

# PART ONE: OVERVIEW

## A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

As we reflect on the past year at the University of Newcastle, we are filled with pride and gratitude for the remarkable achievements and milestones we have reached together.

In the first half of 2024, we welcomed the Universities Accord, which was a significant milestone and will provide a framework for the higher education sector. With the target for 80 per cent of Australia's workforce to have a tertiary qualification by 2050, the Accord's recommendations should shape the sector over the years to come. We hope it will improve the quality, accessibility, affordability and sustainability of the higher education sector.

As the Accord's recommendations were released, it was fitting that in 2024 we celebrated 50 years of Open Foundation. Open Foundation and our pathway programs have been a cornerstone of our University, providing students with the opportunity to access higher education and achieve their academic and career goals. Our dedication to equity was further recognised when we won the prestigious Australian Financial Review Higher Education Awards for both our Pathway Programs and Quality Teaching Rounds. These accolades are a testament to the hard work and dedication of our staff and the success of our students. They highlight our unwavering commitment to creating pathways for all students, regardless of their background, to achieve their full potential.

Our commitment to equity was further reaffirmed when we became one of the first two universities in Australia to receive a Science in Australia Gender Equity (SAGE) Athena Swan Silver Award. These awards acknowledge our University's ongoing commitment to fostering a supportive and inclusive university environment.

This year, we proudly hosted the Times Higher Education (THE) Campus Live ANZ conference at our University. This event brought together thought leaders, educators, and researchers from across the Asia Pacific region to discuss the future of higher education. It was an enriching experience that showcased our University's role as a leader in global education.

2024 marked the anniversary of 20 years of ResTech - a joint venture between Ampcontrol and our University. ResTech is a collaborative Living Lab that brings together the skill, knowledge and diversity of a local industry leader, alongside our university students and staff. Importantly, it provides opportunities for our students to work with industry leaders on challenging research projects.

Work on our City Campus Student Accommodation in the heart of the Newcastle also progressed during 2024 and following extensive consultation, we submitted a State Significant Development Application (SSDA). The new building is anticipated to open in 2027 and will house up to 445 beds. We hope this new building will offer students an inner-city experience, while injecting vibrancy into the area.

On the Central Coast, we saw our new Central Coast Campus building on Mann Street in Gosford take shape. This new campus reaffirms our commitment to the Central Coast and will provide opportunities for Central Coast students to study close to home, help close skill gaps, and create new jobs for the community. The project is on track for completion in the second half of 2025.

As with every year, 2024 came with many challenges. The higher education sector faced significant financial constraints and uncertainty around international student numbers. Growth in our domestic student numbers helped to offset the reduction in international student enrolments. However, our core operational costs still exceed the University's operational income. These challenges will continue to impact the sector for years to come and we, like many universities, will be forced to make difficult decisions to ensure our long-term financial sustainability. Despite these hurdles, we have continued to provide high-quality education and support to our students, ensuring that they have the resources and opportunities they need to succeed.

As we look ahead and next year move into our 60th anniversary, we remain committed to being a university of both equity and excellence, fostering an inclusive and dynamic learning environment and undertaking globally recognised research. We are confident that with the continued support of our community, we will overcome any challenges and achieve even greater success in the years to come. Our vision for the future is one of growth, innovation, and impact, where we continue to lead, inspire and provide opportunities for everyone to access higher education.

Thank you for being a part of our journey. Your support and dedication are what make our achievements possible, and we look forward to continuing this journey together.



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 2024, our University ranked in the top 179 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. Guided by our sector-leading Wollotuka Institute, we are leaders in Indigenous education and we are proud to be number one in the sector, with the most Aboriginal and Torres Strait Islander students of any university in the country. 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, delivering 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). Our inspiring campuses are located in Newcastle, Central Coast, Sydney, Singapore, as well as regional facilities in Muswellbrook, Orange, 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

### 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](https://newcastle.edu.au/our-uni/history)

Research: [newcastle.edu.au/research](https://newcastle.edu.au/research)

Colleges and schools: [newcastle.edu.au/college](https://newcastle.edu.au/college)

Indigenous collaboration: [newcastle.edu.au/our-uni/indigenous-collaboration](https://newcastle.edu.au/our-uni/indigenous-collaboration)

Community partnerships: [newcastle.edu.au/engage/community-partnerships](https://newcastle.edu.au/engage/community-partnerships)

Executive leadership: [newcastle.edu.au/our-uni/governance-and-leadership/executive-leadership](https://newcastle.edu.au/our-uni/governance-and-leadership/executive-leadership)

# KEY STATISTICS



**RANKED  
EQUAL 179**

in the world<sup>1</sup>



**37,195**  
**STUDENTS**<sup>2</sup>  
supported by 2773.73 staff  
(full time equivalent)<sup>3</sup>



**EQUAL 1ST**  
Australian university to receive  
Science in Australia Gender Equity  
(SAGE) Athena SWAN Silver Award



**5.02%**  
of students identify as  
**ABORIGINAL AND TORRES  
STRAIT ISLANDER**<sup>4</sup>



**43.7%**  
of students are  
**FIRST IN FAMILY**  
to attend university<sup>4</sup>



**6,387**  
**INTERNATIONAL  
STUDENTS**  
from 96 countries<sup>4</sup>



**7,552**  
**GRADUATES**  
(undergraduate, postgraduate  
and Higher Degree Research  
across 256 programs)<sup>4</sup>



**3.3%**  
**ABORIGINAL AND  
TORRES STRAIT  
ISLANDER WORKFORCE  
PARTICIPATION**<sup>5</sup>



**\$149.65M**  
**IN RESEARCH FUNDING**<sup>6</sup>



**23.6%**  
**OF STUDENTS  
ARE LOW SES**  
(socioeconomic status)<sup>7</sup>



**\$18.7M**  
**IN PHILANTHROPIC/  
SPONSORSHIP INCOME  
RECEIVED FROM  
1,765 SUPPORTERS**<sup>8</sup>



**199,000**  
**ALUMNI FROM  
152 COUNTRIES**<sup>8</sup>

1 QS World University Rankings 2025 report | 2 University data warehouse (26 February 2025) | 3 Department of Education Higher Education Staff Statistics as at 31 March 2024 | 4 University data warehouse (27 February 2025) | 5 University of Newcastle Looking Ahead KPI Report | 6 2023 financial year figures for annual higher education research data collection (HERDC) | 7 University data warehouse (4 March 2025) | 8 Data sourced from Salesforce Advancement CRM at 6 January 2025

# 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.

*1 External members appointed by the Minister, are appointed for up to four years. | 2 External members appointed by Council, are appointed for up to four years. Three staff members are elected for up to two years. | 3 Student members are elected for a term of one year.*

For further information on the University's members of Council, visit:

[newcastle.edu.au/current-staff/our-organisation/governance/council/council-members](https://newcastle.edu.au/current-staff/our-organisation/governance/council/council-members)

## COUNCIL MEMBERS

The Council comprises 16 members who contribute their expertise and time. Membership as at 31 December 2024 was:

### EX-OFFICIO EXTERNAL MEMBER

**The Chancellor The Hon Patricia Forsythe AM**

BA, DipEd(Ncle), FAICD

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

### 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

### EX-OFFICIO MEMBER

**President of Academic Senate, Professor Tania Sourdin**

BA, LLB, Grad Dip Leg Prac, LLM, PhD

Chairs: Academic Senate

### MINISTERIALLY APPOINTED EXTERNAL MEMBER

**The Hon Dr John Della Bosca AM**

PhD, MLitt(USyd), BA(UNSW)

### MINISTERIALLY APPOINTED EXTERNAL MEMBER

**Ms Liz Nicol**

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

### COUNCIL APPOINTED EXTERNAL MEMBER

**Deputy Chancellor Mr Kevin Young**

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

### COUNCIL APPOINTED EXTERNAL MEMBER

**Ms Julie Phillips**

BPharm, Dip Hosp Pharm, MSc(Sydney), MBA(Macq), MPS, AICD

Chairs: People and Culture Committee

### COUNCIL APPOINTED EXTERNAL MEMBER

**Mr Jason Darney**

B.SocSc, Grad Cert Education, Grad Dip (Mgmt)

### COUNCIL APPOINTED EXTERNAL MEMBER

**Mr Noel Cornish AM**

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

Chairs: Finance & Infrastructure Committee

### COUNCIL APPOINTED EXTERNAL MEMBER

**Mrs Michelle McPherson**

BBus(Accounting)(UTS), CA, GAICD

### COUNCIL APPOINTED EXTERNAL MEMBER

**Ms Jennifer Leslie**

BCom(Newcastle), FCA, TFASFA, FGIA, MAICD

Chairs: Risk Committee

### COUNCIL APPOINTED EXTERNAL MEMBER

**Mr Michael Di Rienzo**

BCom(Newcastle)

### ELECTED STAFF MEMBER

**Associate Professor Brendan Boyle**

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

### ELECTED STAFF MEMBER

**Dr Annika Westrenius**

B.Mgmt, B.Bus(Hons1) PhD(Mgmt)(Ncle)

### ELECTED NON-ACADEMIC STAFF MEMBER

**Ms Shireen Syed**

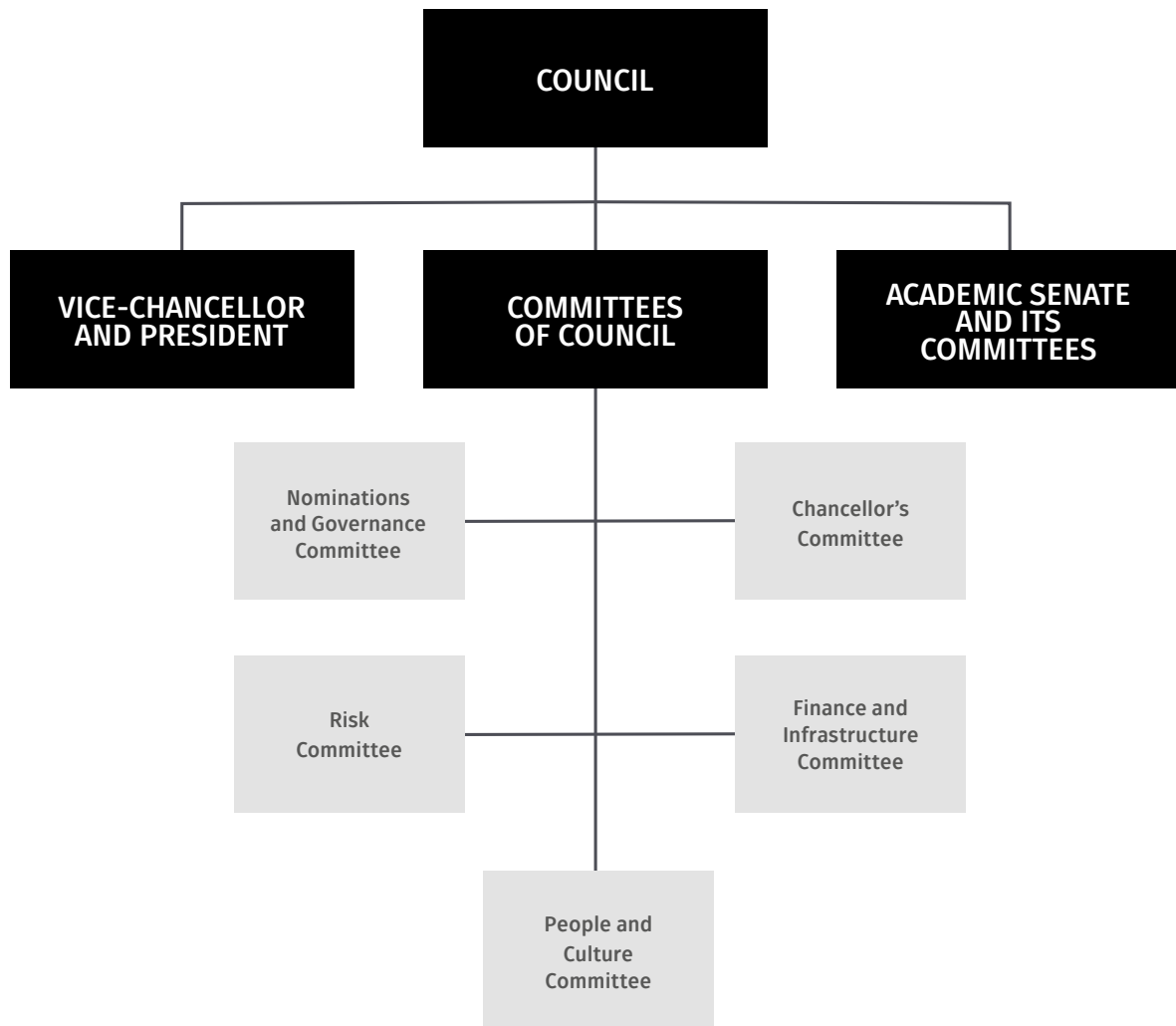
BCom(ANU)

### ELECTED STUDENT MEMBER

**Mr Jacob Carson**

BA(Ncle), UCTh(Morling)

## OUR GOVERNANCE FRAMEWORK



A restructure of the Council Committees occurred during 2024, with the Finance Committee and Development Committee merging to form the Finance and Infrastructure Committee. The Controlled and Associated Entities Committee was disestablished in October 2024.

The University's governance policies can be found on our website at:

[newcastle.edu.au/about-uon/governance-and-leadership/policy-library](https://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.

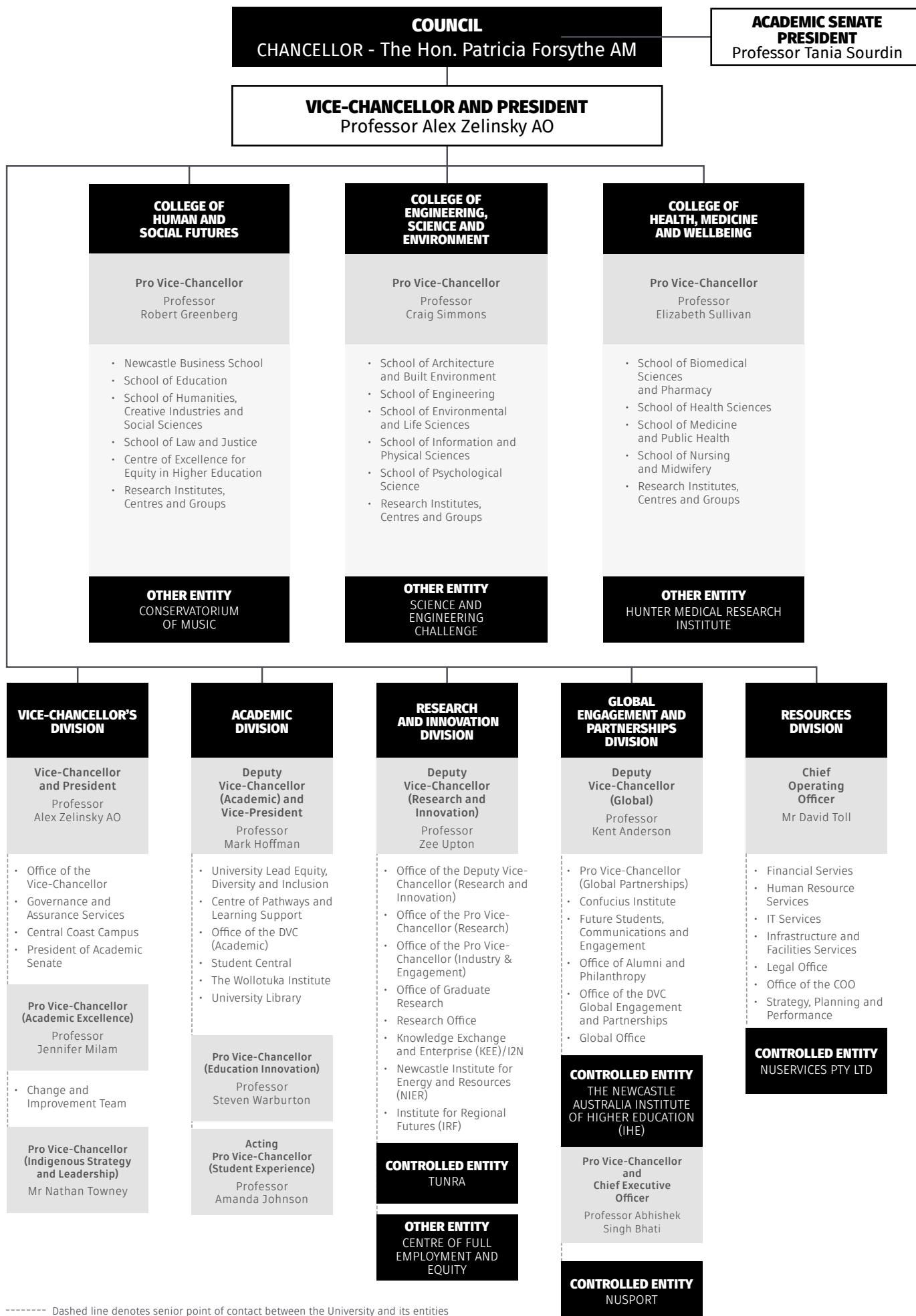
### EXECUTIVE LEADERSHIP TEAM

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 Team.

### ROLE OF THE EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team is a forum for the Executive to share information and provide advice to the Vice-Chancellor on major strategic matters. It focuses on the University's strategic direction and prioritises operational decisions in line with the strategic plan.

Correct as of 31 December 2024



----- 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.

## THE UNIVERSITY OF NEWCASTLE RESEARCH ASSOCIATES LTD (TUNRA)

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

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. Boasting a rich 50+ year history, TUNRA Bulk Solids (TBS) provides consulting and contract research services for the resource and process sectors. Building on this success, TUNRA Geotechnical was established in 2023 to provide industry with comprehensive geotechnical testing services. 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.

## 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)

At Newcastle University Sport (NUsport), a controlled entity of the University of Newcastle, our 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. Throughout its history, NUsport has grown and succeeded because it understands and adds value to the role that sport, fitness and recreation play within the University of Newcastle, the region and the community. Our mission is to enable the students and staff of the University of Newcastle, and the wider community, to actively participate and realise the benefits of participation in sport, health, fitness and wellbeing activities. In doing so, we provide an exceptional student and member experience, powered by excellence, knowledge and research.

NUsport encompasses 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.

## NU SERVICES

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.