact. TUNRA also hosts two key major research projects with partners ImmVirX, focused on developing novel oncolytic viruses to create powerful cancer immunotherapy combinations, and Mineral Carbonation International (MCi), pioneers of mineral carbon innovation developing a carbon capture and use solution to transform CO₂ into saleable materials.

TUNRA is driven by a strong mandate of supporting University research and fulfills this mandate in several ways, including both direct and indirect contributions. In addition to direct contributions such as the provision of workshop support to facilitate pilot plant development and regular scholarship support, TUNRA also makes contributions to key research initiatives of the University.

NEWCASTLE AUSTRALIA INSTITUTE OF HIGHER EDUCATION (NAIHE) SINGAPORE

Incorporated under Singapore's Companies Act in March 2006, Newcastle Australia Institute of Higher Education Pte Ltd (NAIHE, formerly known as UON Singapore Pte Ltd) is a wholly-owned subsidiary of the University of Newcastle (Australia), with the key objective to provide academic programs offered by the University in Singapore. NAIHE aspires to be an innovative, distinctive, and financially sustainable provider of academic services, leveraging the University of Newcastle's academic and research excellence in Singapore and the region.

NEWCASTLE UNIVERSITY SPORT (NUSPORT)

Newcastle University Sport (NUsport) is a controlled entity of the University of Newcastle. Their vision is to inspire healthier communities as one of the largest providers of premier sport, health and fitness facilities, services and programs in the region. This is reflected in the NUsport mantra "We are NUsport: Move, Improve, Thrive". NUsport continues to evolve to maintain its position as a regional leader in the sector. NUsport delivers outcomes on multiple levels including Participation, Pathways, and Podium. Students and the community can participate in a range of sport, health, and wellbeing activities. NUsport provides athlete development and representative pathway opportunities in Unisport and commercial environments. NUsport also facilitates elite performance opportunities through partnerships with state, national and international sports organisations. The NUsport student and member experience is supported by both the University and NUsport ecosystems which encompass a broad range of premier facilities, programs and services delivered from The Forum Sports and Aquatic Centre and Sports Precinct at Callaghan, The Forum Health and Wellness Centre at Honeysuckle and the NUsport Pop Up Gym at Ourimbah. NUsport manages and operates the NUsport Performance Centre - a Swimming NSW and NSW Institute of Sport initiative, the University of Newcastle Elite Athlete Program, University of Newcastle Representative Sport, 24 NUsport Clubs and a large number of social sport competitions. NUsport also provides a variety of community programs and services such as Learn to Swim, NUsport Swim Academy, school holiday programs and school sport.

NUSERVICES PTY LTD

Established in May 2020, NUservices Pty Ltd provides campus-based services to University of Newcastle students, staff and community. Services include retail, food and beverage, venue management and hire, commercial leases and University merchandise. NUservices Pty Ltd shares the University's commitment to sustainability and excellence.